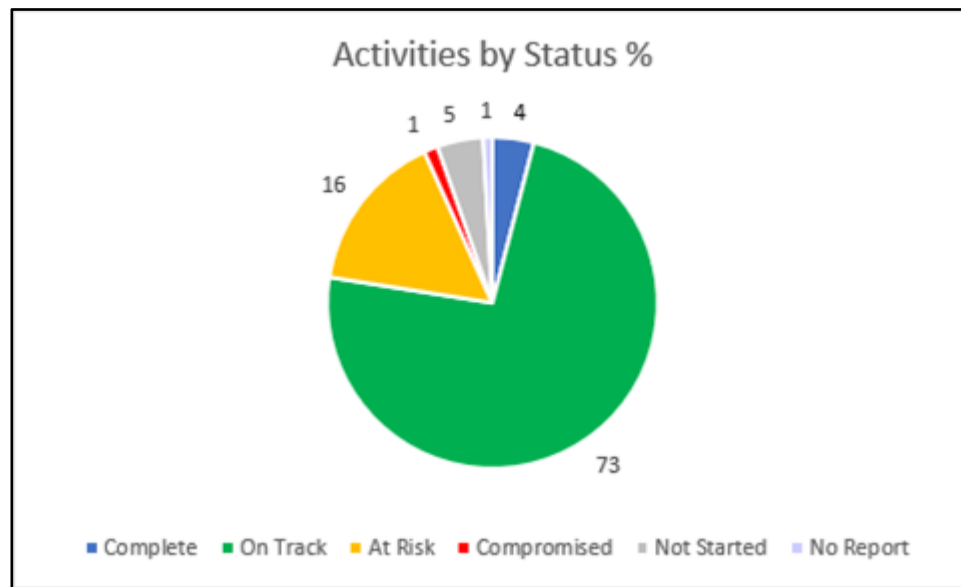


## 1. Progress on the Integrated Delivery Plan Quarter 2

### 1.1 Key Updates for Quarter 2 2022/23

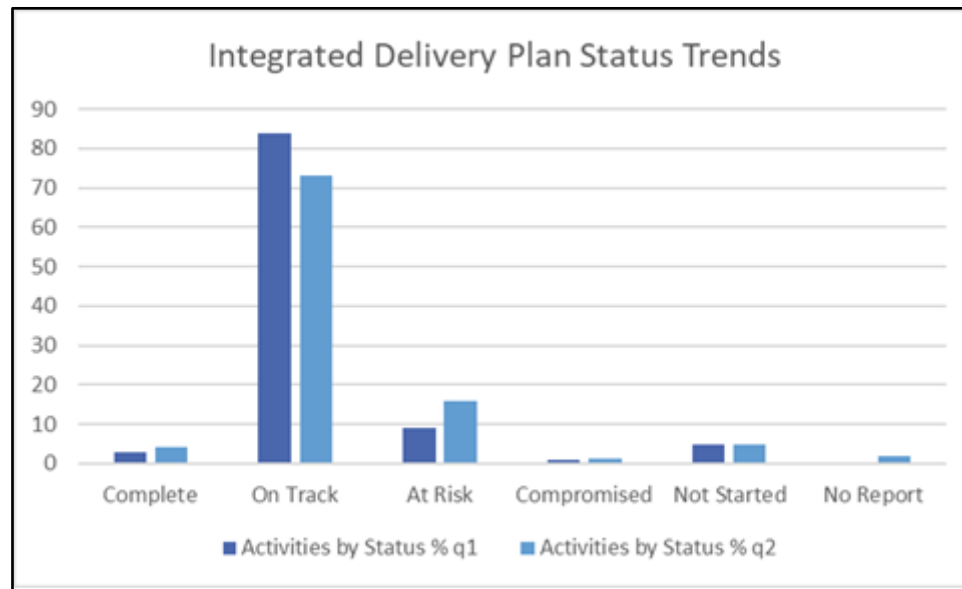
There are 214 actions within the Integrated Delivery Plan. At Quarter 2 73% are On Track and 4% Complete, 17% are At Risk/Compromised and 5% Not Started, and it is these actions which are reported on in Appendix 2 on an exception basis.



Quarter 2 sees a further 6 projects completed and work beginning on 3 that had not started in Quarter 1. There is a 7% increase in projects at risk. Commentaries suggest this is for two main reasons;

- a. increase in costs; and
- b. reduced service capacity to implement the activity because of growing service demand.

The graphic below shows emerging trends in terms of the overall status of activities.



### Completed activity:

The following activities have been completed this Quarter:

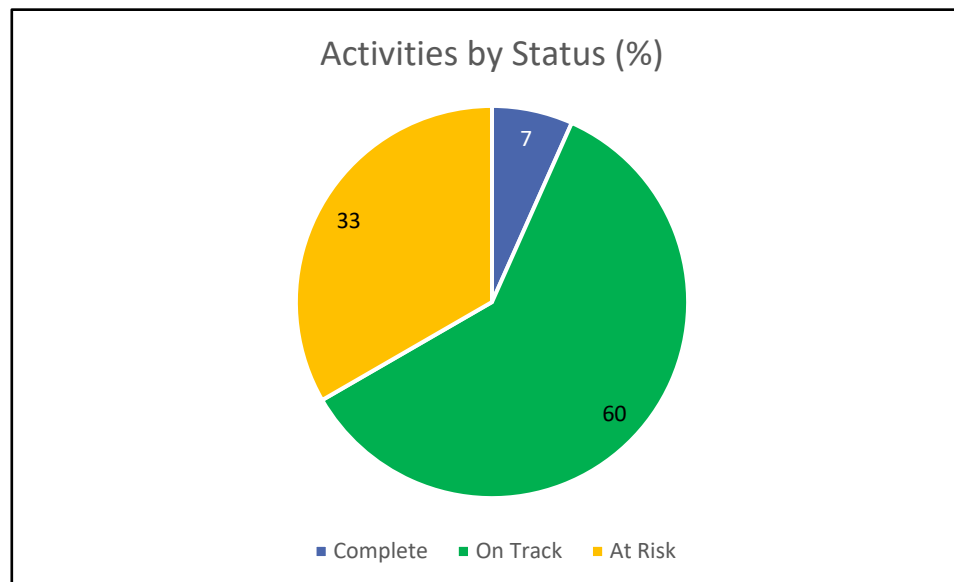
- *Develop our Levelling-Up plan to address inequalities across the County and to include actions to support vibrant places with safe and inclusive communities. **The Levelling Up Approach was approved by Cabinet in July 2022.***
- *Work with our partners and businesses to transition towards a goal of decarbonising the Warwickshire economy including Working with Sustainability West Midlands to deliver a programme of awareness raising webinars for Warwickshire businesses. **Six Net Zero Webinars were delivered to local small business in partnership with Warwick District Council concluding in May 2022. Each session focused on a different topic e.g. active travel, waste, energy and included speakers from Council service areas and industry. Feedback from attendees has been overall positive. Signposted grant support available for small business offered by the Coventry and Warwickshire green business programme. Two webinars fed into KBM around the number of businesses supported for the Business & Economy team.***
- *Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: **Establish an 18-25 transitional offer for those moving from children/ young people's service into adult mental health service. The service is in place with Coventry and***

**Warwickshire MIND across Coventry and Warwickshire. Extension to the current contract with provider agreed. This will be reviewed in March 2023.**

- *Ensure high quality school places are provided across the County where they are needed by: Implementing a schools capital programme to meet the demand for school places including additional new school places delivered by September 2022. **All new school places for September 2022 were delivered.***
- *Improve our Education, Training & Employment outcomes for young people and residents across the County by increasing learner numbers on Adult Education Courses (ACL) by widening participation through a targeted approach. Increase take-up from a baseline of 2,630 in academic year 2020/21 to 2,800 in 2021/22. **Adult and Community Learning (ACL) enrolments in the academic year 2021/22 were 2824 in total, across skills funded courses such as English, maths, IT and English as a Second Language (ESOL), and community learning, including family learning.***
- *Improve the mental health and well-being of adults living in Warwickshire: Mobilise the new Collaborative Partnership to deliver community based mental health support service across Warwickshire. **New service running for 6 months with increased referrals and the service has now seen uptake of the numbers accessing the helpline. New features of on-line support (digital chat now being introduced) The provider is implementing the communication plan to increase awareness of the service. Work has been initiated to develop pathways between key mental health providers.***

Activity within the Integrated Delivery Plan is aligned to the delivery of the priorities within the Council Plan 2022-27, progress is therefore shown below against each Area of Focus. Commentary is by exception, with detail provided against activity that is at risk, compromised or not started.

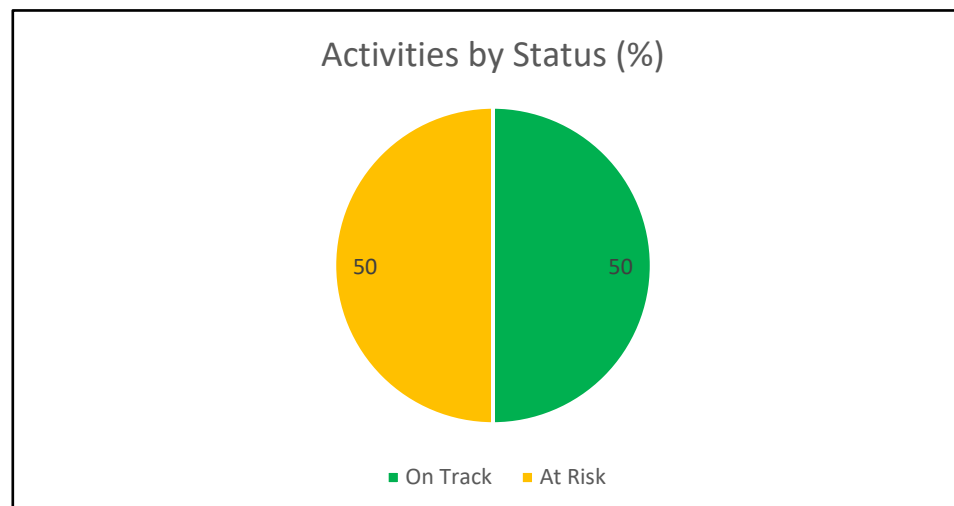
## 1.2 Create vibrant places with safe and inclusive communities



Activity	Status	Commentary
Continue to deliver the Transforming Nuneaton regeneration programme - <b>Finalising plans to redevelop Vicarage Street with planning permission secured and contractor appointed.</b>	At Risk	<p>Vicarage Street Development Site: progress to submit outline planning for the residential scheme and new Library &amp; Business Centre, in August 2022 is on track; a public consultation exercise has been completed, 2 Pre-App meetings held and required survey work completed. Relocation of Royal Mail and Wilkos continues to progress towards resolution.</p> <p>Transforming Nuneaton Highway Schemes: The 3 highway schemes are now in detailed design, the Abbey Green cycle scheme is in planning (Sept committee), land acquisitions in negotiations with Compulsory Purchase Order prep work in progress if needed. For both the residential scheme and transport works, cost pressures through inflation and supply chain issues are generating some risks to delivery due to budget constraints. Works to seek to mitigate these impacts are currently underway</p> <p>Abbey Street Scheme (WCC investment/NBBC delivery): construction of new hotel started at the end of July 2022, planning submitted for a</p>

		new digital skills hub (college) and discussions with cinema and leisure operators are progressing positively.
Continue to deliver the Transforming Nuneaton regeneration programme - Implementing highway improvement schemes with the first scheme on site during 2022/23.	At Risk	Programme of projects is running generally to schedule, however the first scheme is now expected to start on site in Quarter 1 2023/34 as a result of some additional time required during the planning process. It should be noted that the projects are all also being reviewed in light of inflationary costs to ensure that money is spent effectively.
Continue to deliver the Transforming Nuneaton regeneration programme - <b>Developing plans for a new library, culture and community hub in Nuneaton with planning permission secured and contractor appointed.</b>	At Risk	Outline planning application for the new Library & Business Centre and residential units has been submitted, determination date December 2022. Impact of inflation on delivery still under review.
Work with partners to prevent violence, serious & organized crime, modern slavery & human trafficking, reducing reoffending, exploitation and rural crime to meet the outcomes set by the relevant strategies and delivery plans as approved by the Safer Warwickshire Partnership Board. <a href="https://safeinwarwickshire.com/">https://safeinwarwickshire.com/</a>	At Risk	Serious violence connected to organised crime remains the top priority for all of the Community Safety Partnership across the county. Violence with injury and violence with injury with a domestic violence flag have increased by 9.3% and 10.5% in 2022/23 compared to the same period in 2021/22. Whilst knife related violence incidents remains low (136 offences in 2022/23 YTD) this equates to a 32% increase compared to the same period in 2021/2. The Safer Warwickshire Partnership Board has approved a Serious Violence Prevention Strategy which has also been endorsed by the Health and Wellbeing Board. The strategy sets out a series of measures that will prevent the causes a serious violence and reduce the risk of criminal exploitation connected to the illegal economy. Whilst there have been rises in acquisitive crimes such as robbery, residential burglary, these should be considered against the significantly lower levels that were experienced during the covid lockdown periods. It is recommended that these are reviewed in 2023/4, which a focus on the impact of the economic challenges in both acquisitive crime and cybercrime. recorded incidents of anti-social behaviour by the Police are all down with environmental Anti-Social Behaviour down by 30% compared to the previous 12 month period.
Deliver our Warwickshire Fire & Rescue Service (WFRS) 2-year improvement plan - <b>Deliver new firefighter training sites to upgrade our facilities. review of fire station facilities.</b>	At Risk	An assessment is being made of properties occupied by WFRS to ensure that they are fit for purpose. Progress is also being made to look for and receive planning permission for the Minerva Breathing Apparatus training facilities to meet our statutory duties.

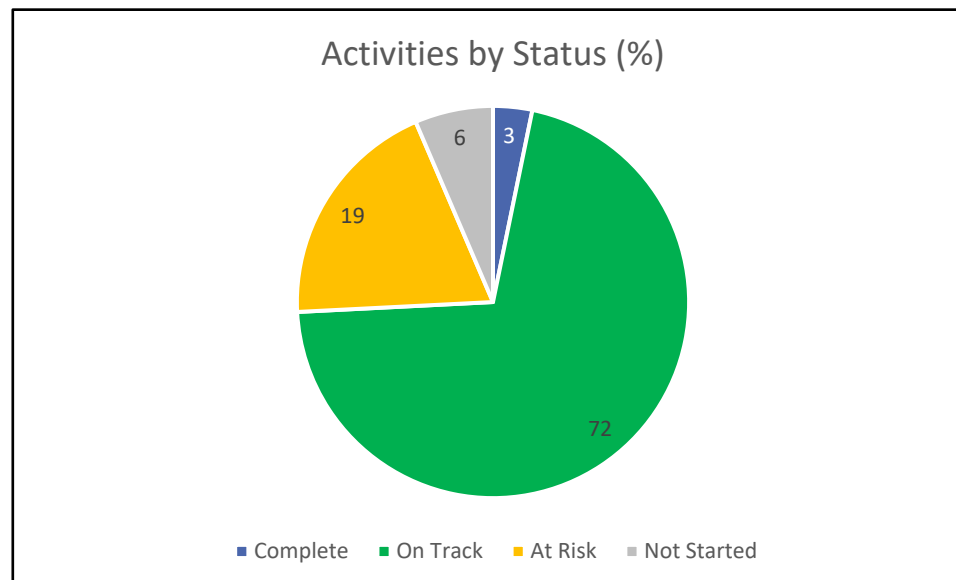
### 1.3 Deliver major infrastructure, digital connectivity and improved transport options



Activity	Status	Commentary
Support our subsidiary property company, Warwickshire Property and Development Group to <b>provide flexible ownership models for priority workers with the first scheme/s identified, if viable.</b>	At Risk	Officers working closely with WPDG Officers to develop flexible ownership options for key workers on initial sites to be developed subject to viability.
Support our subsidiary property company, Warwickshire Property and Development Group to <b>identify land acquisition opportunities to support our plans for new homes, business development and growth in the county.</b>	At Risk	The work continues, but there are implications on WCC should WPDG lead and vice versa which require working through. No aim to ultimate delivery of objective, but it will elongate the process
Deliver priority Road schemes that will make it easier to travel around the County including <b>opening up the existing Bermuda Bridge over the A444 to two-way traffic delivering additional highway capacity and improved connectivity between West Nuneaton and Griff Roundabout.</b>	At Risk	Whilst progress is being made in delivering the works there have been delays to the programme and costs have increased for a number of reasons including inflation. There is now significant pressure on the allocated budget. However, a number of issues previously blocking progress are being unlocked and the indicative Benefit Cost Ratio shows the scheme still provides high value for money based on the latest forecast outturn.
Deliver priority Road schemes that will make it easier to travel around the County including <b>improvements to</b>	At Risk	The Europa Way programme of works includes a series of Warwickshire County Council and developer led highway

<p><b>the Europa Way corridor in Leamington Spa / Warwick to improve connectivity to the M40, reduce congestion and support local development.</b></p>		<p>improvement schemes. The progress and delivery of all of these projects are being closely coordinated to minimise impact on the travelling public during construction noting that this extends to projects across the Warwick and Leamington area. The Warwickshire County Council scheme to improve capacity and pedestrian/cycling facilities at the Myton Road/Princes Drive and Queensway/Europa Way roundabouts is expected to start on site in the following financial year. The Warwickshire County Council scheme which follows to complete the dualling of Europa Way is currently under review because of the location of the overhead power pylon.</p>
<p>Investigate our approach to renewable energy as part of the development of the sustainable futures strategy.</p>	<p>At Risk</p>	<p>Opportunities identified so far remain on hold. The approach will start on the back of the direction set within the Sustainable Futures Strategy.</p>

1.4 Promote inclusive, sustainable economic growth, successful business, good quality jobs and future skills

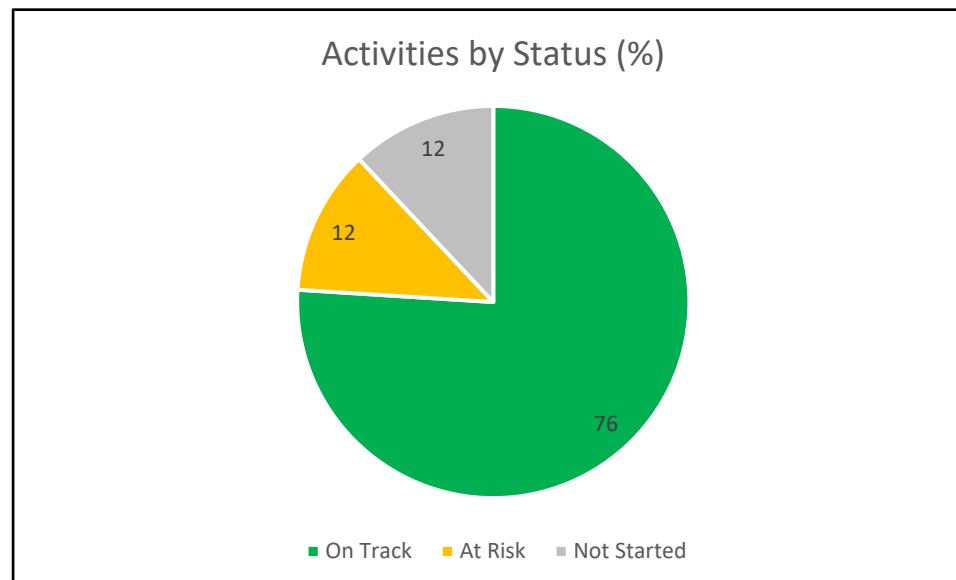


Activity	Status	Commentary
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of businesses supported</b>	At Risk	The Local Communities and Enterprise pillar of the Warwickshire Recovery and Investment Fund is on track. However, the pipeline for the larger Business Investment Growth pillar has slowed due in part to the general uncertainty in the economy. The annual review of the BIG pillar is due later this quarter.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the level of private sector investment levered</b>	At Risk	The Local Communities and Enterprise pillar of the Warwickshire Recovery and Investment Fund is on track. However, the pipeline for the larger Business Investment Growth pillar has slowed due in part to the general uncertainty in the economy. The annual review of the BIG pillar is due later this quarter.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of jobs safeguarded</b>	At Risk	The Local Communities and Enterprise pillar of the Warwickshire Recovery and Investment Fund is on track. However, the pipeline for the larger Business Investment Growth pillar has slowed due in part to the



		general uncertainty in the economy. The annual review of the BIG pillar is due later this quarter.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the number of new jobs created</b>	At Risk	The Local Communities and Enterprise pillar of the Warwickshire Recovery and Investment Fund is on track. However, the pipeline for the larger Business Investment Growth pillar has slowed due in part to the general uncertainty in the economy. The annual review of the BIG pillar is due later this quarter.
Engage and work with businesses to access loan funding via the Warwickshire Recovery & Investment Fund to support business and employment growth in the county and <b>review the impact of the loans on the GVA increase</b>	At Risk	The Local Communities and Enterprise pillar of the Warwickshire Recovery and Investment Fund is on track. However, the pipeline for the larger Business Investment Growth pillar has slowed due in part to the general uncertainty in the economy. The annual review of the BIG pillar is due later this quarter.
Promote Warwickshire and secure inward investment by developing and delivering Sector Growth Plans for our key priority sectors; automotive, advanced engineering & manufacturing, digital creative and tourism	At Risk	At risk due to alignment with the Warwickshire Economic Strategy that is currently in development and Tourism Sector growth plan as we would like to align them where possible.
Work with our world class universities on research and development (R&D) to power growth and innovation including <b>working with partners to develop and commission a future programme to support R&amp;D and innovation with a focus on commercialising research and encouraging collaboration between Small &amp; Medium Enterprises (SMEs) and research institutions.</b>	Not Started	Work will flow from activities shaping the local UK Shared Prosperity Fund investment plans being led by the district and borough councils, and a review of future business support in Warwickshire is to be undertaken in the second half of 2022-23
Develop, commission, manage and (where appropriate) deliver a range of skills programmes and initiatives which help ensure an appropriately skilled population can access well-paid jobs to include <b>through the “My World of Work” programme, support consistent and high-quality careers provision through showcasing future careers opportunities and informing young people about the range of careers pathways available to raise aspirations and support positive transition from education into employment.</b>	Not Started	The My World of Work programme is due to begin in Spring 2023- delivery is likely to run throughout 2023 into 2024.

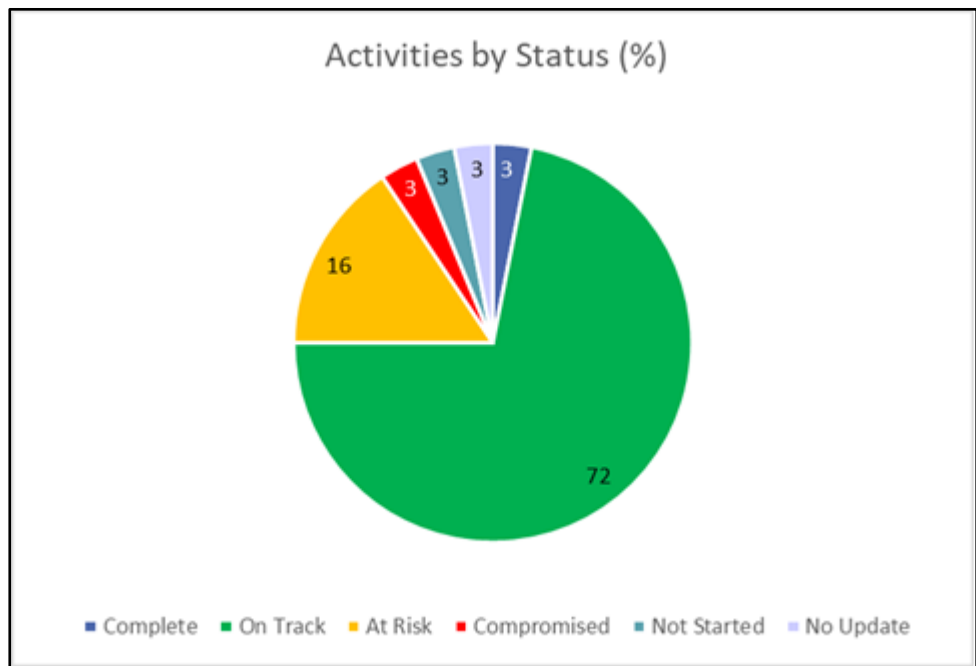
## 1.5 Tackle climate change, promote biodiversity and deliver on our commitment to Net Zero



Activity	Status	Commentary
Develop and deliver on our plans to decarbonise our Council buildings with our carbon reduction target developed and agreed as part of our sustainable futures strategy.	At Risk	Whilst this year's delivery targets remain on track this is based around planned delivery on elements supporting de-carbonisation. Future work to deliver the wider estate approach still requires greater clarity on scope.
Progress with plans on sustainable transport to include <b>developing a strategy and action plan to move our Council fleet to sustainable energy.</b>	Not Started	This work has not commenced yet for Warwickshire County Council fleet. We have been working with our contracting partners to investigate the use of Electric Vehicle's for their fleet involved in providing services to Warwickshire County Council. Also looking to use a graduate to complete a fleet audit for all of Communities.
Move forward with renewable energy initiatives to include <b>a 3-year programme to implement a Solar Panel purchasing scheme for Warwickshire homeowners with a target of 1,200 installations completed in total.</b>	At Risk	Changed scheme installer. The new installers have got 254 households awaiting installation of solar panels, out of which 185 have been surveyed already ready for installation anytime soon. The project was expected to run for 3 years (2021,2022 and 2023) but

		due to installer delays, only two phases will be rolled out (2021 and 2023). It is unlikely that a target of 1200 installation will be completed.
Move forward with renewable energy initiatives to include <b>exploring opportunities with District and Borough Councils and partners to develop a scheme to support residents make choices and take action within their homes to become carbon neutral.</b>	Not Started	Consideration being given to establishing a working group to scope approach for supporting householders with retrofitting homes. Customer Services (Kushal Birla) fund Act On Energy as part of Household Support Grant Fund Initiatives. Alison Cole/Rob Sabin commission the Council's 'Warm and Well' contract with Act on Energy.
Increase our approach to Natural Capital by using the biodiversity net gain initiative to increase our rural tree planting scheme with a target to plant 10 hectares of woodland in the first year (2022/23)	At Risk	The first round of recruitment to a Natural Capital Team within Ecology, Historic Environment and Landscape Service is about to close. This team is to find woodland sites, apply for grants and organise tree planting. Forestry Commission grant to support additional posts over 2.5 years remains unawarded. Therefore 10 hectare target may be missed for March 2023.
Continue to take action to promote recycling: <b>Review and refresh the joint waste strategy and action plan for Warwickshire with our partners</b>	Not Started	The County and District and Borough Councils are working well through the Warwickshire Waste Partnership. Service and performance improvements continue to be made wherever possible. The local municipal Waste Management Strategy is due for review and clarity on Government's new resources and the waste strategy is awaited to allow this work to start in earnest.

1.6 Deliver our Child Friendly Warwickshire strategy - Happy, healthy, safe children



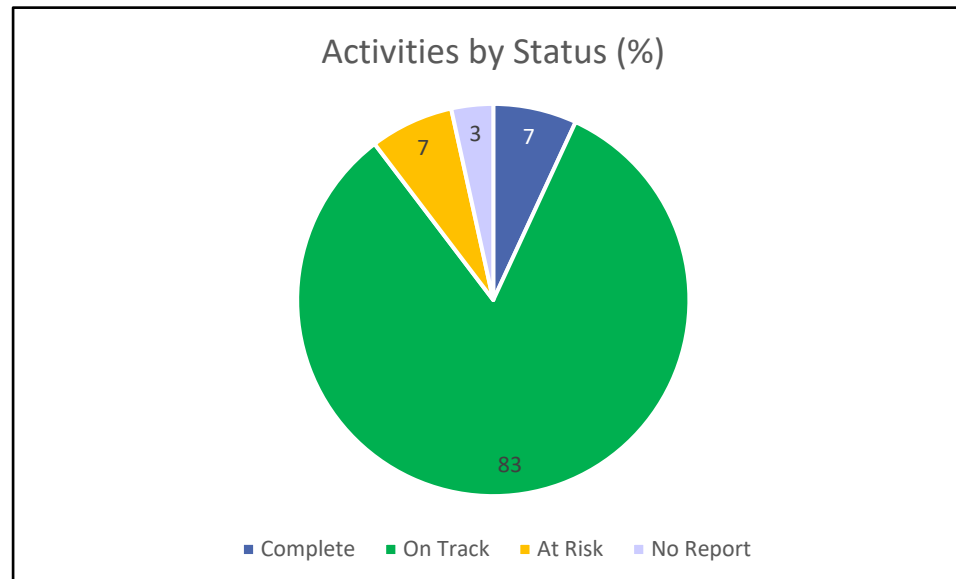
Activity	Status	Commentary
Open our first Family Hub at the Wheelwright Lane Centre which will specialise in support for children, young people and their families with Special Educational Needs and Disabilities (SEND) and Social Emotional Mental Health (SEMH) issues.	At Risk	Joint options report scheduled for Corporate Board 19th Oct 2022 for decision making.
Continue to identify and protect children at risk of abuse and neglect: <b>Evaluate and seek to extend across the county Warwickshire Family Safeguarding being piloted in the north of the county, which integrates professionals specialising in mental health, substance misuse and domestic abuse with children’s services social workers.</b>	At Risk	The evaluation of the pilot implementation of the Warwickshire Family Safeguarding (WFS) model in the north of Warwickshire has continued strongly but evaluation is still at an early stage. Meanwhile new seminal documents from central government and influential thinkers have outlined a potential change in approach wherein partnership organisations would be mandated to resource staff to work within a multi-agency setting to address issues such as Domestic Abuse and associated concerns such as alcohol and substance misuse and mental health. This would change the source of funding for future multiagency initiatives that would at least in part reflect the current WFS

		<p>initiative. Additionally, the financial envelope available to resource Children and Family Support is experiencing increasing pressure and as such the potential roll out of WFS across the wider County is under review. A consultation is underway in respect of future restructure, the outcome of which will be clear by the end of November.</p>
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Ensure that Youth Justice and Children in Care Teams are sensitive to all aspects of diversity and work to address unfavourable disproportionality in the system.</b></p>	<p>Compromised</p>	<p>There are considerable concerns regarding the lack of placements and the quality of placements for children in residential care, leading to too many children experiencing instability. We are however placing more children with their connected families, and we have a new marketing campaign for foster carers which has resulted in 6 foster carer applications in one month in September.</p>
<p>Improve stability and outcomes for young offenders, children in care and care experienced young people: <b>Open our first Children's Home and identify properties for three other homes open by December 2023.</b></p>	<p>At Risk</p>	<p>Home 1: Delays continue to be experienced due to delays experienced in registration with the regulatory body, Ofsted. Home 2 is on track pending planning and development approvals. This home will provide 4 beds in the main home and potential for 1 or 2 emergency beds in a separate annex. Community engagement for home 2 took place in September 2022. Home 3: A property has been identified and work is ongoing to support and manage current provision occupying the premises. Home 4: Work continues to explore the market and purchase a property.</p>
<p>Working alongside Coventry &amp; Warwickshire Partnership Trust and other partner agencies develop a Warwickshire &amp; Coventry Children &amp; Young People's Mental Health Improvement Strategy and action plan: <b>Continue to develop the eating disorder pathway and services.</b></p>	<p>At Risk</p>	<p>Improving performance in relation to urgent and routine referral times into the eating disorder service remains a focus. Workforce issues have been addressed with more practitioners recruited to the service over the summer. Issues around step down from the service have been identified and this has an impact on the number of new referrals which can be seen by the team. Work has begun with National Health Service England providing support to look at this issue and in particular how GPs and their support can help with step up and step down to the service. Additional investment into the service from System Development Fund monies is helping to expand the current</p>

		provision and also provide an intensive home support service to prevent children and young people needing to access Tier 4 provision.
Working alongside Coventry & Warwickshire Partnership Trust and other partner agencies develop a Warwickshire & Coventry Children & Young People's Mental Health Improvement Strategy and action plan: <b>Strengthen support for vulnerable children and young people including those in crisis, looked after children, those with autism, Learning Disabilities and young offenders.</b>	At Risk	<p>Multi-agency meetings continue to take place to look at support for Children and Young People in crisis. There is currently a survey out to providers of support services to children and young people, asking them to complete with young people they work with. The survey aims to find out what Children and Young People of the ages of 14 – 18 think is needed to keep themselves and others well in the community and, if crisis support is needed, what this support could look like. The deadline for the survey is 28th October. Once feedback is gathered this will be considered by the Crisis Bronze Group and actions formulated from the results.</p> <p>Meetings are currently taking place with Public Health, Warwickshire County Council, Integrated Care Board and other partners regarding the mental wellbeing of children and young people who are refugees and asylum seekers and their access to the system / RISE for support.</p> <p>Commissioners from Children and Young People mental health and Autism/ Learning Disability continue to work with partner agencies to support the implementation of the Autism Strategy; and there is dedicated Children and Young People mental health provision linked to the Youth Justice Team.</p>
Improve the health of children and young people in Warwickshire: <b>Deliver the Child Accident Prevention work programme in partnership with key stakeholders.</b>	Not Started	<p>It was agreed with Cllr Bell that this activity would be postponed due to capacity within the public health team. *Next step of this work was to complete an audit in partnership with George Eliot A&amp;E department but agreed due to pressures on A&amp;E at present, it was not practical to complete at this time.</p>
Improve the health of children and young people in Warwickshire: <b>Coordinate a targeted project focused on piloting a community-based Health Champions programme across 3 priorities (childhood obesity, child</b>		No Quarter 2 update from Service.

poverty, Black and Asian and under- represented ethnic communities).

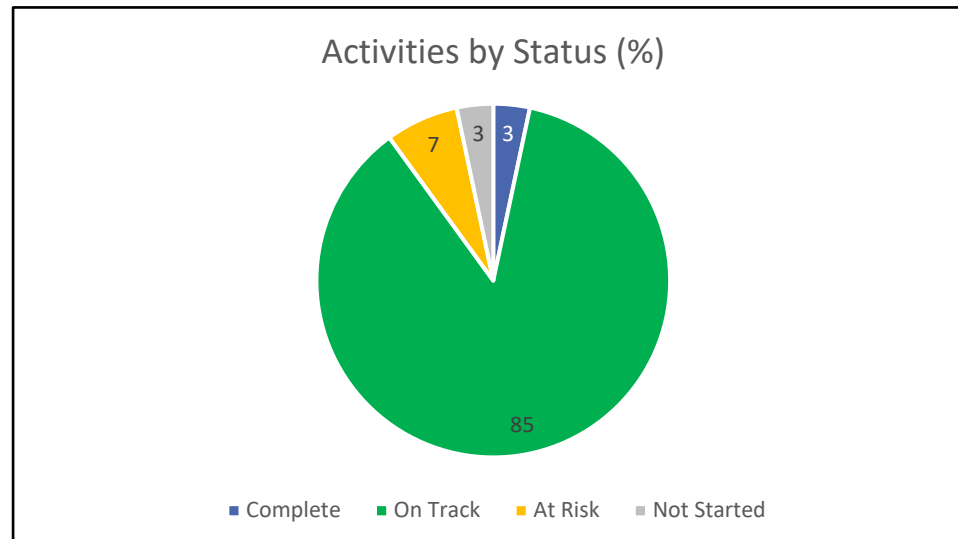
1.7 Through education, improve life opportunities for children, young people and those with special educational needs and disabilities



Activity	Status	Commentary
Work with education settings to continue to secure good quality education and improve academic outcomes for children in care by ensuring prompt intervention and effective support and challenge through delivering a programme of monitoring visits against identified priorities and providing support to designated teachers.	No Report	No Quarter 2 update from Service.
Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSoA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: <b>Reduce</b>	At Risk	This area continues to be a significant focus as part of the Written Statement of Action. All additional external providers are now in place to assist with the backlog of assessments and longest waits have reduced to 195 weeks against a target of 198 weeks (at end of July 2022). Pre-assessment packs have been sent to families waiting for

<p><b>waiting times for autism diagnostic assessments with the longest wait for a diagnostic assessment reduced from 242 weeks to 13 weeks or lower by September 2024.</b></p>		<p>153 weeks or more. However, the numbers of new referrals into the system are significantly higher than capacity modelled to meet recurrent demand (over 73% higher) so further analysis and remodelling is underway. Other actions include a pilot of a differentiated pathway to enable less complex presentations to be diagnosed outside of the specialist neurodevelopment pathway (to be completed in December 2022).</p>
<p>Deliver our Special Educational Needs and Disabilities (SEND) Inclusion Change Programme and Written Statement of Action (WSOA) following the Ofsted and Care Quality Commission (CQC) inspection to deliver against the key requirements and milestones: <b>Ensure the effective delivery of services across SEND and Inclusion by reviewing current service delivery, engaging in a public consultation and implementing a future operating model.</b></p>	<p><b>At Risk</b></p>	<p>Consultation now planned from December 2022 as agreed at SEND &amp; Inclusion Change Programme Board.</p>

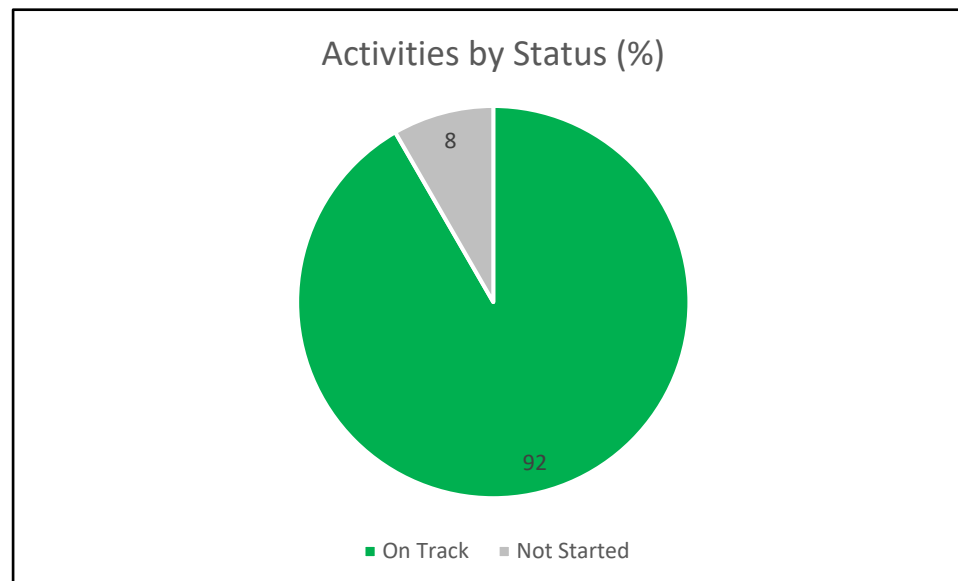
1.8 **Support people to live healthy, happy, and independent lives and work with partners to reduce health inequalities**





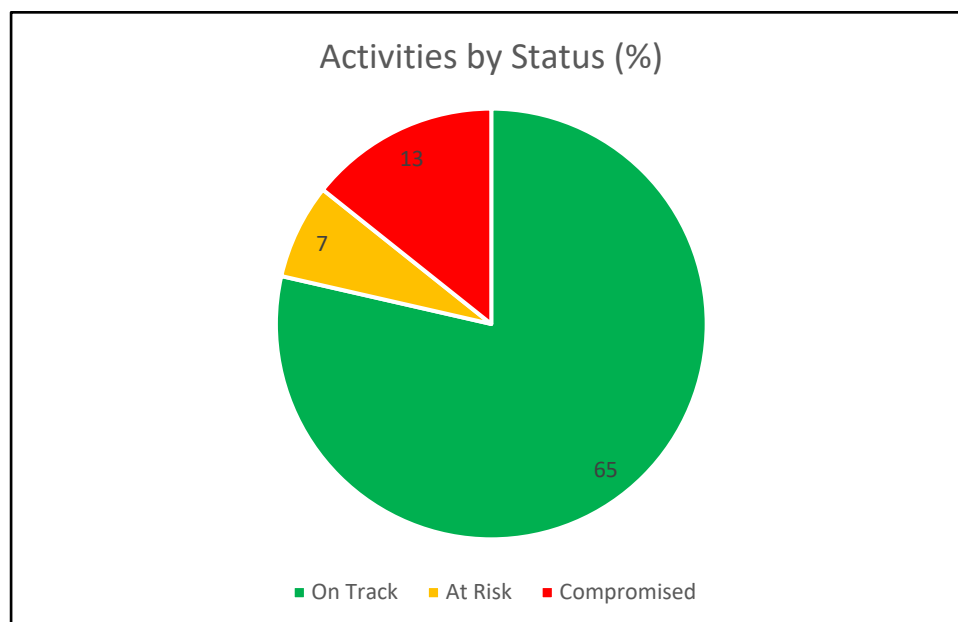
Activity	Status	Commentary
Refresh the Carers Strategy, working in partnership with Coventry City Council and other key partners to take an all-age approach, align with the Dementia strategy and include a place-based action plan.	Not Started	Agreement with Warwickshire County Council and Coventry City Council to replace the development of a joint strategy with an action plan. Focusing on joint priorities from both local and national issues.
Establish the strategic role of Extra Care Housing and Specialised Supported Housing in the Council's wider strategies for housing with support and its Adult Social Care Act duties to include: <b>Developing a 5-10 year plan for Council commissioning of Extra Care Housing and Residential/Nursing Homes that address issues of balance of services; projections of future demand; adequate capacity in key localities; affordability; innovative design e.g. to include ' Care Villages' &amp; use of Council Capital/Land.</b>	At Risk	Work has not progressed over the summer as planned because Warwickshire County Council staff time has been diverted to support critical issues with contracts mobilisation. Will seek to recover during Q3, including considering whether additional external resource is required.
Deliver the significant service provision changes that will be needed to meet the new Mental Capacity (Amendment) Act 2019, and its new Liberty Protection Safeguards (LPS) scheme that will supersede current consent arrangements for vulnerable people.	At Risk	The project status remains at risk as implementation deadlines have not been released by Central Government.

## 1.9 Harnessing Community Power



Activity	Status	Commentary
Deliver the 5 “ground breaker” Community Power projects: Supporting wellbeing by drawing on what is available in local neighbourhoods.	Not Started	Still no capacity within Public Health to start this piece of work. NB this commentary relates only to the Health and Wellbeing Ground Breaker, not the others, all of which remain on target.

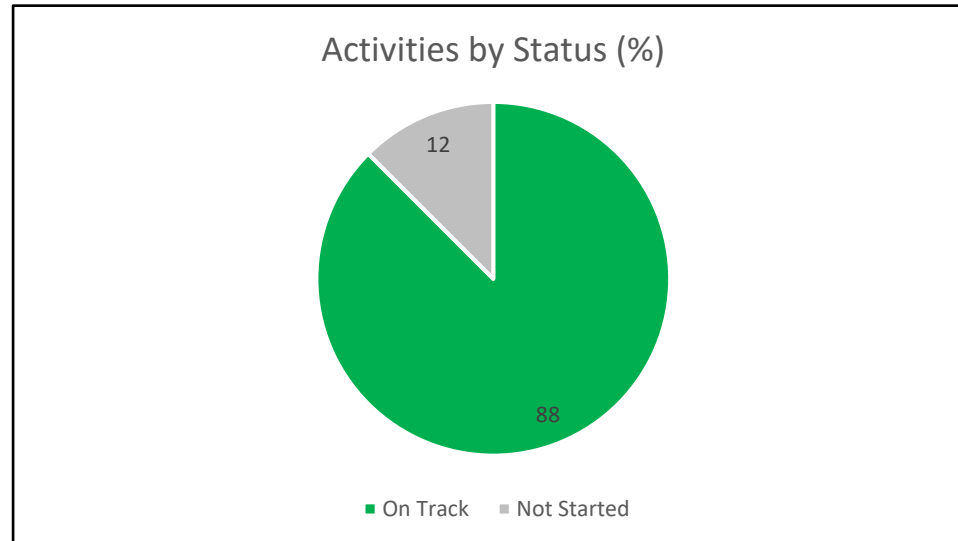
### 1.10 Using our data and digital solutions to improve service delivery



Activity	Status	Commentary
Deliver our Customer Experience programme to improve how users of our services can have a better experience of interacting with the Council. Our initial focus will be on improving Home-to-School Transport: <b>Build on our review of school admissions to undertake a complete end to end review of our Home to School</b>	Not Started	Commissioning for SEN and Mainstream Transport is transferring to Communities Directorate imminently. Priority work is underway to analyse rising costs and understand cost drivers. As part of the handover arrangements and current pressures a revised purpose, scope and objectives of a

<p><b>Transport arrangements to support the provision of school places.</b></p>		<p>'review' need to be agreed alongside required resources.</p>
<p>Deliver our digital Roadmap to improve automation and the provision of services while driving cost-reduction, with the first phase being the implementation of a new Customer Relationship Management system to ensure we can capture all the interactions we have with residents.</p>	<p><b>Compromised</b></p>	<p>Commencement delayed due to understanding impact of additional organisational demand (e.g. Adult Social Care Reform) and subsequently in order to assure benefits within services contributing to the organisational Medium Term Financial Strategy savings associated with the Digital Roadmap. As a result it is anticipated that Horizon 1 will continue through of 2023/24.</p>
<p>Implement a single "cloud-based" contact telephony system that enables other modes of getting in touch with the Council (such as chat functionality).</p>	<p><b>Compromised</b></p>	<p>Ongoing discussions underway prior to awarding the contract. No changes to March 2023 deadline forecast at present.</p>
<p>Implement a refreshed and automated process for managing payments between the Council and care providers.</p>	<p><b>At Risk</b></p>	<p>The decision of when and how to take this forward has been postponed due to unexpected dependencies on other financial systems. A decision will be made by the end of November.</p>

## 1.11 Our people and the way we work



Activity	Status	Commentary
Deliver Year 2 of “Our People” strategy action plan in 2022/23 to include: Undertaking a review of our culture to enable delivery of the Council plan and support our values and behaviours.	Not Started	As part of the reprioritisation, it was decided to undertake the organisational development work and to focus activity on strategic workforce planning, rather than reviewing the culture. This work will be picked up in future years.