

## Appendix 7: Council Plan Projects Q3 2025/26

Council Plan Priority	Project	Q3	Comments
Equal Communities	Deliver the Education Strategy to reduce education inequality and increase school attendance and attainment for those groups who experience the most disadvantage.	Green	We await validated data publication, but early signs are positive. Progress is being made in EYFS, KS1 and KS2. A series of events for parents in the black community are being held to discuss education standards and strategy in Reading and how racial inequalities can be addressed to ensure every child experiences fair, supportive and high-quality learning. The next of these community events will be held on Saturday 21 February 2026 where parents attending will hear an update from Reading Borough Council on all things education.
Equal Communities	Deliver support to help people stop smoking, particularly those working in professions with higher rates of smoking.	Amber	Performance is slightly below the required trajectory, with 279 four-week quits achieved across Q1–Q2 against an expected 308 (based on 154 per quarter); however, delivery and budget remain on track. Quarter 3 performance data is currently incomplete due to known reporting lags. As at Q3 reporting, 74 four-week quits have been verified for the quarter, but the complete activity for the quarter is not yet fully reflected due to the standard two- to three-month delay required for four-week quit verification and subsequent data validation. Performance is expected to strengthen in Quarter 4, supported by the introduction of a digital stop-smoking service and a seasonal uplift in engagement, with final and complete Q3 figures confirmed at the point of Q4 reporting.
Equal Communities	Develop approaches to ensure that health and wellbeing is considered across all policy areas.	Green	Progress continues in embedding Health in All Policies (HiAP) across the Council. The draft HiAP framework for the Council was approved at Policy Committee in Q3, marking a significant milestone in formalizing our approach. Work is progressing on engagement and planning for HiAP training, which will support wider understanding and implementation across directorates. Projects approved for funding through the HiAP funding process have provided initial progress updates at the latest Public Health Board meeting. These projects have now commenced planning activities in preparation for delivery. Leadership commitment remains strong and is demonstrated through governance structures, funding decisions, and cross-departmental collaboration. Additionally, we are in the process of establishing HiAP Champions, who will play an integral role in embedding health considerations across all policy areas.

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Equal Communities	Deliver the voluntary and community sector compact action plan, including small grants funding.	Green	Voluntary & Community Sector (VCS) Compact action plan delivery is continuing. Refresh of the VCS Compact has commenced, with two VCS engagement sessions held so far. Small Grants Fund (SGF) projects for 2025/26 have been agreed.
Equal Communities	Develop and deliver our place-based approach to enhance access to education, skills, and training.	Green	Place Based Programme (PBP) delivery of existing projects completed. Refresh of PBP actions has taken place and updates are being provided to Social Inclusion Board.
Equal Communities	Provide advice and guidance to residents regarding the cost of living and direct financial support through the Household Support Fund.	Green	Household Support Fund scheme for 2025/26 in place and delivering against objectives. Approx. 1400 households supported through the application element, and £195,000 distributed to local voluntary organisations. Work has been completed to distribute the first round of vouchers to Pupil Premium Free School Meal households and Care Leavers. The second round of applications goes live in November, and the second round of vouchers will be issued in December. Following a recent visit from DWP, the HSF scheme for Reading has been identified as being 'exemplary'. Work has begun on developing the new Crisis & Resilience Fund offer for residents which is due to commence from April 26.
Equal Communities	Support the Community Safety Partnership and facilitate Safer Neighbourhood Forums to reduce crime and antisocial behaviour.	Green	The Community Safety Team led a public consultation on a proposed Public Service Protection Order and presented a report recommending a three-year borough-wide order to tackle dog fouling, dog control, street drinking, begging, and misuse of e-bikes/e-scooters. The order, enforced by Police and Council, will launch in March 2026 following the creation of an implementation group. The team also supported a national terrorism awareness campaign and co-delivered the Young Voices Summit with 170 attendees, focusing on VAWG, exploitation, and hate crime. Partnership work with Young Voices progressed through safety campaigns, training development, and forums, though attendance at Safer Neighbourhood Forums remains low.
Equal Communities	Support plans to tackle knife crime, domestic abuse and violence against women and girls.	Green	The Community Safety and RBC Comms Teams led a two-week campaign starting on White Ribbon Day (25 Nov) to promote safety and prevent violence against women and girls. The campaign featured three elements: supporting the national "We Speak Up" message with staff and councillor pledges; highlighting local safety measures such as Reading Safe Space, Ask for Angela, female door supervisors, and drink-spiking kits; and sharing safety tips for women. The campaign achieved record engagement with

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			87,000 reach, 98,000 impressions, and 89,000 video views. Additionally, the Domestic Abuse Partnership Board completed its review and began an improvement plan, while a new DA Strategy needs assessment commenced in January 2026.
Equal Communities	Continue work to prevent and reduce homelessness.	Green	Working with partners, Q3 25-26 has realised 85 successful preventions of homelessness (294 for year so far). Prevention work continues to be impacted by affordability, the gap between Local Housing Allowance and actual market rents, and with the announcement of the Renters Rights Act landlords are becoming more cautious regarding future tenants.
Economic and cultural success	Through the Local Authority New Build programme, deliver 362 new homes at Dee Park and other sites by December 2028.	Green	Delivery progressing with key sites at Hexham Road, Dwyer Road, and Amethyst Lane on site. Battle Street PCSA underway. Demolition completed at Southcote Lane. Contractor procurement process progressing for Dee Park Phase 3.
Economic and cultural success	Complete the acquisition of Homes for Reading housing stock into the Council by the end of 2026 and re-let the homes to households on the Council's Housing Register.	Green	This project is progressing to plan, with efficient and effective cooperation between many Council teams. Of the 101 homes, 65 have now voided of which 41 have been purchased and been relet. Notices to Quit have been served on 54 non-void properties with expired tenancies, with 29 referrals to court to far, 9 of which have since voided. Hearings for January onwards have been scheduled for 9 cases. Work continues to support remaining tenants in finding suitable alternative accommodation.
Economic and cultural success	Increase the number and timeliness of repairs delivered by our Housing Repairs & Property Services teams.	Amber	There is a marked improvement in the delivery of repairs across all priorities. Following the signing of the interim 6-month contract for repairs in addition to the internal workforce, we expect to maintain these figures, and see further improvements over the coming months. The working group is analysing the data, and monitoring jobs raised, with a particular focus on ensuring emergency and urgent jobs that need to be rebooked due to no access issues, are done so within target to meet the deadlines (trade operatives will attend urgent and emergency jobs three times in the case of no access and this can lead to the completion of the job falling out of the target timeframe).
Economic and cultural success	Progress an updated Local Plan towards adoption to provide a framework to guide decision making on the planning applications for homes and infrastructure.	Green	Examination in progress. Stage 1 hearings were held and an outcome letter received confirming moving to Stage 2. Stage 2 hearings will be held weeks beginning 2nd and 9th February.

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Economic and cultural success	Introduce the Additional Licensing Scheme in the private rented sector to improve housing conditions for tenants.	Green	The Contract is being finalised with a launch date of the scheme scheduled for the 1st of March 2026
Economic and cultural success	In partnership with other Berkshire councils, facilitate the Connect to Work programme to support residents with long term health conditions into work.	Green	Delivery of the programme is on schedule and will start on 26th January 2026. Provider has been appointed (Palladium/Ways Into Work) and meetings with Local Authority Integration Leads have taken place to discuss the co-location of Employment Support staff from the Provider within key referral partners to support referral pathways for residents. The budget for this programme of work is managed by Wokingham who are the Accountable Body. The Providers have already identified a number of Reading residents who are eligible and who wish to take part in the program providing a strong level of confidence that the target numbers for year 1 of the programme will be achieved.
Economic and cultural success	Work in partnership to secure devolution for Reading and the wider area through a new Mayoral Strategic Authority.	Amber	An expression of interest was formally submitted to Government on 19 December 2025 regarding a Thames Valley Mayoral Strategic Authority. This followed formal agreement from all councils across Berkshire, Oxfordshire, and Swindon. Development will continue through 2026. We continue to monitor Government announcements regarding devolution which will inform the approach taken across the Thames Valley.
Economic and cultural success	Deliver a new Civic Centre, including a new Central Library and improved Registrars and Customer provision.	Green	The main works are in week 45 of 65 work programme. The programme had to rebase lined we are targeting section 1 (the main entrance) completion on 23rd January 2026 therefore the customer service centre will open on Monday 26th January. The works in section 2, including internal refurbishment spaces remains on target. Good progress has been made this period and MSC completed the screed to the main entrance and the raised access flooring on the ground and first floor. The fire compartmentation works within the areas outside of MSC scope is being carried out by an alternate contractor which has been procured directly with RBC Boys sculptures' fixing method design has been revised by the Structural Engineer, and calculations have been provided for MSC fabrication of the subframe. A new date for installation will be reconfirmed shortly.
Economic and cultural success	Improve the technology offer and access to library services funded through the Libraries Improvement Fund.	Green	Readings libraries are undergoing a major digital upgrade with new tablets, interactive games, and digital learning tools now available across the service. Further enhancements – including 24/7 book collection lockers and new self-service technology are being introduced in the coming months.

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			These improvements will support the opening of the new Central library and ensure residents benefit from modern accessible and inclusive library services, The project remains on budget, and a promotional campaign will launch in quarter 4 to highlight the expanded offer.
Sustainable and Healthy Environment	Deliver the Bus Service Improvement Plan to improve the reliability of bus services by increasing bus priority.	Green	The new A33 Bus Lane (and pedestrian cycle bridge) opened in November 25. The Council contracted Bus Services (Buzz 9 and 18) are continuing to perform well, with an annual passenger increase of 22%. The BSIP has also funded replacement Sunday services to Kennet Island, Starting 5 Jan 2026. Officers are continuing to work with Wokingham Council to develop improvements to the London Road Bus Lane, with announcements on proposals due by March 26. Officers are continuing to develop new schemes (alongside the Enhanced Partnership) to utilise the funding awarded by Government in 2025 as well as the recently announced Consolidated Transport Fund.
Sustainable and Healthy Environment	Deliver funded active travel schemes to encourage more walking and cycling.	Amber	The Council has delivered a series of free cycle training courses, including a series of women only sessions, free bicycle maintenance workshops, and a series of Dr Bike pop-up cycle repair events both in the town centre and in local neighbourhoods throughout Reading. Up to the end of December over 230 people had attended a cycle training course, including 28 on a women only session and over 100 people have attended a free maintenance workshop. A total of 20 Dr Bike pop-up sessions were held including 10 in local neighbourhoods and at community centres throughout Reading with a minimum of 10 bicycles fixed at each event as well as other active travel information and advice supplied. The Council has also provided support for the Reading Cycle Festival 2025 as well as supporting the cycle promotion at both the East Reading Festival and Reading Children's Festival. Further modelling work has been undertaken on the Castle Hill/Bath Road cycle scheme to support the final design with officers looking to re-consult on this scheme early this year, with the intention to procure and commence works later in the year. This particular project was originally expected to commence construction in Spring 2025, and has been delayed until Autumn 2026 at the earliest, pending outcomes of consultation and procurement.
Sustainable and Healthy Environment	Complete the £8 million programme of work to improve residential roads and pavements.	Green	21.69km of Major Roads Classified Roads have been resurfaced as part of the 2023-2025 resurfacing programme.

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			27.29km of Residential Unclassified Roads have been surfaced in Micro Asphalt during the 2023-2025 surfacing programme. Tenders for Major Road Resurfacing, Minor Road Surfacing and Preservation of good condition roads will be let and awarded by June 2026 with works programmed for Summer and into autumn. This will complete the £8M Council 5-year Investment programme.
Sustainable and Healthy Environment	Adopt the Town Centre Public Realm Strategy to secure funding and improvements to Reading's streets and open spaces.	Amber	Will now be brought to Policy Committee in June 2026, three months later than expected, for adoption, as work on Local Plan examination means no current capacity to progress this.
Sustainable and Healthy Environment	Develop electric vehicle charging infrastructure, including charging points, to move away from fossil-fuelled vehicles.	Green	We have prepared a draft Electric Vehicle Charging Infrastructure (EVCI) Strategy for Reading and will be undertaking a public consultation on the strategy. Following feedback through consultation the EVCI Strategy will be adopted later in the year. The Local Electric Vehicle Infrastructure tender is progressing to planned timescale. Award letters sent, awaiting completion of contract and subsequent contract sign-off.
Sustainable and Healthy Environment	Reduce carbon emissions from our buildings, operations, and fleet, including investing in solar panels, energy efficiency in our buildings, and electric vehicles.	Amber	Progress continues on delivery of the Corporate Carbon Emissions project, with work focusing on refining the programme in light of evolving operational and financial parameters. Elements of the delivery plan such as options for solar canopies on car parks are being reassessed to ensure they remain viable and aligned with organisational priorities. Initial modelling suggests that while decarbonisation of the national grid may contribute to reductions in 2025/26, current projections indicate that emissions are unlikely to meet the 2025 target and will require continued focus to remain on a trajectory consistent with the Council's net zero ambition. Updated emissions data for 2025/26 will become available in Q2/Q3 of 2026/27, at which point progress will be reassessed and further actions considered.
Sustainable and Healthy Environment	Work with partners to deliver the Climate Strategy for 2025 to 2030 to achieve a net zero Reading resilient to climate change.	Amber	No change. Awaiting 24/25 data, due in June 2026. Government policy remains to decarbonise grid with new offshore wind contracts for difference recently agreed. Heat pump roll out remains slow. LEVI project progressing to enable EV uptake in borough. Electric buses and new cycle and walking routes will help reduce transport emissions. Awaiting Warm Homes plan from government that will set out insulation plan. Moving to electrical power means the relative cost of fuels to electricity is important and government intends to address this, but we are not seeing any changes at the moment.

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Sustainable and Healthy Environment	Dispose of property and land that no longer contribute towards the Council's objectives to invest in assets and service transformation.	Green	On 17 December, the Policy Committee approved a new Land & Property Asset Disposal Policy for Council properties. The policy sets out the framework for selling or long-term leasing Council land and property, including how commercial and third-sector bids will be considered. The policy introduces a process for progressing disposals through the annual budget-setting process, supported by a business case covering proposed disposals in future years. A three-year disposal list for 2026–2029 will be sent for final approval will be sought at Policy Committee on 16 February 2026.														
Sustainable and Healthy Environment	Introduce changes to the waste collection service in line with the 'Simpler Recycling' legislation.	Green	<p>Policy Committee approval granted December 17th, 2025. Work to now take place to ensure the following timetable is met:</p> <table border="1"> <thead> <tr> <th>Activity</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Place order for vehicles</td> <td>Dec 25</td> </tr> <tr> <td>Place order for waste containers</td> <td>Jul 26</td> </tr> <tr> <td>Recruitment of driving staff</td> <td>Jul 26</td> </tr> <tr> <td>Procurement of container delivery partner</td> <td>Sep 26</td> </tr> <tr> <td>Commence comms campaign</td> <td>Oct/Nov 26</td> </tr> <tr> <td>Recruitment of loading staff</td> <td>Dec 26</td> </tr> </tbody> </table>	Activity	Date	Place order for vehicles	Dec 25	Place order for waste containers	Jul 26	Recruitment of driving staff	Jul 26	Procurement of container delivery partner	Sep 26	Commence comms campaign	Oct/Nov 26	Recruitment of loading staff	Dec 26
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Adults and children	Deliver Family Hubs to bring together a range of support services in one place, reducing escalation of need and the number of children entering care.	Green	<p>There have been continued successes with the Family Hubs delivery, and the final timetable is now complete. The project is on track with 52% of identified tasks completed and 14 % in progress. They remain on schedule to be open on 19th March 2026.</p> <p>A wide range of partners have engaged in providing services through the Family Hubs, which will improve life outcomes for children and families. Family Hubs are a crucial contribution to the statutory Best Start in Life (BSIL) requirements for all Local Authorities, and the launch of the Hubs will be followed by the launch of the BSIL Strategy by 31st March 26.</p> <p>The design of the hubs has been a collaboration with the community and young people. Children and young people have designed a range of images capturing the theme of 'welcome and belonging' and a local artist has given up their time to paint South Reading Community Hub with these images. Probation is supporting re-painting of Southcote as part of their reparation programme.</p>														

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			The Family Hub Digital Offer is also a requirement of RBC's funding and is progressing well, due to be completed in early March and launch on 19th March.
Adults and children	Redesign and commission an integrated 0-19 child health programme.	Amber	The 0–19 Public Health Nursing service, delivered by Berkshire Healthcare Foundation Trust (BHFT), continues to face recruitment challenges that are affecting delivery, in line with national trends. Despite these pressures, recent performance data shows early signs of improvement, including an increase in the number of health visitors and better completion rates for key mandated checks. The provider has proposed changes to strengthen service delivery within the resources available, and a range of mitigation actions are now being implemented to support the workforce and maintain a safe, effective offer for children and families. While these improvements are positive, ongoing workforce and demand pressures mean the programme remains rated Amber at this stage.
Adults and children	Increase the number of Brighter Futures for Children/Council foster carers to increase the proportion of children in care living in Reading wherever possible	Amber	We continue to be actively trying to recruit foster carers in Reading. We are working with the central communications team to stay dynamic in how we advertise and attract new foster carers. We have a weekly panel where we review children who may be able to step down from residential arrangements into foster family homes and we have recently undertaken a deep dive into understanding our kinship and care arrangements for children considering permanence planning.
Adults and children	Deliver an in-house assessment home and children's homes in Reading to ensure that children in residential care remain living in Reading wherever possible.	Green	This has improved from Red to Green. Refurbishment contracts have been signed with both contractors. Recruitment for the Registered Manager is ongoing, with a recruitment agency supporting the process. The project remains on schedule, within budget, and all key deliverables are Green for full delivery.
Adults and children	Enable more children with special educational needs and disabilities to be educated in mainstream schools and deliver new special school places	Green	Our SEND school build is progressing well and is Green to provide places within target dates. As part of this work and wider sufficiency stabilisation we are working with providers and partners to explore in borough provisions to meet the needs of Reading children with SEND needs. Work continues with NHS partners to develop models of therapeutic support which will provide pivotal services to allow children with SEND to stay in a local school and have access to the therapy needed to maintain that provision.

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Adults and children	Promote independent and active travel to school for children with special educational needs and disabilities.	Amber	<p>We are embedding independent travel principles in our approach to transport to encourage the use of public transport or other alternatives to commissioned transport services. This approach aims to develop lifelong travel skills that support independence into adulthood.</p> <p>We continue to work with schools to strengthen the integration of independent travel training within the PSHE curriculum, particularly for pupils with an Education Health and Care Plan (EHCP). Reviews of transport will include input from the education provider to explore potential for independence.</p> <p>We are actively exploring delivery models for independent travel training to ensure continuity of provision. We also facilitating a greater reach through the updated annual review paperwork and outcomes toolkit to support the wider system to develop and promote independence. As the individual who managed this has left we are slightly off track in terms of our schedule, but we are exploring how we can do this differently which will take longer to embed.</p>
Adults and children	Implement technology systems to support people to live independently at home.	Green	<p>During Q3, progress continued in embedding Technology Enabled Care to support independence, safety, and wellbeing at home. Updates to the Trusted Assessor pathway confirmed an assessment cost of £30, with the referral form now embedded in the new system, aligning closely with the previous NRS process. Livity is nearing business as usual, with final elements being completed, including website updates, self-funder information, and refreshed guidance materials. Assessment practice remains unchanged, with decisions based on referrals, client input, and observations. Work is ongoing to finalise reporting, monitoring arrangements and confirm spend before fully restarting Trusted Assessor activity later this financial year.</p>
Adults and children	Deliver four new adult social care services to support people with complex needs, replacing existing buildings that are no longer fit for purpose.	Green	<p>Overall, projects are progressing well and remain Green. At Amethyst, on-site work is advancing with no milestone concerns; service modelling explores how new respite capacity can best meet user needs, informed by consultation and considering building features and staffing. Battle has all contractors and consultants engaged, with regular meetings and updates; service modelling is in early stages, focusing on relocating current users, assessing future mental health needs, and planning for expanded older people's day service capacity. Hexham is progressing critical infrastructure</p>

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			works; service modelling aims to enhance Profound and Multiple Learning Disabilities Day services using new building capacity and design flexibility.
Adults and children	Support children into adulthood, promoting greater independence and confidence.	Green	<p>The Preparing for Adulthood (PFA) working group continues to meet and includes representatives from Children's Services, Adult Social Care, Health, the Voluntary Sector, and Parent Carers. This group acts as a strategic forum to shape our approach to PFA and has already yielded excellent results.</p> <p>Progress has been made in strengthening multi-agency collaboration, with regular meetings now ensuring that children known to Children's Services who are moving into Adult Social Care have a coordinated plan agreed by all professionals involved. Alongside this, we have advanced work on creating a universal offer for those not eligible for adult social care, who make up the majority of the Preparing for Adulthood (PFA) cohort. This ongoing development, delivered in partnership with stakeholders, is focused on providing inclusive and meaningful support for all young people.</p>
Adults and children	Implement our improved carers offer, including employing a dedicated carers lead and delivering carers' breaks.	Green	<p>The new Information &amp; Advice Service for Carers delivered by the Carers Partnership (Communicare, Age UK and Mencap) launched on 1st November 2025 and is now fully operational. Monthly co-production groups with carers have been established to support delivery of the strategy. The Carers Break tender will be released in Q4 following a short delay to finalise contract terms and conditions. Engagement with schools across Reading continues to progress well, helping to raise awareness of young carers and develop carers champion roles. Discussions with HR have also begun to strengthen the council's approach as a carer-friendly employer, with an internal carers network due to launch in Q4.</p>
Adults and children	Improve the process of discharge from hospital to prevent patients being readmitted.	Green	<p>As part of the Winter Plans, we have worked closely with the Home from Hospital service provided by Age UK. This commissioned service supports safe and timely transitions home, helps to reduce hospital readmissions, and enables individuals to maintain independence within their own homes. This approach proved effective over the festive period. The Berkshire West Discharge Group and Adult Social Care have worked collaboratively to increase referrals to this service.</p>
Adults and children	Refresh the existing Home Care and Supported Living Framework to ensure sufficient supply.	Green	<p>Both tenders were published and the tender window has closed. Marking is underway and we are Green to award in January or February. Contract is Green to start on the 1st April 2026.</p>

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Fit for the Future	Continue to develop our new IT systems in customer services and housing repairs to enable residents to resolve queries at a time that suits them.	Amber	We are working on getting all the forms live in Salesforce platform by end of January. We are also working to resolve issues and requests that are open in ServiceNow to ensure staff can use the system efficiently and therefore serve customers more effectively and allowing customers to self serve. Work is also being done to introduce the new telephony system which would have capability of voice and web AI bots that would be launched in the first quarter 2026-27. The project is amber since we are behind schedule in completing the forms go-live. The forms should go-live by end of this month. We are working to a deadline of March 2026 to resolve all open issues.
Fit for the Future	Review the content of our website to ensure it is accessible and to drive customer self-service.	Amber	As part of introducing AI functionality on the website, we are currently reviewing web content to ensure it is relevant and up to date. We are also introducing minor tweaks on the website that will improve accessibility and make the web more user friendly. The project is Amber as no reviews of service content have been completed due to other priorities. We are now reviewing content so Q4 should be in green.
Fit for the Future	Ensure continued good services for children by bringing Brighter Futures for Children (children's services) back into the Council.	Complete	BFFc staff have successfully transitioned to RBC. The transition date was 1st Oct. any remaining risks and issues are in hand and monitored.
Fit for the Future	Implement an improved telephone system that routes customers effectively and improves the customer data we collect to help continually improve how we support residents.	Amber	Contract has been awarded, and implementation is fully underway. RAG remains amber due to short timescales for implementation, due to delays in contract signing to ensure the contract fully reflected RBC's requirements. Additional resources are supporting the implementation to support mitigate risk associated with the timeline.
Fit for the Future	Deliver and embed our social care customer front door through enhancing our systems and working with the voluntary sector in providing support.	Green	Overall, the programme is progressing well and remains Green. The Local Connectors Service is expanding referral pathways from Social Workers, with Mosaic updates for the Advice & Wellbeing Hub now targeted for 16 January, and Mental Health timeline for 24 January. The Community Activator Service went live on 5 January. Mosaic Case Management Transformation is launching new workflows and the Waiting Well step. Digital Front Door connectivity issues are resolved; ASC referral forms and online financial assessments are progressing. The Mosaic Provider Portal pilot achieved 98% payment accuracy, with broader expansion planned for February 2026.
Fit for the Future	Deliver additional cemetery space to continue offering a burial service to all residents	Green	Detailed pre planning discussions underway. Impacted allotment holders have been invited to indicate their preferences, which is informing

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			mitigation plans. Procurement process underway to appoint consultants for detailed planning and design stages.
Fit for the Future	Introduce remote technology for staff who work outside of the office to improve efficiency.	Amber	Trial devices selected - Lenovo - after we completed 2 week trials with a number of staff from different service areas. Feedback and trials successful - order placed for Lenovo devices - expected delivery early March and then we will need to build and deploy the devices. Project is amber as the delivery of the devices is later than we had anticipated (early February) which has an impact on the build and deploy activities.
Fit for the Future	Introduce artificial intelligence to improve customer service and reduce administration costs in line with our strategy.	Green	Magic Notes has been successfully implemented and adoption being tracked. (Magic Notes is an AI tool that supports social workers with recording, transcribing, and summarising resident conversations) Copilot Show and Tells conducted last quarter to drive Copilot adoption. Education, Health, and Care Plan generation in Brighter Futures for Children now being done through AI using QuickAction on a trial basis. Team to explore another product called Magic Reports before a full procurement conducted.
Fit for the Future	Deliver the new Social Value Policy with our partners to increase the number of contracts delivering spend and social value in the local area.	Amber	Key tasks and priorities have been clearly defined to guide the next phase of development. Strong foundations have already been established through information gathering and by building meaningful connections both within the council and with neighbouring authorities. This collaborative network will support the continued development of our Social Value model, ensuring alignment with the objectives set out in the National Procurement Policy Statement.
Fit for the Future	Deliver our three-year Medium Term Financial Strategy and the financial savings within to ensure that the Council lives within its means.	Amber	The 2025/26 Quarter 3 financial monitoring position is a forecast adverse variance of £4.849m, an increase of £0.880m from the position reported at Quarter 2. While the Council has sufficient reserves to cover this adverse variance, action is being taken with the aim of bringing the figure down by the end of the financial year.
Fit for the Future	Ensure recruitment and selection processes support the Council's move towards ensuring the workforce represents the demographics of the Borough.	Amber	Recruitment in Q3 maintained progress, with 39% of new hires during the quarter identifying as GM, (34% in the rolling year), whilst the overall GM proportion of the workforce has increased to 21.2%. Whilst GM starters outpaced GM leavers quarter the overall turnover rate for GM staff remains higher than for white staff. Work continues to understand and address this difference.
Fit for the Future	Continue to develop talent within the Council, including through our apprentice and work experience programmes.	Amber	The end of Q3 saw us achieve a 1.9% of headcount that were new apprentices not meeting our target of 2.3%. This was the first quarter that saw BFfC transferred into RBC which accounts for the decrease. The end

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			of this quarter saw 73 existing employees actively participating in apprenticeship programmes to gain further professional qualifications