


Delivery Plan 2026-2027



Staffordshire
County Council

3 Introduction

4 Our Approach

4 Delivery and Governance

4 Measuring our Performance

5 Delivery Plan Overview

6 PEOPLE: Early Help & Prevention

Children & Young People

6. PE1 - Families First programme and wider structural remodel of children's services
7. PE2 - Enhancing inclusive education in Staffordshire
8. PE3 - Sufficiency strategy for children in care
9. PE4 - Embedding co-production across services
10. PE5 - Delivering and strengthening Corporate Parenting responsibilities for children in care

Adults & the Elderly

11. PE6 - Health checks
12. PE7 - Burntwood Health Centre
13. PE8 - Opportunities for disabled people
14. PE9 - Care homes
15. PE10 - Supported Living recommissioning

16 ECONOMY: Creating an environment for growth

16. EC1 - Developing the business case for a new medium sized Enterprise Centre
17. EC2 - Supporting growth through major regeneration projects and the development of Economic Corridors in Staffordshire
18. EC3 - Inspire careers and skills progression
19. EC4 - Promote lifelong learning for prosperous and inclusive communities
20. EC5 - Supporting businesses to thrive
21. EC6 - Supporting the growth of our Further Education infrastructure
22. EC7 - Develop and deliver the 'Get Staffordshire (and Stoke-on-Trent) Working' plan and 'Connect to Work' programme
23. EC8 - Marketing Staffordshire for economic growth
24. EC9 - Strengthening our tourism, night-time economy and out-of-home leisure offer
25. EC10 - Countryside Investment and Improvement Programme
26. EC11 - Delivering our new Environmental Action Plan
27. EC12 - Supporting our rural economy to grow

28 CONNECTIVITY: Highways & Digital Infrastructure

28. HD1 - Delivering our Highways Improvement Plan (the road map)
29. HD2 - Digital infrastructure delivery

30 COMMUNITIES: Safety & Resilience

30. CO1 - Community Safety Strategy delivery

31 COMMUNITIES: Stronger, connected Communities

31. CO2 - Libraries as community hubs

32 EFFICIENCY & VALUE FOR MONEY: Making every pound count

32. VFM1 - Enhanced employee performance process
33. VFM2 - HR and Finance system replacement (new ERP system)
34. VFM3 - Social care case management system
35. VFM4 - Workforce efficiency savings
36. VFM5 - Council preparedness for Local Government Reorganisation (LGR) and devolution
37. VFM6 - Digital innovation
38. VFM7 - Maximising income from advertising on council assets

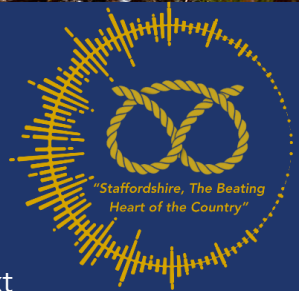
Strategic Reviews

39. SR1 - Trading Standards
40. SR2 - Websites
41. SR3 - Legal services
42. SR4 - Customer feedback and complaints
43. SR5 - Rights of Way
44. SR6 - Digital Translation and Interpretation



Introduction:

Welcome to Staffordshire County Council's Delivery Plan 2026/27. This plan sets out our key projects and areas of focus for the year ahead, up until March 2027. Our Strategic Direction 2026-2028 describes what we aim to achieve over the next few years to ensure Staffordshire maximises its role as the beating heart of the country. It sets out an ambitious yet realistic direction for the county and its people, acknowledging both the opportunities and the challenges we will be facing. Our Delivery Plan turns our Strategic Direction 2026-2028 into action. It outlines the County Council's priority activities for the next 15 months, setting out clearly what we will do and when we will do it. While this plan sets out our ambitions for delivering on our Strategic Direction 2026-2028, it does not capture the full breadth of work happening every day across the County Council to support residents, communities, and businesses. Beneath this Delivery Plan, each directorate, service, and team will have its own detailed annual plans. By delivering this plan – and by meeting our financial responsibilities—we will continue to make a positive difference for the people of Staffordshire.



This delivery plan has been produced as an internal working document and reflects our current understanding and key projects for 2026/27. It has been developed against a backdrop of potential local government reorganisation. The activities set out may therefore change as the year progresses. The plan will be kept under review and updated as necessary to reflect emerging priorities, decisions and organisational changes, and is intended for internal use only and should not be shared outside of the organisation.



Our Approach

This Delivery Plan supports each of the priorities set out in our Strategic Direction 2026-2028 through a set of projects for the year ahead. Every one of these priorities includes key actions that contribute to its successful delivery.

To ensure accountability, each activity in the Delivery Plan is assigned a Cabinet Member and lead area that is responsible for its implementation.

This plan also includes key action dates to make sure we deliver the right projects at the right time.



Delivery & Governance

The annual Delivery Plan is overseen by the Leader of the Council and the Chief Executive Officer.

As a Delivery Plan, it involves contributions from all portfolio holders and directorates. The County Council's Quality, Performance and Improvement (QPI) Board brings together senior leaders to coordinate, collaborate, and monitor progress against the plan.

To ensure transparency and accountability, Cabinet and the Corporate Overview and Scrutiny Committee receive regular reports summarising progress for oversight and scrutiny.



Measuring Our Performance

Our progress on this Delivery Plan is reviewed monthly by Cabinet and the Senior Leadership Team through the Quality, Performance and Improvement (QPI) Board.

In addition, the plan is monitored alongside the Medium-Term Financial Strategy (MTFS) as part of the County Council's Integrated Performance reporting process. These reports provide a rounded view of County Council performance and are shared with Cabinet and the Corporate Overview and Scrutiny Committee, ensuring accountability and transparency.

Further information on our performance management arrangements can be found in the Staffordshire County Council Corporate Performance Management Framework.

Delivery Plan - Overview



PEOPLE

Early Help & Prevention

- PE1 - Families First programme and wider structural remodel of children's services.
- PE2 - Enhancing inclusive education in Staffordshire.
- PE3 - Sufficiency strategy for children in care.
- PE4 - Embedding co-production across services.
- PE5 - Delivering and strengthening Corporate Parenting responsibilities for children in care.
- PE6 - Health checks.
- PE7 - Burntwood Health Centre.
- PE8 - Opportunities for disabled people.
- PE9 - Care homes.
- PE10 - Supported Living recommissioning.



ECONOMY

Creating an environment for growth

- EC1 - Developing the business case for a new Medium-Sized Enterprise Centre.
- EC2 - Supporting growth through major regeneration projects and development of economic corridors in Staffordshire.
- EC3 - Inspire careers and skills progression.
- EC4 - Lifelong learning for prosperous and inclusive communities.
- EC5 - Supporting new businesses to thrive.
- EC6 - Supporting the growth of our Further Education infrastructure.
- EC7 - "Get Staffordshire Working" and "Connect to Work" programme.
- EC8 - Marketing Staffordshire for economic growth.
- EC9 - Strengthening our tourism, night-time economy and out of home leisure offer.
- EC10 - Countryside Investment and Improvement Programme.
- EC11 - Delivering our new Environmental Action Plan.
- EC12 - Supporting our rural economy to grow.



CONNECTIVITY

Highways & Digital Infrastructure

- HD1 - Delivering our Highways improvement plan (the road map) including fixing our roads, saving our structures, addressing our backlog.
- HD2 - Digital infrastructure delivery, ensuring reliable and high-speed connectivity for residents and businesses.



COMMUNITIES

Safety & Resilience

COMMUNITIES

Stronger, connected Communities

- CO1 - Publish a new Community Safety strategy, informed by data and intelligence, and create a detailed action plan.
- CO2 - Establish libraries as Community Hubs across Staffordshire, fostering civic pride, social connection and inclusive engagement that helps reduce anti-social behaviour.



EFFICIENCY & VALUE FOR MONEY

Making every pound count

- VFM1 - Enhanced employee performance process.
- VFM2 - HR and Finance System replacement.
- VFM3 - Social Care Case Management System.
- VFM4 - Workforce efficiency savings.
- VFM5 - Council preparedness for LGR and devolution.
- VFM6 - Digital innovation.
- VFM7 - Maximise income from advertising on council assets.
- VFM8 - Strategic reviews.

Projects:



PEOPLE

Early Help & Prevention

Children & Young People

PE1 - Families First programme and wider structural remodel of children's services

Deliver the Department for Education Families First Programme and restructure Children's Services.

We will...

- Assess the current arrangements, including an updated needs assessment.
- Deliver a future state system design for Family Help, Multi-Agency Child Protection Team (MACPT), and Family Group Decision Making (FGDM).
- Create a single-entry point for triage and access to multi-agency services
- Use a unified data approach and share information for children and families, including a Single Unique Identifier.
- Introduce digital tools and explore artificial intelligence to assess needs and risks.
- Review and update case management systems.
- Create a costed transformation plan including Prevention Grant Funding spend.
- Separate special educational needs and disabilities (SEND) and social care operations for clearer leadership and accountability.
- Strengthen the "front door" and early help for timely support and risk management.
- Implement a new structure for children's services to meet future needs.
- Communicate clearly with children, young people, and families, even when limited resources affect decisions.
- Support families earlier to identify where they can access support.

Key actions:

Milestone dates

Complete financial modelling and investment schedule

January 2026

Develop detailed transformation proposals for 2026/27

March 2026

Prepare for delivery of transformation.

March 2026

Deliver a new Children's Services structure.

November 2026

Lead area: Children and Families

Cabinet Member for Children and Young People





PEOPLE

Early Help & Prevention

Children & Young People

PE2 - Enhancing inclusive education in Staffordshire

Create resource provision in mainstream schools and expand specialist provision in Staffordshire.

We will...

- Increase the proportion of children with Education, Health and Care Plans (EHCPs) in mainstream education.
- Reduce the number of children with EHCPs who are educated in independent settings.
- Improve accessibility of information in the 'Local Offer'.

Key actions:

Milestone dates

Increase number of special school places in state funded special schools.

September 2027

Establish enhanced resource bases that are located across the county (in each district based on need) for access to mainstream schools.

September 2027

Refresh information on the Local Offer platform which is accessible for all.

TBC

Lead area: Children and Families

Cabinet Member for Education and SEND





PEOPLE

Early Help & Prevention

Children & Young People

PE3 - Sufficiency strategy for children in care

Increase homes for children in our care through a focused delivery plan, developing new children's homes and improving foster carer recruitment and retention.

We will...

- Build new children's homes in Staffordshire to meet changing needs.
- Improve our family support to help children return home safely and quickly.
- Review commissioning models to identify barriers and adjust provision.
- Provide suitable housing and support for care leavers with additional needs that don't meet the criteria for adult support.

Key actions:

Milestone dates

Purchase property for a complex needs residential home.	April 2026
Review commissioning model with partners to identify barriers and recommend changes.	April 2026
Review internal fostering service support and therapeutic offer.	May 2026
Review 18+ accommodation required to meet the needs of care leavers.	June 2026

Lead area: Children and Families

Cabinet Member for Children and Young People





PEOPLE

Early Help & Prevention

Children & Young People

PE4 - Embedding co-production across services

Staffordshire's Co-production Promise defines co-production as sharing power between those who provide support and those who receive it.

Services will be person centred, collaborative and genuinely shaped by the lived experience of young people and their families. This strategy translates the promise into practical objectives and measurable outcomes, ensuring that co-production becomes embedded across all services.

This project builds upon our Staffordshire Co-production promise.

We will...

- Champion co-production across strategic partnerships, the SEND Improvement Programme and Families First reforms.
- Develop and disseminate tools, training, resources to build workforce understanding and confidence.
- Coordinate an annual Week of Action aligned with National Co-Production Week.
- Gather and share evidence of impact through videos, case studies, and surveys.
- Sustain a culture of co-production through strategic networks and advisory groups.
- Join up effective inclusion and co-production models across Children's Services to maximise resources and enhance reach to more children and families.
- Maximise the impact of Our Voice and influence of the Children in Care Council across all organisations in Staffordshire.

Key actions:	Milestone dates
Launch Staffordshire & Stoke-on-Trent Co-production Community of Practice (bi-monthly meetings).	October 2025
Complete the SEND & AP Partnership maturity matrix as it relates to pillar 1 Co-production.	April 2026
Youth Advisory Groups Initiated with The Staffordshire Council of Voluntary Youth Services (SCYVS).	April 2026
Promote Our Voice influence and refresh our Children in Care Council and corporate parenting offer	April 2026
Agree data capture and digital evaluation tools launch	September 2026
Workforce Survey completed; findings reviewed and shared.	October 2026
Re-issue Workforce Survey and implement actions.	May 2027

Lead area: Children and Families

Cabinet Member for Children and Young People

Cabinet Member for Education and SEND





PEOPLE

Early Help & Prevention

Children & Young People

PE5 - Delivering and strengthening Corporate Parenting responsibilities for children in care

When children cannot live at home, the County Council will act as a responsible Corporate Parent, overseen by the Corporate Parenting Panel and Lead Member for Children's services.

We will...

- Review and update our Corporate Parenting Strategy.
- Identify opportunities for children in care and care leavers to engage in the Corporate Parenting Panel.
- Identify, implement and monitor clear, measurable outcomes for our children in care and care leavers.

Key actions:	Milestone dates
Corporate Parenting strategy to be reviewed and any updates co-produced with children, young people and families.	April 2027
Corporate Parenting Panel terms of reference to be updated to reflect new structure.	April 2026
Deliver opportunities for engagement in the Corporate Parenting Panel for Children in care and care leavers.	April 2026
Identify themes, actions and relevant KPIs for 2026/27.	April 2026
Develop a new annual report focusing on "You Said...We did".	August 2026
Lead area: Children and Families	
Cabinet Member for Children and Young People	





PEOPLE

Early Help & Prevention

Adults & the Elderly

PE6 - Health checks

The County Council is required to offer Health Checks for eligible people. We will expand provision of Health Checks, linked to lifestyle services to support people who can benefit.

We will...

- Increase the number of Health Checks invitations.
- Increase the number of Health Checks delivered.

Key actions:

Milestone dates

Complete Health Check Online recruitment and induction for selected/interested practices.

October 2026

Deploy additional capacity for Everyone Health.

December 2026

Deploy additional capacity in GPs and pharmacies.

December 2026

Deploy additional capacity in brief advice/referrals for lifestyle interventions.

December 2026

Complete awareness activities to promote health checks

December 2027

Lead area: Health and Care

Cabinet Member for Health and Care





PEOPLE

Early Help & Prevention

Adults & the Elderly

PE7 - Burntwood Health Centre

Work with NHS partners to deliver a new primary care facility on the Burntwood site. Led by Property Services, the project aims to lease the site to the NHS. This initiative builds on previous work under the Additional Nursing Care Project and reflects the County Council's role in supporting local health service delivery.

We will...

- Deliver the specification for a new Health Centre.
- Submit the architectural design for a new Health Centre.
- Secure planning consent for the Health Centre and a Care Home.
- Design the Health Centre building specification and requirements of Staffordshire and Stoke Integrated Care Board (ICB) and Midlands Partnership NHS Foundation Trust (MPFT).
- Ensure suitable lease agreements are in place.

Key actions:

Milestone dates

Proposed planning application signed off by all parties.

June 2026

Planning consent from Lichfield District Council.

January 2027

Agree construction contract and lease agreements.

February 2027

Lead area: Finance & Resources

Cabinet Member for Finance and Resources





PEOPLE

Early Help & Prevention

Adults & the Elderly

PE8 - Opportunities for disabled people

People with disabilities want to live their best lives. The County Council will work with partners to increase access to employment and local facilities.

We will...

- Create more jobs through initiatives such as the Connect to Work Programme.
- Create more opportunities for people with disabilities, sensory needs and neurodivergence to take part in activities in their local communities.
- Ensure that information and advice provided by the County Council is accessible.
- Increase understanding and awareness of disabilities, sensory needs and neurodivergence to create supportive communities.
- Increase opportunities for co-production so that people with disabilities, sensory needs and neurodivergence can shape County Council services.

Key actions:

Milestone dates

Launch the Connect to Work programme with clear referral routes.

April 2026

Work with partners to produce a plan to increase the accessibility of community facilities.

April 2026

Develop better ways to share information with the disabled, sensory needs, and neurodivergent community.

September 2026

Run training and communications campaigns to raise awareness of disabilities, sensory needs, and neurodivergence.

October 2026

Lead area: Health and Care

Cabinet Member for Health and Care





PEOPLE

Early Help & Prevention

Adults & the Elderly

PE9 - Care homes

The County Council will make sure there are enough quality care home places that are accessible and provide value for money. We will put in place new arrangements for commissioning care homes and explore building a new nursing home in Tamworth.

We will...

- Improve the quality of care homes in Staffordshire.
- Ensure timely access to care home placements when required.
- Ensure care home placements are affordable.

Key actions:

Milestone dates

Implement the Choice Policy and Top-up Policy

January 2026

Implement the pricing strategy for care home placements for adults aged over 65.

January 2026

Publish improved information and advice for self-funding care home residents.

January 2026

Implement the pricing strategy for placements for adults aged 18 to 65.

April 2026

Put in place an improved brokerage system.

April 2026

Update the Care Home Market Position Statement.

July 2026

Complete a tender process and award new care homes contract for adults aged over 65.

July 2026

Complete a tender process and award new care homes contract for adults aged 18 to 65.

July 2027

Lead area: Health and Care

Cabinet Member for Health and Care





PEOPLE

Early Help & Prevention

Adults & the Elderly

PE10 - Supported Living recommissioning

Supported Living schemes are housing with care services that support people with learning disabilities, physical disabilities, autism, sensory impairments and / or mental health conditions to live independently in the community. The County Council will ensure there is enough quality, accessible and affordable Supported Living capacity. We will put in place the approved new commissioning arrangements for Supported Living care services.

We will...

- Ensure a sustainable and affordable market for Supported Living in Staffordshire.
- Promote good quality, strengths-based care.
- Plan and develop of new Supported Living schemes.
- Strengthen assurance on housing arrangements.
- Commission services based on an individual's outcomes.
- Create efficient care sourcing processes that offer a good customer experience and reduce admin costs.
- Strengthen quality assurance and contract management.

Key actions:

Milestone dates

Update the Pen Portrait.	March 2026
Create a system for setting Personal Budgets.	April 2026
Extend the care services Dynamic Purchasing System (DPS).	May 2026
Implement a Spot Purchase Agreement.	June 2026
Complete service reviews, including a contribution to the MTFS and delivery of the Cost Recovery Plan.	June 2026
Approve a Supported Living accommodation: choice and top-up policy.	July 2026
Review current Tenancy Agreements (subject to consent).	July 2026
Implement Care Place for call-offs.	July 2026
Publish a housing needs and demand analysis.	September 2026
Refresh the Market Sustainability Plan and Market Position Statement.	September 2026

Lead area: Health and Care

Cabinet Member for Health and Care





ECONOMY

Creating an environment for growth

EC1 - Developing the business case for a new Medium Sized Enterprise Centre

Develop a business case for a new Medium Sized Enterprise Centre, which if viable will lay the groundwork for the future delivery of a new Enterprise Centre.

We will:

- Develop a business case which considers and sets out a potential investment decision for a new Medium Sized Enterprise Centre.
- Include a supporting options appraisal, benefits analysis and a financial case to inform the wider business opportunity.

Key actions:

Milestone dates

Complete a property market assessment and research to consider the opportunity and assess potential competition, to inform an options paper.

June 2026

Options paper completed to inform next steps including financial and delivery modelling.

July 2026

Draft business case completed for internal review.

October 2026

Final business case presented to Informal Cabinet.

January 2027

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





ECONOMY

Creating an environment for growth

EC2 - Supporting growth through major regeneration projects and the development of Economic Corridors in Staffordshire

Delivering major regeneration projects and supporting the development of the economic corridors in Staffordshire, along with our public and private sector partners.

We will:

Eastgate Development

- Complete a business case to inform the Cabinet's investment decision.

Fifty500 Corridor

- Deliver a refreshed programme prospectus, outlining the programme's vision, priorities, and delivery approach.

Central Edge Corridor

- Produce a strategic prospectus developed in collaboration with partner councils, setting out the growth potential and investment priorities for the corridor.

Other Economic Corridors (including the A38, A34 and A5)

- Deliver a report detailing opportunities, potential interventions, and alignment with the county's economic strategy.

Key actions:

Milestone dates

Eastgate Development

Gateway 1 proposal assessed by the County Council (including conducting appropriate briefings to officers and members).	April 2026
Cabinet investment decision required to proceed with development work.	June 2026
Develop a planning application (depending on investment decision by Cabinet).	December 2026

Fifty500 Corridor

Agreement of funding (may be solely County Council funded or funded in collaboration with partners).	March 2026
Agreement of timelines and development of programme.	April 2026

Central Edge Corridor

Agreement of scoping and funding with partner organisations.	March 2026
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Other Economic Corridors (including the A38, A34 and A5)

Economic Strategy approved by Cabinet.	May 2026
Complete a report detailing opportunities, potential interventions and the programme of work for other economic corridors.	December 2026

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





ECONOMY

Creating an environment for growth

EC3 - Inspire careers and skills progression

To support priorities within Staffordshire Skills for Growth Plan 2025 - raise aspirations of young people, raising participation in Post 16 education & training and to encourage entrepreneurship skills to support the wider skills needs of our local economy.

We will:

- Deliver a programme of activity via Stoke-on-Trent and Staffordshire Careers Hub to support the improvement of Careers Education in schools and colleges
- Deliver support for school leavers at risk of/or who are not participating to engage in education, employment or training
- Deliver the Ignite Plus competition pilot

Key actions:	Milestone dates
Annual School Leavers Activity Survey completed.	February 2026
Complete an options appraisal for an evaluation of Ignite	April 2026
Delivery of Careers Hub funding agreement outputs	August 2026
September offer of learning supported and reported	October 2026
Lead area: Economy, Infrastructure & Skills (E I & S)	
Cabinet Member for Economy & Skills	





ECONOMY

Creating an environment for growth

EC4 - Promote lifelong learning for prosperous and inclusive communities

Promote employability and lifelong learning to boost job opportunities, reduce inequality, and create healthier, more resilient communities. Embed a culture of lifelong learning to support healthier, more resilient residents and their learning journey and prosperous communities.

We will:

- Deliver the Community Learning Framework 2023-2027 which includes a range of adult learning courses to meet the needs of residents.
- Engage 3,000 adults in community learning throughout the 2025-26 academic year.
- Continue to target adults with learning and physical disabilities and long-term mental ill-health, low skills/low qualifications and from disadvantaged local areas.

Key actions:

Milestone dates

Submit the Community Learning self-assessment report (2024-25) and quality improvement plan (2025-26) to Ofsted.	January 2026
Approve the Community Learning Accountability Statement which forms part of the Grant Agreement with the Department for Education.	June 2026
Prepare the Community Learning self-assessment report (2025-26) and make recommendations to the Economy, Infrastructure & Communities Overview & Scrutiny Committee.	November 2026

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





ECONOMY

Creating an environment for growth

EC5 - Supporting businesses to thrive

Help businesses grow and innovate in Staffordshire by providing targeted support, attracting investment, and retaining local talent, strengthening the foundation of our economy.

We will:

- Support over 1000 businesses across Staffordshire through a mix of tailored start up support, specialist growth programmes and 121 advisory services.
- Drive engagement and capability building by delivering a wide range of events, workshops and masterclasses that help local businesses innovate and grow.
- Submit bi-annual reports to Central Government, dependant on funding for the next year, with confirmation of submission and feedback received.

Key actions:	Milestone dates
Growth Hub Milestones	
Produce annual report.	May 2026
Submit the 'Schedule 1 and 3' reports for Central Government (which outlines plans for the next financial year).	July 2026
Step Up and Grow Milestones	
Write framework/tender to procure new services with support from the Procurement team.	May 2026
New Business Support offers live (Start-up Mentoring and My Own Boss) live	June 2026
Launch and review outreach campaign (social media, local events, partner referrals).	September 2026
Final annual evaluation and impact reporting.	March 2027
Lead area: Economy, Infrastructure & Skills (E I & S)	
Cabinet Member for Economy & Skills	





ECONOMY

Creating an environment for growth

EC6 - Supporting the growth of our Further Education infrastructure

Look to secure Government investment in Further Education facilities to meet future demand and support local economic growth, including short-term projects and long-term developments like new college buildings.

We will:

- Create a strong business case for Further Education investment and share it with key stakeholders and funders.
- Lobby for resources to expand college facilities and increase places for 16-18-year-olds.
- Apply for DfE funding to grow independent training provider capacity.

Key actions:

Milestone dates

Annual Update of cohort/participation data.	February 2026
Production and sign off at cabinet of brochure to support lobbying.	April 2026
Submission of market gap/capital application.	May 2026

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





ECONOMY

Creating an environment for growth

EC7- Develop and deliver the 'Get Staffordshire (and Stoke-on-Trent) Working' plan and 'Connect to Work' programme

Deliver the new "Get Staffordshire Working" Plan and implement the £19M "Connect to Work" programme.

We will:

- Support the Staffordshire & Stoke-on-Trent Get Britain Working Project Group in the completion of an options appraisal to commission a mapping and review of existing support services for economically inactive, young people who are NEET and risk of NEET, people at risk of dropping out of work and those facing barriers to work
- Support the Staffordshire & Stoke-on-Trent Get Britain Working Project Group in the completion of an options appraisal to commission a review of the effectiveness of employer engagement strategies across partners with a view to work towards a longer-term common approach.
- Deliver 3,334 Staffordshire Connect to Work participant starts from 2025/26 to 2029/30.
- Complete a Connect to Work communication strategy incorporating employer engagement

Key actions:	Milestone dates
Secure delivery partners for Connect to Work following a Tender.	January 2026
Secure a provider for the Connect to Work Customer Relationship Management (CRM) system following a Tender.	January 2026
Go live for Connect to Work Participant starts.	February 2026
Draw up a Get Britain Working stakeholder engagement plan.	March 2026
Conclude Staffordshire jobs and careers communications business engagement review and identified recommendations.	April 2026
Map Get Britain Working stakeholders and partners taking account of the emerging Connect to Work landscape.	June 2026
Lead area: Economy, Infrastructure & Skills (E I & S)	
Cabinet Member for Economy & Skills	





ECONOMY

Creating an environment for growth

EC8 - Marketing Staffordshire for economic growth

Develop and implement a refreshed strategic marketing approach for Staffordshire as the "Beating Heart of the Country", incorporating enhancements across the following key programmes: We Are Staffordshire; Screen Staffordshire; Invest Staffordshire; and Local Visitor Economy Partnership (LVEP) plans. This also encompasses a proposal to explore, consider and as appropriate deliver an annual TEDx event.

We will:

- Create a shared marketing communications plan to successfully promote the strands of SCC Place programme (Invest, Visit, We Are Staffordshire, Screen Staffordshire)
- Develop a Programme management system to share information and collaborate across the Business & Enterprise Service, and beyond, delivering a powerful marketing presence of the County, on local regional and national stages.
- Implement a commercial funding model based on a shared product that individual teams can take to market, avoiding multiple asks of a single organisation.
- Develop shared metrics and create a collective set of KPIs for We Are Staffordshire, Invest, Culture, Visit and Talent
- Drive forward Staffordshire's online investment and place shaping activity, raising its profile as the beating heat of the country.
- Conduce a feasibility study to explore viability of a county-wide TEDx event.

Key actions:

Milestone dates

Development of a shared place shaping and investment marketing communications plan, inclusive of agreed metrics and KPIs, integrating place shaping and investment activity.	April 2026
Shared commercial investment/sponsorship agreement approved.	April 2026
Feasibility of a TEDx event considered together with delivery proposals as appropriate.	June 2026
Staffordshire fully integrated online place shaping, marketing and investment activity operational, together with associated governance.	September 2026
Review of online activity and effectiveness of shared comms plan.	March 2027

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





ECONOMY

Creating an environment for growth

EC9 - Strengthening our tourism, nighttime economy and out-of-home leisure offer

Develop and implement a strategy to grow the out-of-home leisure offer in town centres by enhancing the nighttime economy, while ensuring complementary improvements to the daytime offer.

We will:

- Deliver a nighttime economy strategy.
- Complete an audit of the Nighttime Economy and an economic assessment of the visitor economy (including safety) which provides recommendations for implementation by partners.
- Develop a Business Tourism Destination Management Plan.

Key actions:

Milestone dates

Deliver Big Tourism Conference and Destination Management Plan	January 2026
Delivery of nighttime economy strategy to client group.	June 2026
Presentation of nighttime economy strategy findings to Informal Cabinet.	July 2026
Lead area: Economy, Infrastructure & Skills (E I & S)	
Cabinet Member for Economy & Skills	





ECONOMY

Creating an environment for growth

EC10 - Countryside Investment and Improvement Programme

We will deliver strategic investment and operational improvements across Staffordshire’s countryside network by developing and submitting Business Cases for investment in two Country Parks and improving the Staffordshire Way.

We will:

- Complete feasibility study and business plan for Chasewater.
- Complete feasibility study and business plan for Cannock Chase.
- Produce website, route guide and other promotional / guide materials to accompany the launch of the Staffordshire Way.
- Carry out Infrastructure repairs and newly waymarked (branded) route on the ground.
- Develop improved infrastructure and working practices across Countryside services.
- Improve car parking offer that protects and enhances our Country Parks to enable reinvestment and support financial sustainability.

Key actions:

Milestone dates

Feasibility studies and master plans complete for Chasewater and Cannock Chase

March 2027

“Safe to launch” route ready and publicised for Staffordshire Way

March 2027

Implement car parking proposals at 4 locations.

March 2027

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Communities and Culture





ECONOMY

Creating an environment for growth

EC11 - Delivering our new Environmental Action Plan

As custodians of the environment, the Council is committed to preserving and enhancing Staffordshire for everyone. Delivery of the Action Plan will support SCC's new Environmental Strategy (which replaced the Climate Change Strategy). This includes actions on waste management, renewable energy policy, support for businesses, investment in solar energy on SCC property, and the development of green skills.

We will:

- Finalise Environmental action plan with Cabinet by March 2026
- Lift key milestones from Environmental Action Plan to include in county council Delivery Plan by April 2026

Key actions:

Take revised action plan to Cabinet.

Milestone dates

March 2026

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Connectivity





ECONOMY

Creating an environment for growth

EC12 - Supporting our rural economy to grow

Drive growth in Staffordshire's rural economy by delivering a coordinated programme to support the farming sector and its supply chain, rural business and enterprise growth, and to support our rural communities (including issues such as skills and transport).

We will:

- Target business support at rural enterprises to boost productivity, resilience, and diversification.
- Support the farming community (including our own County Farms Estate) to thrive and diversify, with a focus on smart technology.
- Promote the development of Farm to Fork through developing local food supply chains via initiatives such as Made in Staffordshire
- Support the roll out of Digital Infrastructure in Rural Communities (see Project 23 Digital Infrastructure Delivery)
- Strengthen skills provision in rural areas via partnerships with universities, colleges, and local providers.
- Work with partners to improve rural transport links and access to economic corridors

Key actions:

Milestone dates

Succeed & grow

Through an annual delivery programme, provide rural business support events which include showcasing the wide and diverse growth opportunities available from key providers, through partnership engagement including with local universities, colleges and skill providers as well as the NFU, Chamber, FSB, Broadband providers and BES.

March 2027

County Farms Smart Tech

Seek Cabinet approval on the new County Farms Policy

March 2026

Introduce and showcase smart technology support opportunities to County Council County Farms.

March 2027

Develop the business case for farm technology kits (crop storage, water measurement, energy, security) to support increase growth and productivity within county farm holdings.

March 2027

Achieve & grow

Working with the Growth Hub and partners, providing 1-2-1 business support for micro businesses in Staffordshire on website design and development and marketing / graphic design

March 2027

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Economy & Skills





CONNECTIVITY

Highways & Digital Infrastructure

HD1 - Staffordshire Highways Roadmap to a better Network

Delivery of the new Highways Improvement Plan ("the Road Map") which will help fix our roads, tackle the backlog, and save our structures. The project plan is currently under development and milestones for the next 18 months are being worked up. The plan will include time to engage with staff with working group opportunities to feed into a new delivery model. The golden thread of the work within the roadmap will be coordination and innovation across all services.

We will:

- Fix Our Roads. By exploring smarter, more efficient road repairs with reduced disruption.
- Save Our Structures. Through proactive management and funding for bridges and other structures.
- Address Our Backlog. Explore innovative approaches to reduce the 30,000+ outstanding safety defects, with a particular focus on the 15,000+ potholes.
- Develop a new Mixed Delivery Model, based on business cases, that ensures best value for money alongside the best possible performance.
- Develop Local Delivery Teams to use local insight to shape works.
- Finalise Functional Delivery plans that will provide clear details of service level provision and better demonstrate value for money.
- Drive out continued efficiencies so that every £ spent goes into the ground.

Key actions:

Milestone dates

Costed backlog Work Bank developed.	April 2026
Asset repairs identified	April 2026
Establishment of local area depot delivery teams.	April 2026
Establish innovation pipeline	June 2026
Establish Staffordshire Plan for top 10 structures	August 2026
Successfully complete 2026/27 capital maintenance programme	March 2027
Transition through roadmap from April to steady state BAU mixed Delivery Model	December 2027

Lead area: Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Strategic Highways





CONNECTIVITY

Highways & Digital Infrastructure

HD2 - Digital infrastructure delivery	
Lead the implementation and enhancement of digital infrastructure to ensure reliable and high-speed connectivity for residents and businesses.	
We will:	
<ul style="list-style-type: none"> • Improve gigabit capable coverage across Staffordshire. • Improve mobile capacity and coverage across Staffordshire. • Deliver pilot projects that demonstrate the benefits of improved connectivity. 	
Key actions:	Milestone dates
Establish a detailed map of mobile coverage (4G&5G) to discuss with mobile network operators.	April 2026
Deliver pilot programmes using inclusive technologies such as managed 'Alexa' devices and Virtual Reality.	September 2026
Work with partners like Building Digital UK and telecom providers to increase gigabit broadband coverage from 85% to 100%, using gainshare funding to connect around 1,500 hard-to-reach premises.	April 2027
Create an open access agreement for mobile network operators to utilise County Council assets to improve mobile coverage and capacity.	December 2027
Using social value components of project gigabit contracts to deliver further examples of connectivity into rural communities.	December 2027
Investigate further opportunities to develop a 'smart' approach to the County Council's wider issues utilising investment from the Superfast gainshare.	December 2027
Lead area: Economy, Infrastructure & Skills (E I & S)	
Cabinet Member for Connectivity	





COMMUNITIES

Safety & Resilience

CO1 - Community Safety Strategy delivery

Deliver a Community Safety strategy and track progress by completing reviews on Domestic Abuse, Trading Standards, road safety partnerships and the judiciary.

We will:

- Publish Staffordshire County Council’s Community Safety Strategy which has senior leadership and political approval.
- Produce a detailed action plan to deliver the priorities of the strategy.
- Create a plan for lobbying the Police, Fire & Rescue and Crime Commissioner and Government to invest in front-line police and fire services, using existing lobbying routes and working closely with the Public Affairs Manager.

Key actions:	Milestone dates
The publication of Staffordshire County Council’s Community Safety Strategy.	March 2026
Develop a communications and lobbying plan for community safety.	March 2026
Agree partnership priorities and action plan with Safer & Stronger Strategic Partnership Group.	April 2026
Develop a detailed action plan to ensure delivery of the strategy.	May 2026
Develop key performance indicators to support and demonstrate delivery.	June 2026

Lead area: Economy, Infrastructure and Skills (E I & S)

Cabinet Member for Community Safety and Resilience





COMMUNITIES

Stronger, connected Communities

CO2 - Libraries as community hubs

Develop and deliver a new Libraries Strategy that puts libraries at the heart of communities by transforming them into vibrant community hubs.

We will:

- Complete stakeholder engagement.
- Review best practice & benchmark the service (nearest neighbours).
- Engage with other county council services to explore opportunities to deliver their services from libraries.
- Review consultation outcomes to develop new offer.
- Draft new strategy.
- Develop an Implementation Plan.

Key actions:

Milestone dates

Complete 10-week public and stakeholder engagement and analyse findings.

January 2026

Cabinet approval of new Libraries as Community Hubs Strategy that reflects the results of the consultation.

March 2026

Develop an Implementation Plan.

From April 2026

Lead area: Economy, Infrastructure and Skills (E I & S)

Cabinet Member for Communities and Culture





VFM1 – Enhanced employee performance process

Design and deliver a new appraisal process ('How We Perform') that follows best practice and gives managers clear guidance on annual appraisals to improve performance. This is part of a wider set of 'workforce effectiveness' projects, including sickness absence improvement.

We will:

- Launch "How We Perform" with supporting materials (e.g. workshops).
- Deliver management training on handling performance issues.
- Put in place formal and informal case recording improvements, including outcomes.
- Strengthen monitoring and oversight of informal and formal processes at a leadership level Operational Management Team (OMT) / Wider Management Team (WMT) / Senior Leadership Team (SLT).
- Link outcomes to the sickness absence improvement project.
- Ensure joint communications show the connection between key deliverables and individual performance targets.

Key actions:	Milestone Dates
Launch 'How We Perform' and supporting materials (workshops etc).	January 2026
Formal and informal case recording improvements.	February 2026
Closer monitoring and oversight of informal and formal processes at a leadership level OMT/WMT/SLT via monthly People Packs.	March 2026
Management training in dealing with performance issues as part of 'People Ops' delivered workshops.	March 2027
Lead area: Finance and Resources	
Cabinet Member for Finance and Resources	





VFM2 – HR and Finance system replacement (new ERP system)

Identify and implement a future-ready Finance and Human Resources (HR) and payroll solution that fits the County Council's future needs and reduces reliance on external processes.

We will:

- Produce a business case and report seeking approval to award the contract.
- Award the contract for a new HR and Finance System.
- Work with the supplier to create and deliver a detailed implementation plan.
- Implement a new Enterprise Resource Planning (ERP) System.

Key actions:	Milestone dates
Supplier demonstrations.	January 2026
Business case finalised.	January 2026
Decision to move forward.	January 2026
Cabinet approval.	February 2026
Award contract.	March 2026
Implementation commences (with detailed plan and further milestones from this point onwards).	April 2026
Final element of system go-live	Sept 2027
Lead area: Finance and Resources	
Cabinet Member for Finance and Resources	





VFM3 - Social care case management system

The County Council needs a robust social care case management system to improve efficiency. We will design, procure, and implement a new system to support both adults' and children's social care services.

We will:

- Implement new System C (the supplier of the new system) Liquid Logic applications.
- Set up support structures for the system and its users including training, problem management, and system changes.
- Safely remove all data held in our current system Care Director.
- Decommission Care Director from Staffordshire Azure Cloud.
- Create an archive for legacy Care Director data still within retention periods.
- Destroy all Care Director data past its retention period.

Key actions:	Milestone dates
Childrens & Families actions	
C&F - Review implementation progress and readiness for User Acceptance Testing.	March 2026
C&F - Complete final User Acceptance Testing.	June 2026
C&F - Make Go/No Go live Decision.	September 2026
C&F - Go live of Liquidlogic within Children and Families and Children's Payments Teams.	October 2026
Health & Care actions	
H&C - Installation of Liquidlogic and provide access to the Project Team to begin configuration.	November 2025
H&C - Complete solution design/configuration workshops.	April 2026
H&C - Review implementation progress and assess readiness to move to User Acceptance Testing.	September 2026
H&C - Completion of Final User Acceptance Testing.	December 2026
H&C - Make Go/No Go live Decision.	February 2027
H&C - Go live of Liquidlogic within Health and Care, Midlands Partnership NHS Foundation Trust (MPFT) and Adult's Payments Teams.	March 2027
End of Implementation.	End April 2027
Phase 3 - Decommission CareDirector.	November 2027
Lead area: Children and Families / Health and Care	
Cabinet Member for Children and Young People / Cabinet Member for Health and Care	





VFM4 - Workforce efficiency savings

We're taking proactive steps to smarter and more efficiently, reduce costs, and ensure the workforce is the right size and operating efficiently.

We will:

- Introduce an organisation-wide recruitment freeze, with exceptions for business-critical professional posts and key projects.
- Deliver data and financial modelling to confirm opportunity and efficiency targets.
- Deliver savings from the workforce salary budget.
- Implement an exception process and criteria to define business critical roles fairly.
- Add vacancy and recruitment management controls in WeRecruit.
- Refresh recruitment, secondment and redeployment processes.
- Establish an organisation-wide design authority.
- Agree approaches to reduce full-time equivalent (FTE) posts and realise efficiencies in directorates.
- Review existing layers and spans of control for management.
- Deliver a communication and engagement plan for key messages to the workforce and a clear pathway of communications for Cabinet and Members if required.
- Create a Trade Union engagement strategy and plan.

Key actions:

Decision on whether there is a need to progress further structure reviews and/or other measures to achieve reductions in FTE.

Milestone dates

April 2026

Lead area: People Services & Finance

Cabinet Member for Finance and Resources





VFM5 – Council preparedness for Local Government Reorganisation (LGR) and devolution

Lead and coordinate the County Council's planning and readiness for local government reorganisation and devolution.

We will:

- Engage with Central Government and stakeholders during the consultation period.
- Complete a comprehensive baseline of all services, contracts, systems, workforce and assets.
- Set up governance, leadership, and financial structures for safe and legal operation of the new unitary councils from day one.
- Complete all preparation ahead of the May 2027 elections.
- Work with Government and partners to design future service delivery models, aligned with statutory requirements and local priorities.
- Carry out final transition rehearsals for service migration and organisational change.
- Ensure all legal, democratic and statutory requirements are in place for the formal transfer of governance and the dissolution of the existing authority on vesting day.
- Continue lobbying Government regarding devolution opportunities in Staffordshire.
- Continue to develop a position for our devolution ambitions locally.

Key actions:	Milestone dates
Support Government consultation phase.	Feb-May 2026
Create a baseline for the current state of the Council.	September 2026
Establish shadow governance and leadership structures.	October 2027
Co-design target operating models.	December 2027
Conduct transition rehearsal.	March 2028
Prepare for and lobby for further developments towards devolution.	March 2028
Prepare for transfer of governance and dissolution of existing authority.	April 2028
Lead area: Strategy and Transformation	
Deputy Leader for the Council and Cabinet Member for Economy & Skills	





EFFICIENCY & VALUE FOR MONEY

Making every pound count

VFM6 - Digital innovation

Drive digital innovation to improve efficiency, make savings, and modernise services. Adopt new technologies and smarter ways of working to build capability and readiness for Local Government Reorganisation (LGR), ensuring systems, processes, and culture align to future operating models.

We will:

- Develop and agree strategic intent for Digital across the organisation.
- Refresh County Council's Digital Roadmap to support digital innovation ahead of Local Government Reorganisation.
- Set up a cross-organisation Task and Finish Group focused on improving digital skills across our workforce.
- Conduct a digital diagnostic assessment (using WeChange.AI) of the organisation to support digital adoption.
- Complete initial deep dives with Health & Care and Finance & Resources directorates.
- Implement a new digital reporting process.
- Produce refreshed artificial intelligence (AI) framework.
- Explore student placements within the Digital Team to grow capacity and skills.
- Expand our approach to intelligent automation.

Key actions:

Milestone dates

Task and Finish Group established	January 2026
Develop and sign off (with Senior Leadership Team and Cabinet portfolio lead) strategic intent for digital across the organisation.	February 2026
WeChange.AI survey pilot launched.	February 2026
Deep dive directorate shadowing and task mining undertaken across Finance & Resources and Adult Social Care Teams.	March 2026
WeChange.AI survey pilot data analysed and insights generated.	March 2026
Refreshed Digital and Technology Roadmap (with Information Communication Technology team) for the County Council produced (including agreeing next steps around potential future efficiency opportunities).	April 2026
Explore and agree approach for digital student placements with partners.	April 2026
Digital SLT reporting implemented.	April 2026
Student placements embedded within the Digital Team.	December 2026

Lead area: Strategy and Transformation

Cabinet Member for Finance and Resources





VFM7 – Maximising income from advertising on council assets

Maximise opportunities to generate income from advertising on council owned assets and explore wider opportunities for further income generation through the facilitation of advertising on partner assets.

We will:

- Audit and prioritise income opportunities, including a consultant review of advertising on County Council properties and land.
- Review and improve existing advertising contracts.
- Tender for partners to maximise advertising income on new assets.
- Expand digital bus information totems, QR codes, roadside publicity, and bus shelter ownership in Staffordshire.

Key actions:

Key actions:	Milestone dates
Review viability and income potential of advertising on County Council offices, buildings and land.	April 2026
Launch website advertising.	April 2026
Activate e-shot advertising.	April 2026
Tender for advertising agency to sell advertising space and install on local buses (for profit share – subject to soft market testing and viability).	April 2026
Expand digital bus information totems (install up to an additional 16).	October 2026
Negotiate countywide bus shelter and roundabout contracts with district and boroughs and tender for advertising agency to install / maintain screens, sell advertising space.	October 2026
Retender for advertising agency / agencies to sell space on lampposts (existing contract ends May 2026).	October 2026
Retender for advertising agency / agencies to install and sell advertising space on large / small format digital billboards and variable messaging signs (VMS) on County Council highways (existing contract ends May26).	October 2026
Tender for advertising agency to install asset and sell advertising space on and / or in County Council owned buildings and land (subject to assessment on viability and key decision).	April 2027

Lead area: Strategy and Transformation & Economy, Infrastructure & Skills (E I & S)

Cabinet Member for Finance and Resources





SR1 - Trading Standards

Community Safety is a top priority for the County Council, alongside a continued focus on value for money. To ensure that the Trading Standards Service is aligned with the Council's new priorities, a strategic review of the Trading Standards function is underway.

We will:

- Ensure our Trading Standards are focused on delivering the county council's Community Safety priorities.
- Produce a short report outlining the findings/recommendations from the review for sign-off.
- Have a Trading Standards service that takes appropriate enforcement action.

Key actions:

Milestone dates

Complete strategic review of Trading Standards and produce a short report with recommendations.	March 2026
Develop a detailed action plan to ensure implementation of the agreed Strategic Review recommendations.	May 2026
Develop Key Performance Indicators (KPI's) to demonstrate delivery and ensure an efficient service.	June 2026
Lead area: Economy, Infrastructure and Skills (E I & S)	
Cabinet Member for Community Safety and Resilience	





SR2- Websites

A review of County Council websites was initiated with the digital team to understand the current make up, usage and costs of websites across the organisation.

We will:

- Design and launch a new, accessible, and user-friendly County Council website to improve user experience.
- Publish guidance for all content creators to promote consistency and best practice.
- Explore and implement website advertising.
- Create a live register of all County Council websites, clearly assigning ownership and review dates.
- Review existing websites and develop a migration plan linked to website renewal dates.
- Produce guiding principles and governance for website development and procurement decision-making.
- Research and assess existing Parish Council charges.

Key actions:

Key actions:	Milestone dates
Review and assess existing website charges.	January 2026
Review and design website charging model.	February 2026
New County Council website implemented and live.	February 2026
Live register of websites created.	March 2026
Refreshed website charging model approved and implemented.	March 2026
Existing websites reviewed and Drupal (content management system) migration plan developed.	April 2026
Website procurement / design guidance created and embedded.	May 2026

Lead area: Strategy and Transformation

Cabinet Member for Finance and Resources





SR3 – Legal services

The County Council's Legal Services team provides legal support across all areas of the organisation. Recent reviews have shown that there is a need to ensure that there is enough resource within the Legal Services Team to support any changes proposed by the administration. The service review will examine the current use of external agency staffing and outsourcing, assess the most effective way to deliver Legal Services, and explore opportunities to maximise the use of technology where it is safe and appropriate.

We will:

- Produce initial recommendations to the Cabinet Member for Finance and Resources.
- Review workload and caseloads within each main legal specialism area.
- Propose ways to share data from directorates with Legal Services to support future demand planning and resource allocation.
- Deliver workshops with service to map processes and ensure consistency.
- Work with Digital team to explore robotic process automation (RPA) or other technical solutions.

Key actions:

Milestone dates

Specialism workshops to be completed.

February 2026

Initial recommendations for service improvements agreed with SLT, sponsor, cabinet member and Delivery lead.

March 2026

All actions and timescales agreed by Governance Board.

April 2026

Lead area: Finance and Resources

Cabinet Member for Finance and Resources





SR4 - Customer feedback and complaints

The Director of Transformation initiated a review of the complaints team to understand the current performance, learning across the organisation, and overall efficiency of the team.

We will:

- Understand the performance of the Customer Feedback & Complaints team.
- Design and implement a 'lessons learnt' framework to monitor the County Council's approach to learning from complaints.
- Identify and implement ways to improve efficiencies and automate existing processes.
- Identify key actions required to prepare for the upcoming changes to the Complaint Handling Code, including any necessary learning and training.
- Assess and report potential risks associated with poor complaint handling and performance (e.g. reputational, accessibility, cost inefficiencies, compensation payouts).
- Introduce system improvements including a new online reporting form, robotic process automation (RPA) for MP Enquiries, and a New Learning Module.
- Manage all complaints fully using CaseTracker.

Key actions:

Milestone dates

Implement system improvements, including online reporting form, RPA for MP enquiries, and a new learning module.	January 2026
Provide training and guidance on complaint handling best practice, including 'staff conduct' training.	February 2026
New Complaints Policy signed off.	February 2026
Launch the new Complaints Policy and guidance for staff, with the policy being published externally.	March 2026
Ensure Complaints Team uses Case Tracker to manage all complaints.	March 2026
New KPI Dashboard developed and regular monitoring.	May 2026
New Monthly SLT reporting of complaints signed off.	June 2026
Automation live for complaint handling to improve timeliness and reduce administrative workload.	July 2026
Capture feedback from Corporate Overview & Scrutiny review of approach.	July 2026
Deliver targeted training for high-volume complaint areas,	August 2026
6 monthly audit to check quality of complaints.	September 2026 and March 2027

Lead area: Customer Services

Cabinet Member for Finance and Resources





SR5 – Rights of Way

A strategic review of the Rights of Way function is underway to drive improvements in performance. This will enhance delivery of a functioning and legally compliant Rights of Way network, providing access and connectivity across Staffordshire.

We will:

- Complete a review of the Rights of Way function and agree a service improvement plan.
- Implement a risk-based approach to prioritisation of inspections.
- Improve our Asset Management and Customer Reporting system.
- Commission a Rights of Way Improvement Plan (RoWIP).
- Reinststate the Local Access Forum.

Key actions:

Key actions:	Milestone dates
Complete Rights of Way Review and agree a service improvement plan.	July 2026
Commission first phase of digital improvements	August 2026
Commission a Rights of Way Improvement Plan (RoWIP).	August 2026
Reinststate Local Access Forum	December 2026

Lead area: Economy, Infrastructure and Skills (E I & S)

Cabinet Member for Communities and Culture





SR6 – Digital Translation and Interpretation

Digital innovation is a strategic priority. A successful artificial intelligence (AI) pilot for document translation showed the opportunity to reduce costs and improve the written translation service. With advances in digital technology, particularly AI, there may be opportunities to further integrate these tools into service delivery.

We will:

- Review current translation and interpretation services across the County Council.
- Review current contractual arrangements.
- Analyse existing spend, identifying cost drivers for the service.
- Explore how digital technologies can support our translation and interpretation services.
- Provide recommendations, including potential pilots, investment needs and potential return on investment benefits.

Key actions:

Milestone dates

Develop a current state analysis report.

March 2026

Present an options report with recommendations for next steps.

April 2026

Lead area: Strategy & Transformation

Cabinet Member for Finance and Resources

