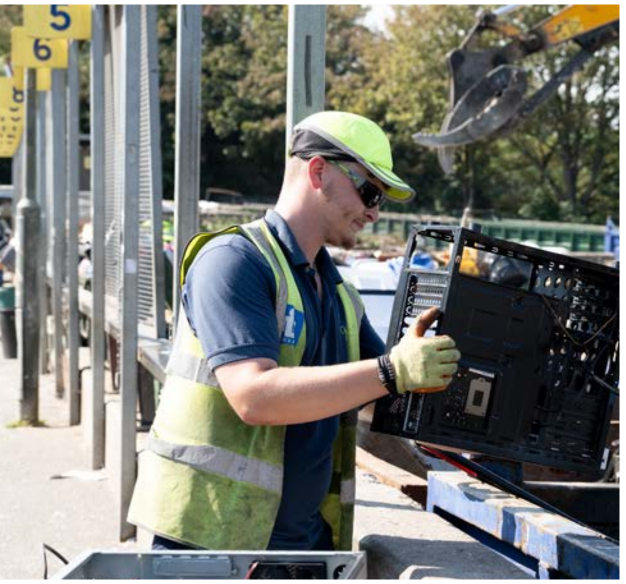

Recalibrating Warwickshire

Warwickshire County Council Combined Overview: Plan, Delivery and Performance (2026 - 2027)

Warwickshire County Council

Warwickshire County Council
Combined Overview: Plan, Delivery and Performance (2026 - 2027)

The Combined Overview brings together the Council's strategic priorities, planned activity and performance measures into a single, accessible reference point to view the long-term vision for Warwickshire, the Council and residents.

Council Plan
Sets the long term direction for Warwickshire, outlining the outcomes the Council wants to achieve for residents across '6 Areas of Focus', underpinned by a 'Fit for the Future' vision. It defines the overall ambition and priorities that guide all activity.

Combined Overview contents
Key Objectives from the Council Plan across the '6 Areas of Focus' and 'Fit for the Future' vision.

Council Delivery Plan
Translates council priorities into a rolling programme of deliverables and actions over a two year period. It sets out what the Council will do to achieve the outcomes in the Council Plan and how progress will be driven in practice.

Combined Overview contents
Key Deliverables from the Council Delivery Plan, categorised by each of the '6 Areas of Focus' and 'Fit for the Future' vision.

Performance Management Framework
Establishes the measures used to track progress and assess whether outcomes are being achieved, reporting through each of the key business measures. It provides a consistent way of monitoring delivery and performance across all areas of the Council's work. This is an evolving document that forms the basis for reporting, updated on an annual basis.

Combined Overview contents
Key Deliverables from the Performance Management Framework, categorised by each of the '6 Areas of Focus' and 'Fit for the Future' vis

AOF1
People - 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.

The key strategies that will address this outcome: **Child Friendly Warwickshire 2030, Best Start in Life Plan**

Objectives from the Council Plan 2026-30

- Restore trust and confidence by embedding a proactive, multiagency approach, integrating the pathfinder model, early help, voluntary and community sector engagement, and strong advocacy for our children and families
- Evolve family support hubs by creating a multifaceted outreach offer that supports families across all areas of Warwickshire
- 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
- 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
- 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
- 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
- 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
- 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
- Strive to reduce child poverty in Warwickshire through a muti-agency approach

Key deliverables 2026-28 (Council Delivery Plan)

- 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
- Recommissioned CAMHS service implemented, including dedicated mental health support for care-experienced young people
- 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
- Foster carer allowance revised, supporting the recruitment and retention of foster carers and enabling improved placement stability and increase in-county placements
- New WCC children's homes opened and maintained at target occupancy
- Delivering bespoke adolescent support in Nuneaton & Bedworth to young people aged 12 plus and their families in the borough
- Extend WCC Youth Clubs and targeted youth work, particularly for children with SEND
- Best Start in Life and Child Poverty action plans delivered, improving school readiness and early years outcomes

Key measures of success – Performance Mangement Framework

- % of infants receiving a 6-8 week Health Check within 13 weeks
- % of eligible children completing a 2-2.5 year review
- % of children with a good level of development at 5 years old (LOF)
- No. of children open to Community Early Support and Targeted Early Support
- % of Family Help assessments completed within 10 working days
- % of Family Help Assessments completed within 45 working days
- % of Children in Care that are placed with a WCC Foster Carer
- % of WCC children's home placements occupied
- % of Children in Care placed outside LA boundary and more than 20 miles from where they used to live
- % of pupils eligible for free school meals achieving a Good Level of Development (GLD) at the end of the reception year

LOF – Local Outcomes Framework

AOF2
People - 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.

The key strategies that will address this outcome:
Adult Social Care Strategy 2029, Heath & Wellbeing Strategy 2026-31 Autism and ADHD Transformation Plan

Objectives from the Council Plan 2026-30

- 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
- Promote healthier lifestyles for all ages
- 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
- 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
- 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
- Deliver an integrated approach to mental and physical health across the county by working with partners to develop integrated neighbourhood teams
- Support the most economically vulnerable by targeting help and support and promoting financial and digital equality
- Help people's recovery and access to services by supporting and safeguarding those in receipt of care
- 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

Key deliverables 2026-28 (Council Delivery Plan)

- Drug support programmes delivered
- 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
- Strengths-based support model further embedded, enabling preventative approaches to reduce hospital admissions and long-term care
- Cost of Living Programme priority interventions delivered, including the Crisis and Resilience Fund and Warwickshire Food Forum and Financial Inclusion Partnership action plans
- Revised all-age unpaid carers offer implemented, improving reach/uptake of support
- Deliver Adult Social Care Innovation and Improvement programme actions to support delivery of our Adult Social Care Strategy
- 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

Key measures of success – Performance Mangement Framework

- % of smokers that have successfully quit at 4 weeks
- % of service users showing substantial progress in alcohol and drug treatment
- Average number of days people wait for a domiciliary care package to be commissioned
- No. of providers that exit the care home, domiciliary care or Supported Living markets, in Warwickshire, through business failure
- % of older people supported in long term services that remain in the community
- % of younger adults supported in long term services that remain in the community
- % of people with long term support who have had an assessment or review in the last 12 months
- No. of unpaid carer assessments and reviews completed
- % of people drawing on social care and support who are happy with the service they receive
- % of people receiving a Direct Payment at the end of the month
- No. of people awaiting allocation for an assessment

AOF3
People - 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.

The key strategies that will address this outcome:
Education Strategy 2029, Education Sufficiency Plan, SEND Strategy

Objectives from the Council Plan 2026-30

- 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
- 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
- Ensure provision of sufficient early years, school and Post 16 places to meet the demographic needs of the county
- 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
- 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
- Deliver long term financial sustainability by reviewing Home to School Transport eligibility to align with statutory requirements
- Creating opportunities for young people by improving access to apprenticeships, supported internships, skills and trades

Key deliverables 2026-28 (Council Delivery Plan)

- 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
- Implement an improvement plan focused on the timeliness of EHCPs and annual reviews
- Implement and track targeted improvement actions to improve outcomes in attendance, particularly those children who are persistently not attending school
- Deliver Early Years Integrated Plan with Best Start in Life to improve provision for disadvantaged children and SEND
- Submit and implement an updated school sufficiency and capital programme to expanded education placements
- Submit and implement a revised Home to School Transport policy and efficiency measures implemented
- 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
- 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

Key measures of success – Performance Mangement Framework

- % uptake of funded early education/childcare places for eligible children from 9 months + and 2 years olds (working families' entitlement)
- % uptake of funded early education/childcare places for less advantaged 2 year olds (2 Help scheme) (LOF)
- % of families at reception transfer that are awarded one of their first three choice preferences
- % of families at Year 7 transfer that are awarded one of their first three choice preferences
- % of children and young people with an Education Health and Care plan attending a mainstream school (LOF)
- % of Education Health Care plans completed within 20 weeks
- No. of resourced provision places available/opened
- Overall absence rate of all children in Warwickshire
- % of 16–17-year-olds participating in education and training
- % of 16–17 year olds who are not in education, employment or training (NEET) or activity not known
- % of 16 –17 year olds participating in an apprenticeship
- Total No. of students accessing Mainstream Home to School Transport (Under 16, Vacant Seats, Able Behaviour Partnership (ABP)/Fair Access Protocol (FAP), resettlement and medical included)
- Total No. of students accessing SEND Home to School Transport (under 16)
- Total No. of students accessing SEND Home to School Transport (16 +)
- Total No. of students accessing Children in Care Home to School Transport
- Cost (£) per SEND student journey - measured separately via: a) SEND Under 16, b) SEND post 16, c) Children in Care
- Cost (£) per Mainstream student journey - measured separately via: a) Mainstream Under 16 , b) Mainstream Medical , c) Mainstream Able Behaviour Partnership (ABP)/Fair Access Protocol (FAP)

AOF4
Places - 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.

The key strategies that will address this outcome: **Economic Growth Strategy, Employment & Skills Strategy**

Objectives from the Council Plan 2026-30

- Increase employment opportunities and raise salary levels by supporting business growth and investing in priority economic sectors, including through the Warwickshire Investment Fund
- Improve life opportunities, by supporting residents from vulnerable groups, including those with learning disabilities and autism, into fulfilling employment
- 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
- 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
- Grow Warwickshire's visitor and tourism economy by strengthening the benefits of the county's heritage and cultural assets and legacy

Key deliverables 2026-28 (Council Delivery Plan)

- Establish a new business support service within WCC. Warwickshire Investment Fund business plan implemented, and agreement of future approach post-March 2027
- Deliver key employment support programmes, such as Connect to Employment and WorkWell, to help residents find and/or sustain meaningful and rewarding employment
- 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
- 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
- Visit Warwickshire relaunched, with increased visitor numbers and spend

Key measures of success – Performance Mangement Framework

- % of businesses receiving medium intensity support to start or grow compared to target (1-12 hours or a small grant)
- % of new jobs created or safeguarded as result of WCC-led activities compared to target
- % of successful Foreign Direct Investment made, new or existing investor development compared to target
- % of apprenticeships created through WCC support compared to target
- % of pupils attended Careers activities and or engaged in an intervention supported by the Warwickshire Careers Hub compared to target
- % of people with Mental Health and Health Barriers supported by the Warwickshire Employment Support Service who have demonstrated through a support plan that they have maintained /sustained employment compared to target
- % of visitors to Warwickshire's Country Parks compared to target

AOF5
Places - 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.

The key strategies that will address this outcome:
Local Transport Plan, Highways Asset Management Strategy

Objectives from the Council Plan 2026-30

- 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
- 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
- Reduce the impact of winter weather on our roads through capable and efficient winter services
- Ensure maintenance and investment decisions around our highway network support the needs of all users, including motorists
- 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
- Reduce the number of people killed or seriously injured on Warwickshire's roads by prioritising road safety
- Use our influence to improve and expand the public bus network and services to better serve rural communities across the county
- Improve rural connectivity between our towns and villages with appropriate infrastructure, that in is in keeping with the existing natural environment
- Improve access for all users by maintaining the public rights of way and bridleway networks

Key deliverables 2026-28 (Council Delivery Plan)

- Key transport corridor measures delivered
- 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
- Deliver Bus Service Improvement Plan– expanding bus provision where possible and improving quality and reliability of bus transport
- Network availability maintained through delivery of the winter service and highways investment aligned to asset strategy
- Deliver two yearly gully cleaning and flood alleviation cycles
- Implement traffic network initiatives and targeted road safety interventions to improve public transport reliability and road safety and reduce peak-time traffic delays
- Deliver a programme of works such as bridge replacement and minor infrastructure to improve accessibility and condition of public rights of way network

Key measures of success – Performance Management Framework

- National Highways Transport Customer Satisfaction survey ranking for Highways Maintenance compared to peer authorities KBI24
- National Highways Transport Customer Satisfaction survey ranking for Potholes and Damaged Roads compared to peer authorities HMBI13
- Condition of Classified Road Network
  - a) A Class roads
  - b) B Class roads
  - c) C Class roads
- Condition of Unclassified Road Network (U Class roads)
- % of Reactive Works Defects completed within the required timeframes (2 hours, Next Working Day, 5 day, 30 day)
- % of Street Lighting Defects completed within the required timeframes (2 hours, 5 Working Days)
- % of gully cleansing progress against agreed annual programme
- % of "first time fix" for pothole repairs compared to temporary repairs
- % of traffic signal equipment operating within its 20 years design life
- Measure of the average bridge condition against recognised standards (Bridge Condition Indicator average)
- Publicly available electric vehicle charging devices (at all speeds), rate per 100,000 population (LOF)
- No. of Passenger journeys on local bus services per head (including concessionary pass journeys) (LOF)
- Connectivity score for public transport to key services (LOF)
- No. of Casualty Reduction Schemes delivered within year
- % of children and young people aged 4-19 years who receive road safety education, including cycle training, in an educational setting

AOF6
Places - 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.

The key strategies that will address this outcome: **Community Safety Agreement, Community Risk Management Plan, Road Safety Partnership Strategy, Sustainable Futures Strategy**

Objectives from the Council Plan 2026-30

- 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
- Tackle domestic abuse by building on existing work with survivors and perpetrators and including fathers in creating safe family environments
- 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
- 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

Key deliverables 2026-28 (Council Delivery Plan)

- Deliver the Crime Awareness & Prevention Programme by:
  - a) Running quarterly thematic surgeries to strengthen community cohesion and support Safer Warwickshire Partnership Board priorities;
  - b) Supporting ward councillors to strengthen community engagement through funded local events; and
  - c) Deliver, monitor and evaluate locally approved interventions that responds to identified community needs
- Deliver regeneration and Pride in Place programmes including in Bedworth, Camp Hill, Leamington, Warwick Town, Rugby, Stratford upon Avon Town
- 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
- HMICFRS inspection outcomes implemented, including delivering an estates plan to mitigate the risk of contaminants

Key measures of success – Performance Management Framework

- No. of Crime Awareness and Prevention Programme (CAPP) interventions undertaken
- % of adult victim-survivors leaving the WCC commissioned Domestic Support service who feel safer compared to when they accessed the service
- % of additional Safe Accommodation units delivered compared to target
- % of developer contributions secured against contributions requested
- Average number of days for responding to major planning application consultations
- No. of Regulated Premises Subject to a Fire Safety Audit
- No. of Safe & Well Checks delivered to high-risk members of the community
- Average response time for life risk and property incidents
- Average no. of appliances available between 07:00 - 19:00 (Day)
- Average no. of appliances available between 19:00 - 07:00 (Night)

AOF6
Places - Proud places and safe communities

Objectives from the Council Plan 2026-30

- 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
- Improve access to digital connectivity by rolling out gigabit capable broadband, 5G and other advanced wireless coverage, prioritising hard to reach and rural areas
- 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
- Protect our green spaces, by enhancing biodiversity and nature recovery and developing environmental infrastructure
- Increase the number of properties better protected from the impact of flooding through environmental improvements and support for energy costs
- Improve waste recycling rates
- Promote and protect the county's waterways as a desirable setting for residents, visitors and businesses

Key deliverables 2026-28 (Council Delivery Plan)

- 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
- Develop and roll-out the Rural Support Fund to relieve disadvantage and support resilience in rural Warwickshire communities
- Collaborate with BDUK / CityFibre to deliver the UK government's Project Gigabit build programme throughout Warwickshire
- 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
- Deliver the Additional Gully Cleaning / Flooding Alleviation cycle
- Deliver a programme of initiatives to maximise visitor experience in country parks and waterways
- Warwickshire Property and Development Group to deliver agreed outputs and financial returns as per business plan

Key measures of success – Performance Management Framework

- % 5G outdoor coverage in Warwickshire from at least one Mobile Network Operator (LOF)
- % 4G coverage (including rural) (LOF)
- % premises gigabit connected (LOF)
- % return on investment on approved Warwickshire Property and Development Group development projects for completion in the current year
- % of Warwickshire Property and Development Group planned units delivered and return in line with plan
- % of trees planted against our commitment to plant one tree for each resident compared to target
- No. of hectares enhanced through Biodiversity Net Gain within Warwickshire
- % of local sites in positive conservation management (LOF)
- % of properties better protected from flooding
- Total waste (kg) per household
- % of household waste re-used, recycled and composted across Warwickshire (LOF)
- Kgs of residual household waste per household
- % household waste sent to landfill
- % of adults receiving in person waste education compared to target
- % of total household waste that is collected separately as food waste (LOF)

Fit for the Future

The key strategies that will address this outcome:
Improving Value for Money: Medium Term Financial Strategy, Procurement Strategy, Our People Strategy, Digital & Data Strategy
Optimising technology & innovation: Digital and Data Strategy, Customer Experience **Empowering local communities:** Creating Opportunities in Warwickshire, Voluntary & Community Sector **Delivering excellence:** Our People Strategy

The delivery of our 6 Areas of Focus are underpinned by 4 common goals and their respective objectives from Council Plan 2026-30

Improving value for money:

- 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
- 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
- Achieve major service transformation and long-term public service reform by delivering key transformation programmes
- Maximising the potential of our assets including strengthening the commercial contribution of our country parks

Optimising technology and innovation:

- 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

Empowering local communities:

- 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
- 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
- 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

Delivering excellence:

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

Key deliverables 2026-28 (Council Delivery Plan)

- 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
- 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, AIenabled customer contact solutions, practical productivity tools, and improved management information, dashboards, and analytics
- 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
- Deliver improvements to customer contact, web and digital platforms that make it easier for residents to access information and services, reduce repeat contact, improve firsttime resolution, and support clearer performance reporting and accountability
- 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
- 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
- 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
- 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
- Delivery of the refreshed People Strategy, with the following priorities for 2026-28:
    - Deliver programme to reduce sickness absence;
    - Deliver talent/future skills development programme; and
    - Implement initiatives to promote social mobility and apprenticeships for local residents

Key measures of success – Performance Management Framework

- % Net Variation of Outturn Forecasts to Net Revenue Budget (Whole Council)
- % of budget reductions achieved against current year budget reductions target within the Medium-Term Financial Strategy (Whole Council)
- % of planned controllable capital programme to be delivered in year (Whole Council)
- Total external debt as percentage of Core Spending Power (Whole Council)
- % change of in year rent roll as at March from previous FY value
- % of procurement projects completed on time for new contract commencement or in advance of an existing contract lapsing
- % Return on investment from the efficiencies generated by the implementation of digital automation projects on the council's roadmap
- % of Social Fabric Fund project objectives achieved
- % Employee Engagement Score
- No. of days sick absence per FTE (monthly) as a % of time
- No. of days sick absence per FTE (rolling 12 months)
- % Colleague Retention Rate

Recalibrating Warwickshire

Warwickshire County Council