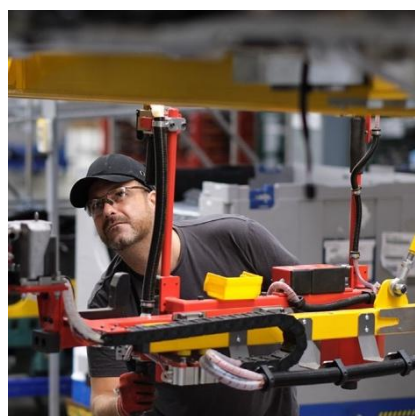
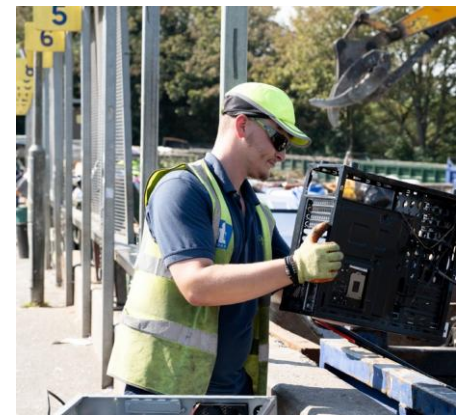


Recalibrating Warwickshire

Warwickshire County Council
Council Delivery Plan 2026-28



How to view the Council Delivery Plan

Our two-year Council Delivery Plan (2026-2028) sets out what we will deliver to achieve our Council Plan objectives against each of the 6 areas of focus, 3 focusing on People and 3 focusing on Place, and being fit for the future.

The Council Delivery Plan (CDP) sets out key deliverables against the Council Plan 2026 – 2030 approved by Council on 14 May 2026. The CDP is a two-year rolling Plan, translating the direction set in the Council Plan into specific and trackable actions and responsibilities for delivery. Whilst these are the key deliverables many of our services are working on the Council Plan objectives as part of their day-to-day operational activity.

Our success in delivering this plan is measured by the indicators in our performance framework. A link to the performance framework can be found here:

[Performance Management Framework Key Business Measures](#)

Our mission:



Improve services



Deliver new and better local government



Transform for the future

MISSION CRITICAL

Our areas of focus:



People



Safe and strong childhoods



Living well in Warwickshire



Building brighter futures



Places



Economy, growth, jobs and skills



Highways and transport



Proud places and safe communities



Fit for the future

Our areas of Focus are underpinned by four common goals:



Value for money



Optimising technology and innovation



Empowering local communities



Delivering excellence

Delivery and impact

We will ensure delivery through our:



Council Delivery Plan



LGR Implementation Plan



Value for money programme

We will measure impact through the:



Performance Management Framework



AOF1 – Safe and strong childhoods

The outcome we want to achieve: Warwickshire is a great place to grow up, where children and young people, especially the most vulnerable are kept safe and supported to stay with their families or live close to home in high quality care. All children and young people will have access to the physical, mental and emotional wellbeing support they need to thrive, and children will achieve a good level of development by the time they start school.

Our objectives from the Council Plan 2026-30:

1. Restore trust and confidence by embedding a proactive, multi-agency approach, integrating the pathfinder model, early help, voluntary and community sector engagement, and strong advocacy for our children and families.
2. Evolve family support hubs by creating a multifaceted outreach offer that supports families across all areas of Warwickshire.
3. Support children and young people's emotional wellbeing by ensuring access to timely physical and mental health support that helps them stay happy, healthy and resilient.
4. Deliver better outcomes and improve placement stability for children by increasing allowances for mainstream foster carers to recognise their contribution and incentivise more foster carers to work with WCC.
5. Deliver better outcomes for children in care, improve value for money and focus resource where it can make the most difference by embedding and expanding the number of Council-run children's homes.
6. Support adolescents who are at the greatest risk of exploitation or entering the youth justice system or disengaged from education by targeting support and intensive, multiagency help.
7. Grow a skilled and experienced workforce by investing in internal development pathways, including apprenticeships for social workers and youth workers, to ensure families receive the support they need.
8. All children and young people will have access to the physical, mental and emotional wellbeing support they need to thrive, and children will achieve a good level of development by the time they start school.
9. Strive to reduce child poverty in Warwickshire through a multi-agency approach.

AOF1: Safe and strong childhoods

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
<ol style="list-style-type: none"> 1. Countywide Best Start Family Hubs, including a model for Family Help and SEND Family Help, implemented and operational across Warwickshire Advocacy and single access routes for families including SEND, recommissioned and live. 2. Recommissioned CAMHS service implemented, including dedicated mental health support for care-experienced young people 3. Implement an enhanced model of short breaks for children with disabilities by widening choice, improving access routes and the support available for parents and carers. 4. Foster carer allowance revised, supporting the recruitment and retention of foster carers and enabling improved placement stability and increase in-county placements. 5. New WCC children's homes opened and maintained at target occupancy. 6. Delivering bespoke adolescent support in Nuneaton & Bedworth to young people aged 12 plus and their families in the borough. 7. Extend WCC Youth Clubs and targeted youth work, particularly for children with SEND. 8. Best Start in Life and Child Poverty action plans delivered, improving school readiness and early years outcomes. 	<p>Children & Families</p> <p>Education</p> <p>Social Care & Health Commissioning</p>	<p>Children & Families, Education and SEND</p>



AOF2: Living well in Warwickshire

The outcome we want to achieve: Adults in Warwickshire are enabled to live independently and in good health for longer, with reduced health inequalities and improved life expectancy. Through an integrated social care service residents are supported by preventive mental and physical health services, strong safeguarding and recovery support, financial and digital inclusion, effective carer Living well in support, and accessible services for the most vulnerable.

Our objectives from the Council Plan 2026-30:

1. Embed prevention, health and wellbeing across the Council to achieve better outcomes for residents, by integrating these principles into every aspect of policy, planning and service delivery
2. Promote healthier lifestyles for all ages.
3. Reduce inequalities in health outcomes and improve life expectancy and healthy life expectancy by acting on the wider determinants of health and by targeting and prioritising actions where gaps are the greatest.
4. Reduce the need for hospital or long-term care by supporting the most vulnerable and disadvantaged adults to live independently and in good health by building on their strengths.
5. Improve wellbeing for those most in need by ensuring they have access to essential services and support, including targeted action to address food poverty through the Warwickshire Food Forum.
6. Deliver an integrated approach to mental and physical health across the county by working with partners to develop integrated neighbourhood teams.
7. Support the most economically vulnerable by targeting help and support and promoting financial and digital equality.
8. Help people's recovery and access to services by supporting and safeguarding those in receipt of care
9. Improve the wellbeing of informal carers by ensuring they are reached and supported effectively, through carers support and by services working in partnership to provide tailored information, advice, guidance and support.

AOF 2: Living well in Warwickshire

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
9. Drug support programmes delivered.	Public Health	Adult Social Care and Health
10. Develop, implement and monitor place-based action plans to support delivery of Warwickshire's Health and Wellbeing Strategy priorities and actively engage in the development of Integrated Neighbourhood Teams	Social Care & Health Commissioning	
11. Strengths-based support model further embedded, enabling preventative approaches to reduce hospital admissions and long-term care.	Social Care & Support	
12. Cost of Living Programme priority interventions delivered, including the Crisis and Resilience Fund and Warwickshire Food Forum and Financial Inclusion Partnership action plans.		
13. Revised all-age unpaid carers offer implemented, improving reach/uptake of support.		
14. Deliver Adult Social Care Innovation and Improvement programme actions to support delivery of our Adult Social Care Strategy.		
15. In response to the national reform of the Better Care Fund, take a lead in developing local arrangements that enhance and improve our community support offer and enable residents to remain independent at home, in line with nationally set timescales once confirmed.		



AOF 3: Building brighter futures

The outcome we want to achieve: Children and young people in Warwickshire are supported from early years through to adulthood to attend and thrive in education. They will achieve their potential; developing skills for life and work; and fulfil their aspirations regardless of background. Children's special educational needs are met within a high quality and financially sustainable system that meets the County's current and future needs.

Our objectives from the Council Plan 2026-30

1. Enable all young children, especially those from disadvantaged backgrounds, to be school ready and able to reach their full potential by supporting early years providers.
2. Enable children to have skills for life and be well prepared for the workplace through access to good schools and by supporting them to attend and achieve at all levels of learning.
3. Ensure provision of sufficient early years, school and Post 16 places to meet the demographic needs of the county.
4. Improve educational achievement and social mobility, with a particular focus on improving outcomes in areas of the county where attainment is lower by working with local colleges, universities and other partners.
5. Deliver better outcomes for children with special educational needs and disabilities by building on relationships with parents, carers and learners and transforming our SEND provision.
6. Deliver long term financial sustainability by reviewing Home to School Transport eligibility to align with statutory requirements.
7. Creating opportunities for young people by improving access to apprenticeships, supported internships, skills and trades.

AOF3: Building brighter futures

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
16. Submit, and implement a Department for Education-approved Local SEND Reform Plan, including a new Education & SEND Strategic Workforce plan and development of Experts at Hand to support children and schools.	Education	Children & Families, Education and SEND
17. Implement an improvement plan focused on the timeliness of EHCPs and annual reviews.	Children & Families	
18. Implement and track targeted improvement actions to improve outcomes in attendance, particularly those children who are persistently not attending school.	Transport & Economy	Transport & Planning
19. Deliver Early Years Integrated Plan with Best Start in Life to improve provision for disadvantaged children and SEND.		
20. Submit and implement an updated school sufficiency and capital programme to expanded education placements.		
21. Submit and implement a revised Home to School Transport policy and efficiency measures implemented.		
22. Targeted intervention in local areas where there is a higher number of young people who are NEET to increase the level of participation in post 16 opportunities, particularly apprenticeships.		
23. Deliver an enhanced offer of future careers and skills support, enabling young people to transition onto post 16 positive destinations working, with Warwickshire schools, colleges training providers and businesses.		



AOF4: Place – Economic growth, jobs and skills

The outcome we want to achieve: Warwickshire has a strong and competitive economy where priority sectors are growing, innovation is increasing and inward investment is rising. More residents are supported into better paid employment and the county has a skilled workforce that is aligned to future needs. This in turn continues to drive a world-class visitor economy that maximises the county's Economic growth, heritage, culture and tourism assets.

Our objectives from the Council Plan 2026-30:

1. Increase employment opportunities and raise salary levels by supporting business growth and investing in priority economic sectors, including through the Warwickshire Investment Fund.
2. Improve life opportunities, by supporting residents from vulnerable groups, including those with learning disabilities and autism, into fulfilling employment.
3. Grow high value sectors by creating the conditions for innovation and inward investment and promoting Warwickshire nationally and internationally as a great place to do business.
4. Create well paid jobs and develop the future skills needed by our businesses and priority economic sectors, by using funding devolved to Warwickshire to support growth and deliver a new skills strategy.
5. Grow Warwickshire's visitor and tourism economy by strengthening the benefits of the county's heritage and cultural assets and legacy.

AOF4: Place – Economy, growth, jobs and skills

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
24. Establish a new business support service within WCC. Warwickshire Investment Fund business plan implemented, and agreement of future approach post-March 2027.	Transport & Economy	Economy
25. Deliver key employment support programmes, such as Connect to Employment and WorkWell, to help residents find and/or sustain meaningful and rewarding employment.	Infrastructure, Planning & Environment	Environment, Heritage and Culture
26. Adult Skills Funding devolved and operational, with bootcamps in key sectors, providing targeted support for individuals to upskill in areas of high demand to help them secure employment.		
27. Through the Warwickshire Business Growth Service deliver proactive support and advice to businesses on regulatory requirements that offers a single, consistent approach minimising bureaucracy and promoting growth and jobs.		
28. Visit Warwickshire relaunched, with increased visitor numbers and spend.		



AOF5: Place - Highways and transport

The outcome we want to achieve: Warwickshire is connected by a modern and resilient transport network that supports economic vitality, improves journey reliability and road safety, and enhances quality of life for all residents. Infrastructure and assets are optimised for the benefit of residents and business.

Our objectives from the Council Plan 2026-30:

1. Enhance the quality of life for all residents and support the county's economic vitality through the delivery of a modern and resilient transport network.
2. Improve the condition of the county's roads through delivery of the road renewal programme and long-term highways asset management strategy, supported by the latest technologies.
3. Reduce the impact of winter weather on our roads through capable and efficient winter services.
4. Ensure maintenance and investment decisions around our highway network support the needs of all users, including motorists.
5. Reduce peak-time congestion on key corridors across Warwickshire and improve journey reliability for commuters, freight and public transport users through the implementation of innovative solutions and the delivery of the Warwickshire Local Transport Plan.
6. Reduce the number of people killed or seriously injured on Warwickshire's roads by prioritising road safety.
7. Use our influence to improve and expand the public bus network and services to better serve rural communities across the county.
8. Improve rural connectivity between our towns and villages with appropriate infrastructure, that in is in keeping with the existing natural environment.
9. Improve access for all users by maintaining the public rights of way and bridleway networks.

AOF5: Place – Highways and transport

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
<p>29. Key transport corridor measures delivered.</p> <p>30. Deliver resurfacing, reconstruction and surface treatment sites through DfT capital funding, supported by reporting on road condition data across A, B, C and unclassified roads to demonstrate targeted gradual improvement.</p> <p>31. Deliver Bus Service Improvement Plan– expanding bus provision where possible and improving quality and reliability of bus transport.</p> <p>32. Network availability maintained through delivery of the winter service and highways investment aligned to asset strategy.</p> <p>33. Deliver two yearly gully cleaning and flood alleviation cycles.</p> <p>34. Implement traffic network initiatives and targeted road safety interventions to improve public transport reliability and road safety and reduce peak-time traffic delays.</p> <p>35. Deliver a programme of works such as bridge replacement and minor infrastructure to improve accessibility and condition of public rights of way network.</p>	<p>Highways</p> <p>Transport & Economy</p>	<p>Transport & Planning</p> <p>Fire & Rescue, Community Safety and Flooding</p>



AOF6: Place – Proud places and safe communities

The outcome we want to achieve: Warwickshire's places and communities are safe, well connected and prosperous. Crime and harm are reduced, supported by strong prevention and emergency services. Regeneration and infrastructure activities focus on the areas that need them most. Integrated planning, digital connectivity and targeted investment support sustained growth and opportunity across the county. Warwickshire's communities have access to green spaces and are protected from the impact of flooding.

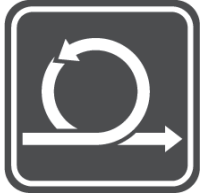
Our objectives from the Council Plan 2026-30:

1. Create safer communities by reducing crime, domestic abuse, child exploitation and youth violence across the county, through our Crime Awareness and Prevention Programme which strengthens transparency and supports residents to stay safe
2. Tackle domestic abuse by building on existing work with survivors and perpetrators and including fathers in creating safe family environments.
3. Create prosperity and expand opportunities for growth in places with the lowest social mobility, by promoting and supporting regeneration and delivering key regeneration programmes in the county's main towns.
4. Strengthen community safety and resilience through effective delivery of Warwickshire Fire and Rescue Service's Community Risk Management Plan via prevention, protection and response activity, and supporting staff by minimising contamination risk and providing a robust wellbeing offer.
5. Support housing and employment growth by ensuring new developments are fully integrated with essential infrastructure, services and transport links, informed by detailed infrastructure plans and the timely delivery of transport modelling.
6. Improve access to digital connectivity by rolling out gigabit capable broadband, 5G and other advanced wireless coverage, prioritising hard to reach and rural areas.
7. Enable the delivery of needed infrastructure, new homes and commercial space across Warwickshire by creating investable development opportunities through Warwickshire Property and Development Group (WPDG) and the Develop Warwickshire Joint Venture.
8. Protect our green spaces, by enhancing biodiversity and nature recovery and developing environmental infrastructure.
9. Increase the number of properties better protected from the impact of flooding through environmental improvements and support for energy costs.
10. Improve waste recycling rates.
11. Promote and protect the county's waterways as a desirable setting for residents, visitors and businesses.

AOF6: Proud places and safe communities

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
<p>36. Deliver the Crime Awareness & Prevention Programme by:</p> <ul style="list-style-type: none"> 36.1. Running quarterly thematic surgeries to strengthen community cohesion and support Safer Warwickshire Partnership Board priorities; 36.2. Supporting ward councillors to strengthen community engagement through funded local events; and 36.3. Deliver, monitor and evaluate locally approved interventions that responds to identified community needs. <p>37. Deliver regeneration and Pride in Place programmes including in Bedworth, Camp Hill, Leamington, Warwick Town, Rugby, Stratford upon Avon Town.</p> <p>38. Deliver construction of the Vicarage Street development, including the Library and Business Centre and enabling works for new residential scheme, to open in early 2028.</p> <p>39. HMICFRS inspection outcomes implemented, including delivering an estates plan to mitigate the risk of contaminants.</p> <p>40. Implement the delivery of a Warwickshire Spatial Development Strategy as required by the National Planning Policy Framework to ensure delivery of housing needs, co-ordination of providing strategic infrastructure, enable economic growth and improve the environment.</p> <p>41. Develop and roll-out the Rural Support Fund to relieve disadvantage and support resilience in rural Warwickshire communities.</p> <p>42. Collaborate with BDUK / CityFibre to deliver the UK government's Project Gigabit build programme throughout Warwickshire.</p>	<p>Transport & Economy</p> <p>Infrastructure, Planning & Environment</p>	<p>Fire & Rescue, Community Safety and Flooding</p> <p>Economy</p> <p>Environment, Heritage and Culture</p>

<p>43. Delivery of the Warwickshire Local Nature Recovery Strategy through the Local Nature Partnership and Themes of Nature Rich Habitat, Water Resilience, Community, Nature Markets, Sustainable & Environmental Farming and Species Recovery.</p> <p>44. Deliver the Additional Gully Cleaning / Flooding Alleviation cycle.</p> <p>45. Deliver a programme of initiatives to maximise visitor experience in country parks and waterways.</p> <p>46. Warwickshire Property and Development Group to deliver agreed outputs and financial returns as per business plan.</p>		
--	--	--



Fit for the future

The delivery of our 6 Areas of Focus are underpinned by 4 common goals:

1. Improving value for money:

We know that how we spend Council money and making sure that every penny counts is important to our residents. The Value for Money programme covers procurement, digital and innovation, workforce, high cost services, optimising use of our assets, public service reform and getting the basics right.

Our objectives from the Council Plan 2026-30:

1. Improve financial efficiency and strengthen commercial performance by delivering our Value for Money Programme which involves reviewing high value contracts, expanding income opportunities, delivering efficiency savings and optimising use of our assets.
2. Increase productivity and reduce costs across the Council by modernising and digitising operations through a refreshed Digital & Data Strategy, with clear investment and delivery priorities, reduced agency spend and targeted workforce development.
3. Achieve major service transformation and long-term public service reform by delivering key transformation programmes.
4. Maximising the potential of our assets including strengthening the commercial contribution of our country parks.

2. Optimising technology and innovation:

Technology and innovation is the way forward, and we are making the most of new opportunities in digital innovation, artificial intelligence and predictive analytics to improve service delivery, reduce costs and strengthen resilience. This approach enhances the Council's value for money and helps address the growing gap between rising demand for statutory services and the resources available to meet that demand.

Our objectives from the Council Plan 2026-30:

5. Enable improved service outcomes, effective demand management, an improved customer experience, and agreed savings by approving and investing in service redesign and integrated digital technologies.

3. Empowering local communities:

We believe that communities, with their knowledge, skills, and assets, are best placed to respond to the challenges they face. The Council will involve communities in decision-making, work alongside them to take practical action, and empower them to lead. Our library network will sit at the heart of a community-powered Warwickshire, putting this approach into action.

Our objectives from the Council Plan 2026-30:

6. Direct support, investment and practical help into the towns and neighbourhoods that have been neglected for too long, especially in the north of the county.
7. Shift power from county hall back to local people by backing residents, town and parish councils, volunteers and community groups to solve problems locally, shape priorities and get things done.
8. Ensure decisions are made as close to the people affected as possible by reducing bureaucracy and top-down control and placing trust in local communities to lead their own future.

4. Delivering excellence

We want to create a high-performance culture for our workforce, ensuring we have the right people, in the right place, and with the right skills to deliver for Warwickshire. Our talented people are enabled to deliver, develop and thrive.

Our objectives from the Council Plan 2026-30:

9. Taxpayers should not be funding inefficiency. We will reduce dependency on expensive agency staff, modernise how we work and make every pound count.
10. We strive for Warwickshire jobs going to Warwickshire people wherever possible, with apprenticeships and development routes that give local residents a future here.
11. We will ensure clear leadership, strong standards and a culture focused on performance and delivery for residents.

Fit for the future

Our Key Deliverables for 2026-27 to 2027-28	Accountable Director	Portfolio Holder
47. Deliver the Value for Money Programme: including delivery of existing MTFS savings and identification of new savings, including LGA financial diagnostic in Children and Families.	Finance	Finance & Property
48. Deliver digital and service redesign programme to enable productivity gains, improved staff experience and wellbeing, and the delivery of agreed savings. This includes adoption of redesigned business processes, AI-enabled customer contact solutions, practical productivity tools, and improved management information, dashboards, and analytics.	Enabling Services	Resources and Internal Affairs
49. Deliver Client Records and Information Systems Programme to implement and embed cloud-based social care ICT systems for adults and children’s social care, associated finance product and education system.	Strategy Planning & Governance	
50. Deliver improvements to customer contact, web and digital platforms that make it easier for residents to access information and services, reduce repeat contact, improve first-time resolution, and support clearer performance reporting and accountability.	Social Care and Support	
51. Working collaboratively with the five district and borough councils, mobilise and deliver against Local Government Reorganisation implementation plan and, with partners, deliver against an agreed programme of Public Service Reform.	Workforce & Local Services	
52. Deliver focused Community Powered Warwickshire activity in the top 10% IMD lower super output areas including completion of the Social Fabric Fund projects and targeted project and community development activity.		
53. Create a map of community assets across the county, such as libraries, and maximise their use as valuable community spaces which bring together local people to deliver on local priorities.		

<p>54. Implement the Crisis and Resilience Fund by commissioning a provider to deliver services that help people become more financially stable and reduce the risk of future crisis and help ensure people have access to the right support at the right time, including those in crisis situations.</p> <p>55. Delivery of the refreshed People Strategy, with the following priorities for 2026-28:</p> <ul style="list-style-type: none">55.1. Deliver programme to reduce sickness absence;55.2. Deliver talent/future skills development programme; and55.3. Implement initiatives to promote social mobility and apprenticeships for local residents.		
--	--	--