

COUNCIL PLAN 2020-2025



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Welcome

We all want to make Warwickshire the best it can be - for everyone who lives, works, visits and does business here. We want people to have the best lives and enjoy the best opportunities, and to secure the best, sustainable future for everyone.

Our county, with its vibrant mix of towns and rural areas, heritage and culture, businesses of all sizes and great connectivity, is brimming with opportunities.

But our world is also facing significant challenges. Our economy, now vibrant, must be sustained. Traditional sources of council funding are diminishing. And our environment is under threat. The Council has declared a climate emergency and we will focus on what we can do to meet the goal of carbon neutrality to protect our environment now and for future generations.

We want to make the most of those opportunities and tackle those challenges by working with you, our partners and our communities to build on the strengths we already have. By combining our collective skills, assets and connections we will achieve our ambition to make Warwickshire the best it can be.

Our Council Plan 2020–25 sets out our priority areas for action and how we will achieve them. In short, we want people to stay safe, and be healthy, independent and engaged with their communities. And we want a vibrant economy: an environment where businesses can thrive and everyone has access to jobs and training, and where there is a transport infrastructure that allows everyone to access these opportunities. Underpinning all this we want to address the long-term challenge of climate change.



Cllr Izzi Seccombe
Leader,
Warwickshire County Council

We know we face pressures arising from meeting increasing demand for services and our resources, particularly in adult and children's social care, special educational needs and disability, and waste. We will ensure the Council makes the best use of its resources to achieve our ambitions in a way that protects the interests of future generations. We will invest in prevention and support at the right time, to make sure we can manage the increasing pressures on our services. We will also look to reduce the environmental impact of what we do and how we do it.

Our strategic approach and decision making around service design will be based on evidence and data. We will work with partners and the community to ensure we build on strengths and networks that already exist, and our focus will be on prevention and self care.

We will need to work in innovative and radically different ways and to make the best use of opportunities offered by digital solutions and emerging technologies.






We are looking at a number of ways to use commercial investments and skills to enhance our services, and to secure new physical assets in order to improve the county's infrastructure.

We are tackling these challenges from a strong base. We manage our finances responsibly; our staff are engaged, committed and passionate about delivering the best possible outcomes for our communities. We work with partners who share our ambition. We recognise that within our communities there are skills, resources, relationships and networks that we can build on so that we make the most of our strengths and collective assets to make Warwickshire the best it can be, now and for future generations.



Monica Fogarty
Chief Executive,
Warwickshire County Council

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Our Plan – how this works

Our Council Plan 2020–25 sets our ambition for Warwickshire over the next five years.

It reflects on the achievements we have made so far and gives a robust assessment of the challenges and opportunities we face over the next five years as both a county and County Council.

We have listened carefully to your views and shaped a set of outcomes, which we believe respond to the priorities you have set for us as a County Council.

Under each of these outcomes sits a series of objectives, which translate our ambition into practice. These will inform the strategies we set and the way we commission and deliver services on your behalf. The plan sets out a page for each, showing what this will mean for you as customers and residents.

Our performance frameworks will ensure we monitor progress. We will annually review our progress and ensure our direction remains relevant and right.

For staff, our Council Plan will provide a reference point for all our work and a holistic view of our work priorities.

For the public, our Council Plan will set out what you can expect from us and how this will improve the places you live in, your communities and your wellbeing.

Looking back - what we have achieved

Our previous Council Plan covered three years from 2017 to 2020. We accomplished a lot during this time. Here are just a few of our achievements:

Major infrastructure projects delivered, resulting in national recognition



Kenilworth and Bermuda railway stations



M40 junction 12 dual carriageway link

Warwickshire Education Strategy launched

Improving educational outcomes of learners of all ages



Skills for Employment success

Services have helped to equip over **30,000** young people with workplace readiness skills.



Adoption Central England launched



Bringing together local authorities of Coventry, Solihull, Warwickshire, Worcestershire and Herefordshire

Warwickshire Multi-Agency Safeguarding Hub created

Council services, Police, NHS and other key agencies were brought together to safeguard children, young people and adults



4,500 Safe and Well checks delivered annually



By our Fire and Rescue service to protect vulnerable residents

Business hubs and small business grants and loans



Have helped **300** Warwickshire businesses to thrive

Fitter Futures Warwickshire launched

Supporting people across the county to improve their health



Recruited more social workers to support children and families

We have increased our number of social workers by 29%, ensuring better outcomes for children and young people



Our Ask Warwickshire website refreshed



The new site has a more user-friendly experience for anyone wanting to take part in consultation and engagement activity

Reablement service continues to help customers to live independently



Service praised for quality of care and improvements it makes to people's lives

71,000 properties across the region able to connect to fibre network

Thanks to work of the Connecting Solihull and Warwickshire Broadband project



Digital improvements



Our new-look website, with updated content and features, offers an improved experience for our customers



Positive inspection outcomes for our services

Including Warwickshire Fire and Rescue, Youth Justice and Reablement

2019/20 represents the final year of our three year financial plan. This has required us to deliver...

£58.5 million savings over the period.

By the end of 2018/19 we delivered:

87%
£37.7 million

of planned savings and continue to deliver high quality services for the people and communities of Warwickshire. We have plans in place to deliver £14.2 million in 2019/20 and a further £1.9 million in 2020/21.

Looking forward - what could Warwickshire look like in 2025?

Our analysis of data suggests the following trends and how these might impact on services.




It is estimated that there will be **579,095** residents in Warwickshire by 2025.

This represents an increase of nearly **1.4%** or just over **8,000 people** compared with 2018.

The **70+** age group will increase by around **14%**

and the **85+** population will grow by around **22%**


An increasing proportion of crime will continue to be linked to or facilitated by technology, e.g. **cybercrime**.



Awareness of crimes such as cybercrime and those linked with exploitation has increased, which will increase reporting.

Faster broadband and the pilot of 5G across the West Midlands region will benefit business, public services and society.


Artificial intelligence, predictive analytics and robotics will become increasingly important in service delivery and improvement.




Growth in the use of **self-driving, electric and hybrid vehicles**.

Roads will have more traffic due to increased population

There will be more walking and cycling corridors



7,800 more jobs - an increase of **2.4%** by 2025.



The largest employment growth will be in **real estate** (12.2%), **electronics** (10.6%), **head offices and management consultancy** (10.6%) and **food and beverage** (10.2%) industries.

Unless addressed the skills available in the current resident workforce may not meet the needs of employers

In 2025 the motor vehicle manufacturing industry is expected to be Warwickshire's most competitive and concentrated industry. Business administration and support services, retail, education, construction and the logistics sector will employ the most people.

It is likely that by 2025 life expectancy will be around **84 years** for females and **80 years** for males.



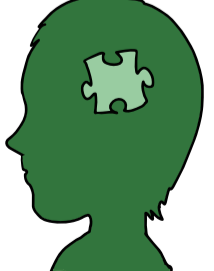
Approximately **4,300** people aged 65 and over will be living in a care home (both Local Authority and non-LA) with or without nursing - an increase of 20% from 2019 estimates.

There will also be an increase in unpaid carers



Dementia represents the biggest growing cause of disability and rates are predicted to increase by **17%** in people aged 65 and over.

Warwickshire will also see an increase in mental health issues.



The quantity of waste being managed will increase due to housing and business growth.



However, recent government strategy aims to minimise waste and maximise reuse, recycling and composting. This could radically change the way waste is managed by 2025.

Due to population growth and an estimated 19,000 new dwellings across Warwickshire, it is estimated that by 2025 the school age population will increase by approximately **9%**

We will need to provide close to an additional **6,000** school places.



Looking forward - responding to climate change

Climate change and carbon reduction

We engaged the public directly about climate change in developing this Council Plan, and received a lot of constructive feedback. More than a third of respondents to our survey said increasing re-use, recycling and compost rates and reducing waste are priorities.

The Council has declared a climate emergency and set up a climate change and adaptation task and finish group to address what we can and must do to create a sustainable environment now, and for future generations. The group has based its recommendations on the Met Office's UK climate projections for 2050 and includes the recommendation that this data is used to prioritise options and schemes that come forward for capital investment. A climate impact assessment for Warwickshire will be prepared.

The task and finish group is working up a number of proposals that determine how the Council can work to adapt to changes in the climate. If approved, the proposals will form specific actions that will be articulated in this Council Plan and will be driven forward through the Council's change programme.

Internally the Council has committed to play its part too. Pool cars (which staff use for work related journeys) are now electric, and we have committed to reduce paper and phase out single-use plastics.

As part of our commitment to tackling climate change we will contribute to reforestation with a programme of tree planting.

As part of our response to climate change, we make sure our work is in-line with the UN Sustainable Development Goals



Our progress so far

Through implementation of a Carbon Management Action Plan, the Council has reduced its carbon dioxide emissions from electricity consumption by 43% and gas consumption by 1% in its operational properties between 2015/16 and 2018/19. Without these actions and changes in staff behaviour the Council's emissions would have increased by 0.7% year on year to 2033.

Petrol and diesel carbon dioxide emissions consumed within Warwickshire for council owned vehicles has reduced by 21% between 2013/14 and 2018/19.

Across Warwickshire carbon dioxide emissions from general waste disposal, per head of population, has reduced by 4% from 2013/14 to 2018/19, through householders' efforts to reduce waste and recycle more.

Since 2011/12, a combination of part-night lighting and LED lantern installation saw the Council's carbon dioxide emissions for street lighting reduce by 76%.



Looking forward - transforming the Council through our change programme

The Council performs well in most areas and is financially stable, but demand for our services continues to increase, Warwickshire's population have increased by 5% in the past decade, with a further 5% projected increase over the next. This, combined with changes in how local government is financed, means that we must get fit for the future. We need to transform how we do things in order to deliver great services that are both affordable and sustainable into the future.

We have adopted a commissioning-led approach, meaning that we are reducing the cost of delivering services and designing them specifically to address local need. This will release staff capacity, reduce costs and improve productivity. We will increase our commercial activity to enhance delivery of our outcomes, deliver a positive return and sustain our finances.

The Council has adopted a new operating model in order to deliver its outcomes and objectives successfully as a high performance council. It will focus the whole organisation on a single strategic direction. It will address the projected growth in demand for our services and efficient service delivery based on need.

Our new operating model will increase the proportion of time spent on service delivery

rather than its management. It will support us by removing duplicated and fragmented systems and processes. We will take a clear and consistent approach to data, so that decisions are more robust and based on local need.

We will adopt a new approach to demand for our services and placing digital at the heart of our relationship with our customers. We will reshape the services we provide by having new ways for customers to interact with us and ensure no customers are disadvantaged.

All of this amounts to a major transformation of the Council, which has led us into a programme of continuous change in the way we do things, backed up with a total focus on high performance.

“We have adopted a commissioning led approach meaning that we are reducing the cost to deliver services and designing them to specifically address local need.”

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Looking forward - funding and investment

Ensuring a sustainable financial future

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 income will equal spend over the short and medium term i.e. the five years of the 2020-25 Council Plan.

The Council produces a rolling five-year Medium-Term Financial Strategy. This helps us to plan ahead, so we are able to meet our spending requirements, taking into account both government grants and council tax income. The Financial Strategy helps us do this in a planned and careful way so we are able 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.

Warwickshire County Council is becoming more commercially minded in running its services. This change reflects one of the key drivers of our change programme and will help us make better use of our resources to deliver the outcomes our residents have helped prioritise.

The Medium-Term Financial Strategy will require regular reviews in order to remain dynamic, robust, ambitious, and deliverable, and will be updated at least annually.

We use reserves to manage financial risk and promote financial sustainability. Any reserves not needed to manage financial risk are used for time-limited investment to support the delivery of the Council's objectives or to deliver savings and reduce demand in future years. This will ensure the Medium-Term Financial Strategy for 2020 to 25 will be fully balanced on an ongoing basis.

	2020-21 total £'000	2021-22 total £'000	2022-23 total £'000	2023-24 total £'000	2024-25 total £'000
Funding					
Government grants	71,729	39,346	39,346	39,346	39,346
Business rates	71,199	95,877	97,795	99,750	101,746
Council tax	313,426	326,084	339,250	352,944	367,193
Total Resources	456,354	461,307	476,391	492,040	508,285
Spending on council services	420,158	439,553	455,997	473,571	490,615
Cost of inflation @2%	8,373	8,570	8,856	9,153	9,461
Spending on new services	40,893	18,751	18,845	15,447	16,307
Less savings from efficiencies and transformation	(13,070)	(5,567)	(7,307)	(6,131)	(8,098)
Total Spending	456,354	461,307	476,391	492,040	508,285

“The Financial Strategy helps us do this in a planned and careful way so we are able to provide good quality services for our residents”

Looking forward - delivering on your feedback

In developing this plan, it was important for us to know what is important to you. In autumn 2019 we ran a series of drop-in roadshows for people across Warwickshire and hosted an online questionnaire to capture your thoughts and priorities.

We asked you what you thought we should focus on as a Council over the coming five years. Based on our engagement with the people of Warwickshire, we are confident that our outcomes and objectives support your priorities.

Over 1,000 people responded. You told us that our key priorities should be to:

- support vulnerable children and adults;
- ensure access to high quality education settings and opportunities;
- make sure we have a good transport network including highways, public transport and active travel (walking and cycling);
- respond to climate change and your environmental concerns including recycling and reducing waste;
- support public health and wellbeing; and
- manage our resources efficiently and sustainably.

Feedback from you has enabled us to ensure that our outcomes meet your priorities. Of the responses received, your top three priorities were:

- support vulnerable children and adults;
- make sure we have a good transport network including highways, public transport and active travel (walking and cycling); and
- respond to climate change and your environmental concerns including recycling and reducing waste.

We have recently adopted a commissioning approach to the delivery of our services, which has resulted in a complete review of our Performance Framework. We have identified new performance measures, which provide a sharpened focus on performance, linked to the organisation's priorities.

It is important that we measure and share our performance with you through regular performance updates.

These priorities currently account for 76% of our budget.



Our vision - what we are aiming to achieve

To make Warwickshire the best it can be, sustainable now and for future generations

PRIORITY OUTCOME



Warwickshire's communities and individuals are supported to be safe, healthy and independent

PRIORITY OUTCOME



Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure

Support our most vulnerable and disadvantaged children, providing early support, before situations become complex

Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently

Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long term health care

Work with communities to promote safety, prevent harm and reduce crime and disorder across Warwickshire

Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy

Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire

Increase reuse, recycling and composting rates and reduce waste across Warwickshire

Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way

Support and enable children and young people to access a place in a high quality education setting and achieve their full potential

SUPPORTED BY



Making the best use of resources

Put our resources in the right place to support the organisation's priorities and balance the books
Develop our workforce so that it has the right skills and capabilities to get the job done
Pursue leadership excellence and high performance at all levels

Reduce demand and reduce cost through innovative service design and focussed prevention interventions

Make it easy for customers to access our information and services so they have a positive experience of our services

As part of our response to climate change, we make sure our work is in-line with the UN Sustainable Development Goals



Support our most vulnerable and disadvantaged children, providing early support, before situations become complex

-  We will support families to give children the best start in life and focus on their strengths. We will build trusted and connected relationships with children and families that will lead to better outcomes.
-  We will ensure that families, communities and partner organisations know how to access high quality information and advice.
-  We will build local partnerships around our Children and Family Centres, so that families can drop in, attend courses and access support from the Council and partner organisations. We will ensure that the most vulnerable children and young people are protected from harm and exploitation. It is a shared responsibility of families, communities, the Council and partner organisations to ensure children are protected from abuse and neglect.
-  We will help children to live in safe and supportive families. We will ensure that families receive as much support as possible to achieve this.
-  We will ensure children in care are supported to achieve stability and build positive relationships with their families and carers. Our foster carers are vital and we will work to increase recruitment and provide support for them.
-  We will remain focused on preventing young people from offending and re-offending.
-  We will encourage all children to participate in learning and improve achievements for all.
-  We will help young people to develop life skills and be ready for work.
-  In 2021 we will open a new special educational needs school, based in Exhall, which will provide places for 80 children.

What this will mean for you:

More children will live safely at home with their families.

There will be more safe and fun places to go for family time.

We will have sufficient, high quality foster care and residential placements to meet the needs of our children in care.

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







You will be able to access new technologies in non-educational environments.

Provision of year round access to learning and educational opportunities.

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



Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life, achieve and live independently

-  We will work with our partner organisations to ensure people have access to the support and information they need and, where possible, are able to manage their own support.
-  People with care and support needs will be treated with respect, dignity and sensitivity to their individual circumstances.
-  Focusing on strengths and maintaining independence is our goal. People with care and support needs will be able to find employment, maintain a family life, contribute to community life and avoid loneliness or isolation. They will receive the care and support they need in the most appropriate place – often at home.
-  Communities will know what choices are available to them locally, what they are entitled to and who to contact when they need help.
-  Carers will be supported to maintain a good quality of life and will be respected as equal partners.
-  We will work together with partner organisations so that people and their carers are less dependent on intensive services.

What this will mean for you:

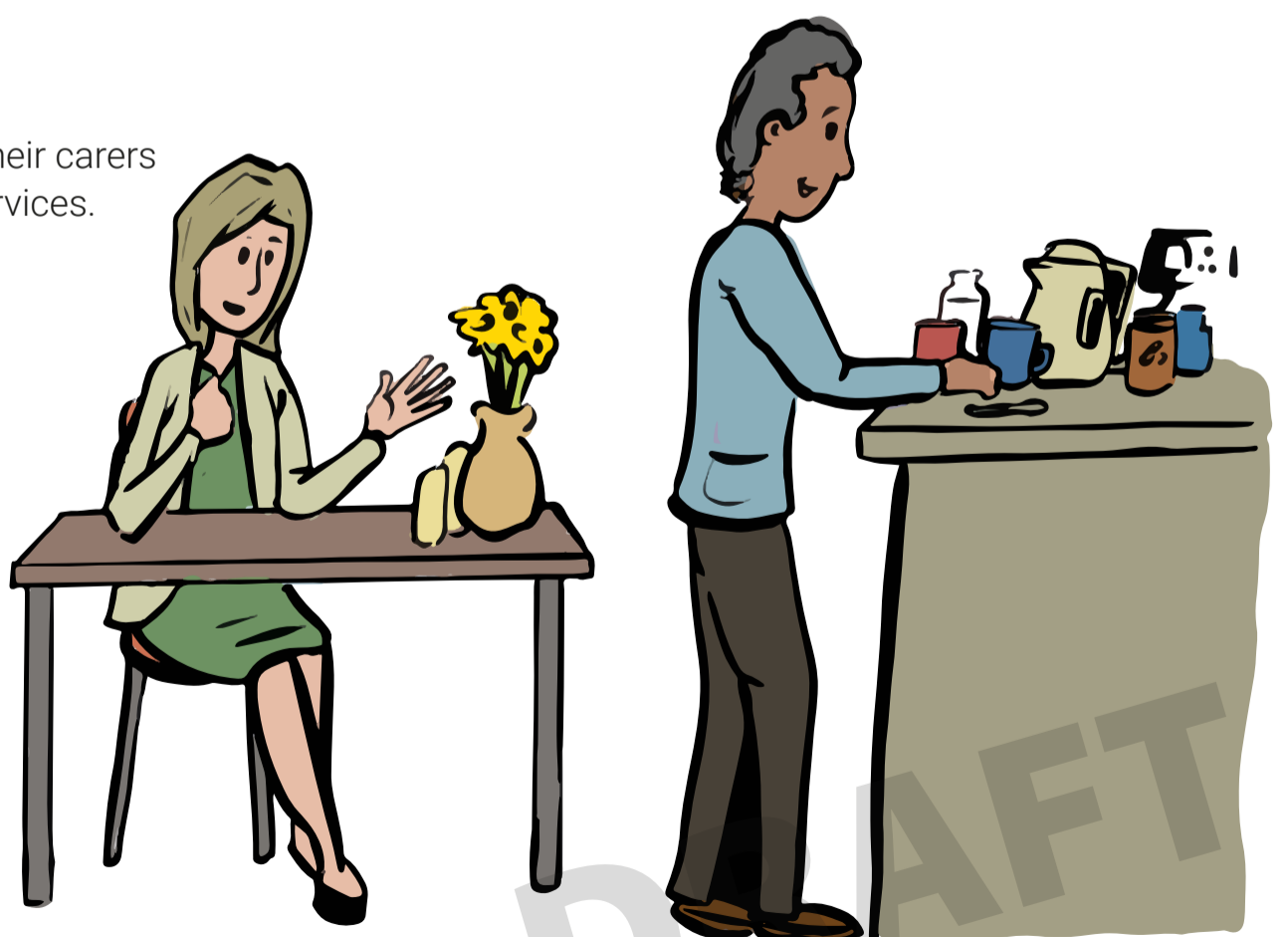
You will have easy access to accurate information to enable them to maintain their independence.

When we talk to you, we will focus on what matters to you, your personal networks, your strengths and the things available to you in your community.

You will be connected to the things available to you in your community, (both formal and informal) through information and advice and social prescribing.

Your needs as a carer will be listened to, as well as the needs of those you care for.

You will see the County Council and NHS working together to help prevent your needs increasing.



Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long-term health care

- ➔ We will prioritise promoting healthy lifestyles to improve quality of life, life expectancy and healthy life expectancy.
- ➔ We will tackle the causes of health-related problems to reduce the impact of ill health and inequalities on people's lives, their families and communities.
- ➔ We will focus on the mental health and wellbeing of people of all ages living in Warwickshire, in particular those who are lonely or isolated, have mental illness or dementia.
- ➔ We will support people with long-term health conditions such as diabetes, cancer and heart disease to manage their conditions, maintain quality of life and to receive high quality end of life care where needed.
- ➔ Where people need support in hospital we will help them to return home safely and as quickly as possible with the support they need.
- ➔ We will support people to live in high quality, sustainable environments. Working with partner organisations, we will create healthy and safer places to live by focusing on housing, planning and transport; accident reduction; how we respond to outbreaks and pandemics; and reducing domestic abuse.
- ➔ We will work together with communities and partner organisations to design services that take account of the complexity of people's lives and their overlapping health and social care needs. We will focus on the best way to achieve good outcomes for people.

What this will mean for you:

You will be supported to take responsibility for your own health, and you will see an increase your healthy life expectancy.

You will see evidence that the health inequalities gap is reducing across Warwickshire.

There will be a noticeable improvement in mental health and well-being, and you will be able to access community support if you have mental health issues, dementia or are feeling lonely.

If you are living with long-term conditions, you will be able to self-care and self-manage your conditions, reducing your reliance on secondary care.

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

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

You will receive seamless health and care support.



Work with communities to promote safety, prevent harm and reduce crime and disorder across Warwickshire



Our priority is to reduce the fear of crime, and support communities and businesses to be safer and more resilient. Our emphasis is on protecting those in our community who most need our support, including vulnerable children and young people, elderly people and victims of domestic violence.



Our Fire and Rescue service will use data and information to understand all risks and how we manage them to deliver fire prevention, protection and response services.



We will develop our use of technology, for example real-time video footage, drones and GPS tracking systems at emergency incidents.



Our Fire and Rescue service will ensure increased efficiency and effectiveness through enhanced building inspections, improved diversity and recruitment, and robust contract management, ensuring best value for money.



Our Trading Standards service will support businesses to achieve compliance and protect consumers. We will take strong action against rogue traders and provide information to help people avoid them.



We will work closely with partner organisations to deliver intelligence-led initiatives such as fire prevention, preventing cyber crime and protecting vulnerable people from hate crime, radicalisation, and organised crime including county lines, exploitation, modern slavery and human trafficking.



Working within the Youth Justice Partnership, we will ensure that young people understand and take responsibility for their behaviour. We will identify and manage risks in the community and ensure the voices of victims are heard and responded to. By improving the quality of young people's lives we will seek to ensure that they are diverted from the criminal justice system.

What this will mean for you:

You will live and work in buildings that are better protected from fire through a well-informed and targeted inspection, prevention and intervention approach.

Your Fire and Rescue service will better reflect the diversity of the community you live in.

Consistent and correct information and advice at the first point of contact (will be available) for people requesting Fire and Rescue Safe and Well checks and other services.

You will be supported in understanding how to keep yourself, your family, your home and workplace safe.

You will see a decrease in youth crime, and young people will have the opportunity to take responsibility for their behaviour whilst being supported into constructive and positive lives.

As a consumer you will be protected and informed by your Trading Standards service.



Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy



We will invest in and supporting the digital skills of our communities, businesses and young people so that Warwickshire is in a strong position in an increasingly digital economy.



We will continue to support the development of vital computer programming skills in Warwickshire's primary and secondary schools to ensure that our young people have the necessary skills for the future.



We will ensure libraries and our one stop shop staff have knowledge to support customers to access digital resources. Our front-line customer service centre will be able to support customers who choose to interact with us digitally.



By engaging with businesses we will better understand their digital skills needs and can work with training providers to shape future provision. We will also offer or signpost to digital skills guidance.



We will continue to support the roll-out of a faster broadband service and 5G to all communities, which will support residents and businesses in both rural and urban areas.

What this will mean for you:

You will have easy access to computers and new technology within our libraries and one stop shops.

Skilled staff will be available within libraries and one stop shops to support you to get the best out of technology.

Skilled staff will be available within the customer service centre to support you to interact digitally.

Our young people will have improved programming and digital skills and are better prepared for future work.

Businesses and residents have access to training opportunities and guidance around digital skills.

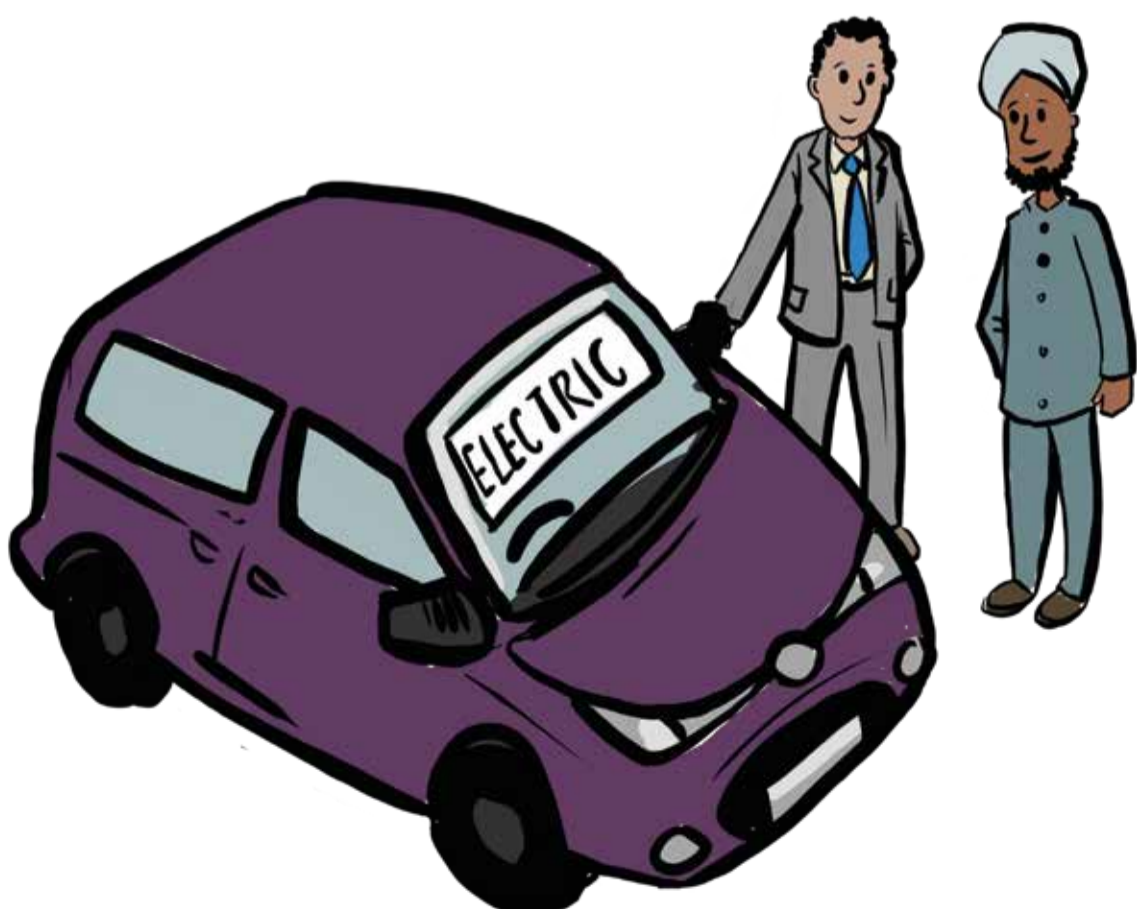
You will be able to access technology and training to support you in gaining the digital skills and tools you need.

You will have access to 5G whether you live in the countryside or town.



Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire

- ➔ We will encourage, support and help our existing businesses to prosper and grow.
- ➔ We will attract new businesses to Warwickshire, focusing on those sectors where we have particular strengths, including automotive technology, advanced manufacturing, creative digital (such as gaming), and tourism.
- ➔ To support this growth we will work with local planning authorities to bring forward a greater and more diverse supply of employment land that meets the needs of our growing economy. With government, we will shape and influence the new funding streams that will replace EU structural funding after EU exit.
- ➔ We will work with town centre business communities to adapt to changing consumer behaviours. In rural areas, we will support the development of tourism, and the local food and drink sectors.
- ➔ Our Fire and Rescue service will advise business owners on fire safety, and when required ensure that an emergency response is provided to protect life and minimise economic loss.
- ➔ Through the implementation of our careers strategy and our skills for employment programme we will work with businesses and partners to enable help young people move from education to employment. We will also help adult to gain new and different skills, so that they are able to meet the needs of a changing economy. This will ensure Warwickshire has a suitably equipped workforce.
- ➔ A new Heritage and Culture Strategy has been developed to ensure that Warwickshire continues to have a vibrant cultural offer. Through this we will enhance Warwickshire's reputation, expanding the county's heritage and culture sector and growing our visitor economy, with a strong focus on improving the health and wellbeing of our people. We also will maximise the benefits to Warwickshire of major events including Coventry City of Culture 2021 and the Commonwealth Games 2022.



What this will mean for you:

There will be more businesses in the county, giving you more employment opportunities.

There will be more high quality jobs paying good salaries.

We will provide the support, space and tools that businesses need to grow and succeed in Warwickshire.

You will have the skills you need to find the work that you want within the county.

You will see a vibrant cultural offer across Warwickshire that is accessible and relevant to everyone. This will attract more visitors to the county, support economic growth and improve health and wellbeing.

Increase reuse, recycling and composting rates and reduce waste across Warwickshire



Through increased home composting we will reduce the amount of waste we generate each year and improved waste collection will create a better environment for our communities across Warwickshire.



We will increase recycling and composting at our household waste recycling centres, and work with our district and borough councils to improve kerbside collections, including for food waste.



We will focus on and influence the new National Waste Strategy to make sure we are in line with the way we deliver, develop and improve our vital waste management services. By doing this we will achieve cost savings and performance improvements.



In order to protect the environment and further reduce costs we will also limit the amount of waste that goes into landfill and maximise energy recovery.

What this will mean for you:

We will reduce the amount of your waste that needs to be disposed of in landfill.

We will increase the reuse, composting and recycling rate by at least 1% each year to achieve an overall rate of 55% of all domestic waste by 2025.

We will provide a waste management service that is efficient and effective, and fully supports the national strategy to reduce waste and improve reuse, composting and recycling.



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Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way

➔ By making sure our transport network is safe and well designed, with infrastructure that works together, we will encourage people to use forms of transport that are good for the environment and limit congestion levels across the county.

➔ Our focus will be on improving connectivity, especially for public transport users, cyclists and pedestrians, and on supporting economic growth by linking communities to important employment, leisure, health and education destinations.

➔ We will work with partner organisations to tackle climate change and reduce carbon emissions by investing in public transport, walking and cycling infrastructures. We will support the use of electric vehicles and move Warwickshire towards sustainable transport choices.

➔ We will also deliver education and communications initiatives with a focus on road safety and reducing carbon emissions.

➔ We will improve journey times and the dependability of our highway network.

➔ We will develop prevention initiatives, based on evidence, to reduce road casualties in Warwickshire.

➔ We will continue to maintain our roads and footways to a good standard. We will use a data-led approach to identify assets in need of preventative maintenance in order to avoid the high costs associated with reactive maintenance.

What this will mean for you:

A transport network that is fit for purpose, in a good condition and safe for users.

It will be easier for you to make more sustainable journeys (cycling, walking, using public transport) by providing a better connected and more efficient transport network and helping to reduce congestion.

An improved network allowing for the additional housing and population growth predicted for future years.



Support and enable children and young people to access a place in a high quality education setting and achieve their full potential

➔ Children and young people should have the best information and support to make successful progression into further education, higher education, apprenticeships and the world of work.

➔ Students will have access to apprenticeships and we will be introducing T-levels – the new two-year courses that prepare students for work.

➔ We will remove barriers to accessing high quality learning and raise education aspirations across the county, in particular for children in care and care leavers. We will do this by developing local solutions, which will also help to secure quality provision and positive outcomes for learners.

➔ We will support parents by helping them provide language-rich learning at home. We will secure sufficient childcare and check that safeguarding arrangements are robust.

➔ We will ensure there is full support for children with Special Educational Needs and Disability (SEND) and their families, and continue to increase the number of high quality places in special and mainstream schools for children with SEND. Wherever possible we will ensure specialist education provision is delivered closer to where people live. This means that not only will we improve attainment but we will also reduce the associated transport costs and inconvenience.

➔ For those children and young people who find conventional schooling difficult, we will support them to achieve their potential.

➔ We will ensure that all children and young people benefit from sufficient high quality education provision in early years and school sectors.

➔ We will also ensure that the right number of school places are available, the schools have robust safeguarding arrangements in place and that good practice is shared.



What this will mean for you:

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

There will be more school places to meet growing demand in Warwickshire, including for learners with SEND.

All schools and settings in the more economically disadvantaged areas of Warwickshire will all be judged as good or outstanding.

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

There will be better understanding of behaviours in schools, leading to a reduction in the number of fixed-term exclusions for children in care and care leavers.

Put our resources in the right place to support the organisation's priorities and balance the books

Develop our workforce so that it has the right skills and capabilities to get the job done

Pursue leadership excellence and high performance at all levels

-  To meet the changing needs and expectations of our customers and deliver the Council's priorities in the most efficient way, we will invest in our workforce and find smarter ways of working. We will identify collaborative, modern and cost-effective work spaces, saving money and improving our offer to staff.
-  We will develop our business intelligence, data and predictive analytics capability, systems and processes to help us to make decisions that improve outcomes and are fit for the future.
-  We will deliver value for money for Warwickshire residents, make better and more strategic use of the Council's assets and continue to improve the way in which we manage external contracts.
-  We will design and deliver a carbon reduction programme across the Council to play our part in tackling climate change.
-  We will work with communities to capitalise on individual and community strengths to develop new ways of doing things.
-  We will optimise the investments we make into Warwickshire by developing a robust pipeline of projects and initiatives within the framework of our refreshed capital and commercial strategies.
-  We will identify opportunities for the Fire and Rescue service to collaborate with other blue light services to enhance efficiency, effectiveness and public safety, through the most efficient use of assets such as fire stations, fire control and training facilities.

What this will mean for you:

You will experience trained, skilled and knowledgeable staff at the first point of contact.

You will have a positive customer experience.

You will have opportunities to volunteer and make a difference in your community.

Your Council will reduce its carbon footprint and its impact on the environment.

Your feedback will influence and impact on improved service delivery.

You will continue to see a well-run and managed Council that makes the best use of its resources.



Reduce demand and reduce cost through innovative service design and focussed prevention interventions

- ➔ Prevention and intervention will underpin the overall approach that we take to public health, social care, health and communities in Warwickshire.
- ➔ Our focus will be on developing our communities' strengths, resilience and cohesion by supporting the third sector, proactive volunteer groups and individuals to help people and protect infrastructure at times of pressure or emergency.
- ➔ We will do this by developing an approach to prevention across Warwickshire, using valuable community resources, skills and strong prevention messages, to reduce demand and duplication of effort and improve results for communities.
- ➔ We will encourage the use of assistive technology and other solutions to support people's wellbeing and reduce their need for social care. We will also increase our use of data analysis and Joint Strategic Needs Assessments to design services that better fit residents' needs.

What this will mean for you:

You will have easily accessible online advice and guidance to enable self-help and resilience.

As customers you will have correct information and advice at the first point of contact, signposting to other sources as appropriate.

You will get the information you need at the first point of contact and the information you do receive will help you to stay healthy and live better lives.



Make it easy for customers to access our information and services so they have a positive experience of our services



Continuous improvement and simplifying and speeding up our processes will allow us to provide positive customer experiences. We will work with partner organisations to ensure people and communities receive the right information and advice first time.



Through our new digital approach we will provide more convenient customer-facing services, including advice and simpler information, which will be supported by more personalised face-to-face customer contact for those who need it.



We will encourage and build strong, resilient, self-supporting communities through the voluntary and community sector. We will develop a web directory of third, community and voluntary sector services that help build on individual and community strengths.



We will increase the number of council services that are available online so that people and communities are able to access them conveniently and quickly.

What this will mean for you:

You will have access to information 24/7, enabling you to support yourself.

You will be able to research community resources within your area.

You will be provided with consistent and accurate information no matter how you access services or contact the Council.

Self-assessment tools will be available for you to use at your convenience.

Where required you will have the help you need to access services.

Services will be available via digital technology, improving the effectiveness and efficiency of service delivery.

