Introduction

On 1 April 2017 we launched our One Organisational Plan 2020. Whilst the plan sets out how we must make further savings of £67 million by 2020, it also focuses on how we will be shaping the future of a very different council. Our financial challenges do not diminish our ambitions for the county. We want our communities and individuals to be safe, healthy and independent with our priorities focused on the most vulnerable. We want our economy to be vibrant and supported by the right jobs, training, skills and infrastructure.

We face increasing demand for our services and, with our reducing resources, we need to do things differently and transform the way we deliver and commission services. But that does not change our overall aim, which is simply to make Warwickshire the best it can be.

This is our annual review of key achievements and successes from 2017/18. We can’t do this on our own - we work with our partners, communities, customers and residents - and together we are all working to ensure we are building the best possible Warwickshire.

Join the conversation; share your stories and experiences of what #bestWarwickshire means to you.
We want to make Warwickshire the best it can be

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

- Our communities are independent, resilient and safe
- Vulnerable members of our communities are supported to be independent and safe
- We support and coordinate other organisations to deliver services

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

- Children and adults have access to quality learning throughout their lives
- Young people are supported to access apprenticeships and employment
- Warwickshire is an attractive place to do business with a strong local economy and infrastructure
- Our communities and businesses are thriving and prosperous
Our financial standing remains good, despite working against a challenging financial backdrop. In April 2017 we announced a further set of savings of £67m to be delivered by 2020 and we are on track to meet these savings required while ensuring we deliver against the council’s priorities.

We registered...

- **5,109** births
- **4,876** deaths
- **2,745** marriages

90% of people who use adult social care services say the services make them feel safe and secure. As a result of improvements to the process and support provided to them, fewer 13-17 year olds needed to enter care. Reaching the target of 19 per 10,000.
We manage 18 libraries, three mobile libraries and the Home Delivery Service and issued 1.59 million library items.

The Marketing and Communications Team worked with Democratic Services to increase voter turnout for the county council elections in 2017 (from 32% in 2013).

89% of pupils attend schools judged to be good or outstanding by Ofsted. We are exceeding the national benchmark of 86%.

We received 10,771 Fire & Rescue emergency calls.

...attended 3,491 emergency incidents and 143 accidental dwelling fires, rescuing five people from fires.

...attended 117 Road Traffic Collisions where one or more people required extricating.

We manage 18 libraries, three mobile libraries and the Home Delivery Service and issued 1.59 million library items.

1,254 compliments were received from our customers about Council services.

Highest volumes of compliments were received for Registration, Libraries, and Adult Social Care.

Our Customer Service Centre answered 268,990 calls, dealt with 1,942 live chats, responded to 9,432 emails, processed 8,164 Blue Badge applications.

36% TURNOUT

The Marketing and Communications Team worked with Democratic Services to increase voter turnout for the county council elections in 2017 (from 32% in 2013).

Good or outstanding

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We want to make Warwickshire the best it can be

Warwickshire Fire & Rescue Service engaged with over 40,000 members of the public. Our community fire safety and business fire protection activities including our schools programme, our road safety work and our work to reduce arson were well received and successful.

A new look library opened to the public in Stratford-upon-Avon in July 2017. The refurbished space, situated on Henley Street next to Shakespeare’s birthplace, is now also home to Registration Service offices and a brand new ceremony room. As well as providing an excellent new library facility and historic setting for weddings, the move also allows us to deliver better value for money with the two services operating from one building.

A new look Ask Warwickshire launched in early 2018, making it easier for people to find out about and participate in consultation and engagement activity. The introduction of a new We Asked, You Said, We Did section provides feedback on what has happened following each consultation.

www.ask.warwickshire.gov.uk
The growth of our social media accounts has given us opportunities for new conversations.

Colleagues from across the council have been working with the Marketing and Communications Team to improve our social media presence and deliver excellent customer service.

2017/18 saw a 123% increase in hits to the website from Facebook from the previous year, and a 284% increase from Twitter.

WCC’s Legal Services won Legal Team of the Year at the Local Government Legal Awards 2017. The judges admired the team’s outward facing approach and were impressed with the way they were able to demonstrate a real impact, both in terms of outcomes and savings for the authority as well as other public-sector clients.

Our Reablement and Hospital Social Care Teams were nominated in two categories in the WOW! Awards gala ceremony in November 2017. This is a national, independent awards scheme to recognise excellent customer service, based on customer compliments. Our teams reached the finals from over 21,000 nominations.

Warwickshire’s award-winning franchise of reuse shops at Household Waste Recycling Centres enterprise scooped the top prize in the finance category of the 2017 Guardian Public Service Awards.

We have recruited 40 additional social workers.

In total 71 front line social workers were employed during 17/18, compared to 28 in the previous year, helping us to provide consistently high-quality services to children.
February 2018 saw the launch of Adoption Central England (ACE) the first regional adoption agency in the West Midlands. ACE is a shared service between Coventry, Solihull, Warwickshire and Worcestershire. It works closely with Children’s Teams across the region to improve the timeliness of adoption for children, widen the range of prospective adopters, and develop relevant support services. WCC is also the host for the shared service which is based at our Saltisford offices in Warwick.

Warwickshire Fire and Rescue Service provides a high standard of emergency response. Responding to over 10,000 calls across a wide range of emergencies. Well trained and well equipped firefighters and support staff ensure we were able to respond as quickly as we could.

Following the tragic fire at Grenfell Tower, Warwickshire Fire and Rescue worked with our district and borough councils and private landlords to improve the fire protection arrangements in buildings. We visited and provided advice, as well as safe and well checks, to the residents of high rise buildings. We increased our training for a response to a fire in high rise buildings and reviewed our own response procedures.

The council is encouraging people to report their experiences of care services in the county through a new scheme called See, Hear, Act. It sets out how the council will work with social care providers to maintain good practice and calls on everyone to report what they see and hear within social care settings - both good and bad. See, Hear Act launched in November 2017. www.warwickshire.gov.uk/seehearact
The Warwickshire Priority Families Programme is Warwickshire’s implementation of the national Troubled Families Agenda. It is currently exceeding its target with over 2,541 families attached to the programme. Since the start of Phase 2 (which runs from 2015-2020), Warwickshire has successfully demonstrated that 1,011 of these families have made significant and sustained progress against their multiple problems or moved into sustainable employment. Due to the way the council receives funding for this programme almost £3.4m has been secured towards delivering services to support families in Warwickshire that need help.

The council undertook a major project that saw the introduction of Mosaic - a new social care case recording system, replacing the existing system which had been in use for over 20 years. Through the use of Mosaic we will be able to cut down on the number of systems we use, improving the quality and accuracy of data.

The Warwickshire Local Welfare Scheme recognises that families eligible for free school meals have difficulty covering the school holiday periods when their children are off school. Therefore support was extended to cover all school holidays.

**In the 2017 school summer holidays, the scheme supported 192 children, with a further 77 children supported over Easter 2018.**

More than **10,000 people** have been referred to our health improvement programme Fitter Futures Warwickshire since its launch in 2015. Fitter Futures provides confidential and supportive services to help people become fitter, stay well, feel good and lose weight. [www.fitterfutureswarwickshire.co.uk](http://www.fitterfutureswarwickshire.co.uk)
Working with the Police and Crime Commissioner’s Office, WCC launched a campaign to raise awareness of Hate Crimes in Warwickshire. The campaign encourages the public to report them to the police following shocking research revealing 1 in 5 Hate Crimes were not being reported in the county.

The Marketing and Communications Team worked with local pupils and one of the stars of The Voice to create an emotive music video with its own original song.

Overall the campaign has reached 100,000 people to date and resulted in a **200% increase in the reporting of Hate Crimes in the county.**

www.reporthatenow.com

During 2017/18 WCC has continued to embed outcomes based commissioning across adult social care services. This means providers have to work to an outcomes based service specification. This means their success is measured against how many customers they are able to provide support to in a way that enhances and maintains their independence for as long as possible in their own home. To ensure customers maintain their independence it is important for them to have access to community links and assets. To support this we have developed local zone meetings with providers to provide opportunities to explore what is available within the local community.

Books on prescription for adults, teens and younger children are available through our libraries and there are special collections for those with Dementia and their carers. In 2017/18 there were 2,278 issues across the 55 titles we have in stock.

In January 2018 an emergency stopping place site became operational providing emergency accommodation primarily for members of the travelling community that currently reside within unauthorised encampments in the county.

**The council** works with the Police and our **district and borough councils** to ensure there is a consistent, countywide approach to managing Unauthorised Encampments within Warwickshire. This approach aims to ensure that the local communities and the travelling communities are treated fairly.
Our vibrant and active **Children in Care Council** continues to provide us with valuable feedback on our services, helping us to identify and make improvements. Council members have been involved in a range of activities: from developing the way the council’s apprenticeship programme supports care leavers; through to sitting on the recruitment panel for a new scheme designed to support care leavers.

Through our **early help** work we look at how we can meet the needs of children at the earliest opportunity working with them within the community. Our achievements this year include:

- **125** referrals to children’s social care were prevented
- **143** children were prevented from school exclusions
- **182** children had improved school attendance
- **23** families were saved from landlord eviction from their homes

We are working hard to reduce the time it takes for a child to move in with their adoptive family. The average time between a child entering care and moving in with its adoptive family has reduced from **494 to 451 days**.

The average time between our children’s services receiving court authority to place a child and us deciding on a match to an adoptive family has reduced from **178 days to 149 days**.

Our **reablement service** helps people to regain the skills and confidence they need to live independently at home, particularly after an illness or after staying in hospital.

This year **97%** of our customers achieved one or more positive outcomes as a result of working with the reablement team.
Warwickshire’s economy is vibrant and supported by the right jobs training and skills, and infrastructure.

Since 2015 our Skills for Employment programme has enabled more than 30,000 pupils aged 11-18 to benefit from additional careers support and work-related activity, and more than 600 businesses to provide visiting speakers, work experience and apprenticeships.

Additionally the programme has supported and match-funded a provider’s successful application for £650,000 of European Social Fund to re-engage NEET young people aged 16-24 and those at high risk of NEET aged 15 still in school. This will re-engage 780 young people by December 2019.

WCC successfully launched its first local authority traded company with the launch of Educaterers in September 2017. The new company provides catering services to schools and colleges. In its first few months of trading Educaterers had secured nine new contract start ups, and had seen an increase of 6% on school meal uptake. They also reached the national finals of the School Cook of the Year competition.

WCC provided loans and grants to 29 small businesses in 2017/18. WCC’s Capital Growth Fund programme has now provided £1.79 million to 86 businesses unlocking over £3 million of private sector investment for projects which have safeguarded 185 jobs and already created 102 new jobs.
The snow and ice experienced this winter was a real test of the council’s ability to respond and deal with challenging conditions. Our Highway Maintenance Service teams worked tirelessly, often through the night, to treat our roads and ensure the road network remained open and people could travel in relative safety.

Consultation on the council’s Education Strategy 2018 - 23 was undertaken during March - April 2018. The aim being to effectively engage with a wide range of stakeholders in the education sector to co-produce the new strategy so that it reflects current challenges, and can guide the work of the council and its partners. It sets out clearly our aspirations and priorities for education in Warwickshire with the overarching purpose to improve educational outcomes of learners of all ages.

Stop press: The Education Strategy 2018 - 23 was approved at the meeting of Council on 26 July 2018.

Pupils have performed well in their end of Key Stage 4 exams in 2017, outperforming their peers nationally and across our statistical neighbours in all measures.

Flood Risk Management have secured over £200,000 in external funding towards flood alleviation schemes to reduce the risk of flooding to four communities in Warwickshire.

We have invested £300,000 to tackle homelessness. The two-year programme of work will focus on those with mental health, drugs and alcohol problems.

Working together with our partners we will determine the best approach to support the local homeless population.

Over Christmas 2017 alone the team covered 8,800 miles.
Looking to the future – 2020 and beyond

Our One Organisational Plan 2020 sets out a clear vision to make Warwickshire the best it can be, together with our two priorities to support communities and people and deliver a vibrant economy. It also makes it clear that we need to do things differently and transform the way we deliver and commission our services as we are faced with increasing demand and reducing resources.

We are already transforming the way we work in a number of services, with excellent work happening and making a real difference. But for us to succeed long term we need to fundamentally change. We need to develop a new and different approach to everything we do, at all levels of the organisation.

Our council-wide transformation programme is already well underway. We need to develop a new and different approach to how we do things across the organisation. We will do this through the development of a new operating model. This will make sure we are in the best possible position to meet our future pressures.
We will continue to provide a range of services which are available to all, including schools, roads, libraries and fire and rescue.

We will work to increase the ability of individuals and communities to find solutions, helping to connect people to the local support they need.

We will be using digital solutions to provide information and advice, as well as helping people to do more things online. We will also ensure those who need more specialist support receive this in the right time, and at the right place.

We will continually seek to improve the way we work, ensuring our services are lean and efficient and that our service offers match the needs of our customers.

As an organisation we will make sure we have the right people, in the right place with the right skills and capabilities. Our values and behaviours will help our staff to be the best they can be in delivering services to the customers and communities they serve.

We will be keeping our customers, residents, partners and staff updated on how we are progressing with our transformation plans.
Contact:

www.warwickshire.gov.uk/businessplan

October 2018