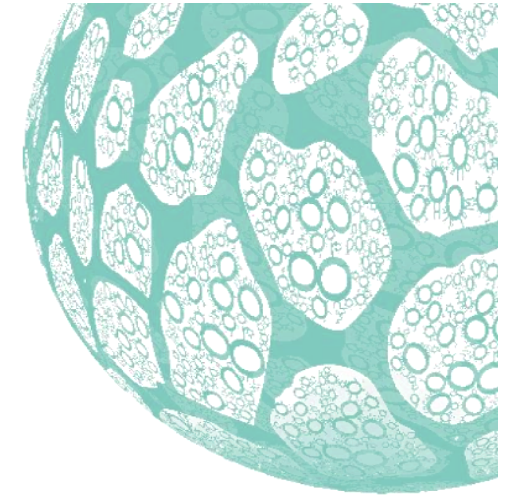
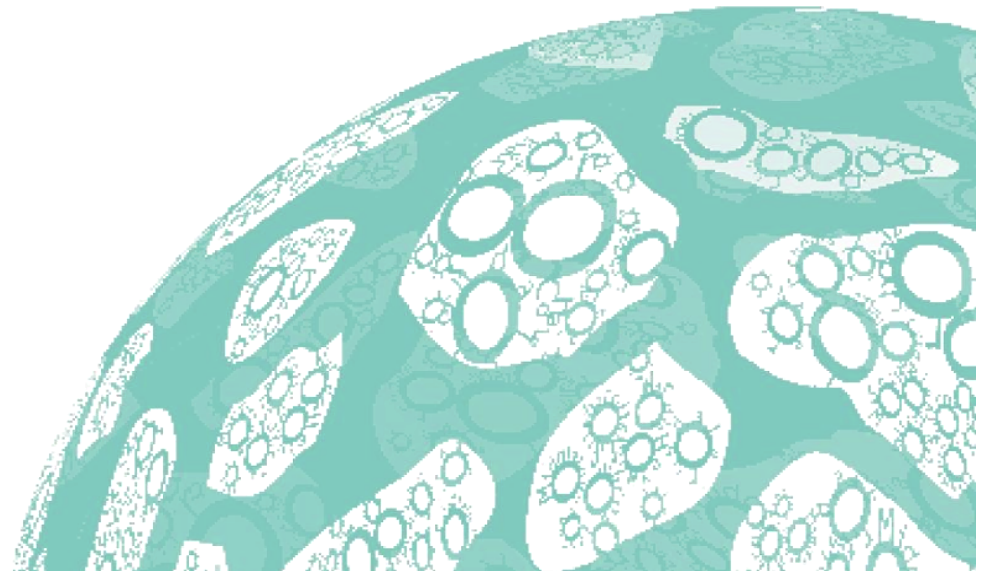
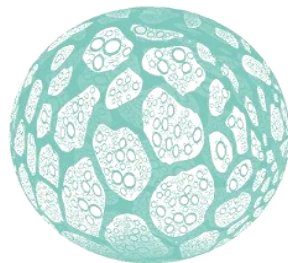
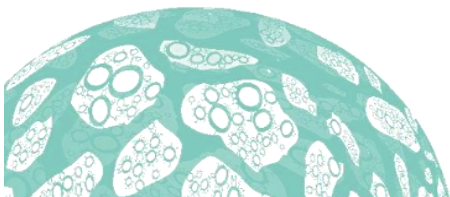




RESOURCES



Directorate Plan 2020/2021



Introduction

This directorate plan outlines the action that Resources Directorate will take over the coming year, to support our long term vision, priorities and outcomes. Our outcomes will be achieved through realisation of our indicators of success. Our ways of working and values and behaviours will underpin the action that we take.

Our vision: To make our borough a great place to grow up, get on and live well

Our priorities: Prosperous people and places

Our outcomes:



Indicators of success: Prosperous people

People get a good start	People are protected	People are resilient	People are healthy	People fulfil their potential
<p>More mothers breastfeeding for longer</p> <p>Fewer mothers smoking in pregnancy</p> <p>More children school ready</p> <p>All pupils achieving at all key stages</p> <p>More young people participating in apprenticeships and learning</p>	<p>Reduced risk of deliberate harm, accidental injury and neglect for both children and adults</p> <p>Reduced rates of children and adults needing protection and care</p> <p>Fewer children and young people entering the youth justice system</p> <p>More people with Special Educational Needs and Disabilities supported to know their rights and receiving joined up support</p> <p>More carers receiving appropriate support</p> <p>More families staying together through early intervention</p>	<p>Children and young people have high self-esteem and are satisfied with their life, including being free from bullying at school</p> <p>Fewer people have common and severe mental health disorders</p> <p>People have good levels of social contact and are not lonely or isolated, including adult care users, older people and carers</p> <p>Fewer households living in fuel poverty</p> <p>Fewer people living in deprivation, suffering the impact of Welfare Reform or living in poverty in later life</p> <p>More households prevented from becoming homeless</p>	<p>More people are physically active including the over 50's</p> <p>More people are a healthy weight</p> <p>Reduced harm from drugs, alcohol and smoking</p> <p>Fewer people dying early from diseases</p> <p>More children have good oral health</p> <p>Fewer older people suffering from falls</p> <p>Fewer people experiencing lengthy hospital stays through reablement and care at home</p>	<p>People have access to good or outstanding places of learning</p> <p>People have higher levels of qualifications and skills, including being able to access and use technology</p> <p>More people have higher earnings</p> <p>More Rochdale employees receiving the living wage, getting a fair day's pay for a fair day's work</p> <p>More people in good employment or engaging in meaningful activity during the working day</p>

Indictors of success: Prosperous places

Place is age friendly	Place is inclusive	Place is welcoming	Place provides opportunities	Place support sustainable growth
<p>Younger and older people engaging in intergenerational activities</p> <p>More people aged 50-64 in employment, training or volunteering</p> <p>More older people participating in community activities</p> <p>People supported to live well with dementia</p> <p>People have access to quality home care, residential and nursing care services</p>	<p>People come together through creative and cultural opportunities</p> <p>More people engaging in volunteering, acts of kindness and doing things for each other</p> <p>Fewer people experiencing discrimination and greater consideration of the needs of people who are disadvantaged or suffer inequality</p> <p>More people living in harmony together, whatever their background, religion or culture</p> <p>More people have their voice heard through engagement and consultation, especially young people</p>	<p>More and a better mix of affordable and higher value homes, including land being made available to support development</p> <p>Sustainable homes that have age and environmentally friendly features</p> <p>More empty homes being brought back into use and an improved private rented sector</p> <p>Air and land free from pollution and infrastructure that protects against climate change by using natural/renewable sources</p> <p>Accessible, quality highways and transport options, including cycling and walking</p> <p>Reduced crime and antisocial behaviour</p>	<p>More jobs created and good quality apprenticeships</p> <p>Higher proportion of skilled work in the labour market</p> <p>Town centres offer a balance of employment, commercial, leisure, community, housing, healthcare and educational use</p> <p>More businesses relocating, starting up or expanding in the borough</p> <p>More land and sites for employment</p>	<p>Maximised income through investment, sponsorship, funding and rates and through better use of the local environment, heritage and buildings</p> <p>People spending money on local goods and services to keep more of the Rochdale pound in Rochdale</p> <p>Reduced demand on health and care services (A&E, hospitals, GP's)</p> <p>Healthy, stable and quality workforces, particularly in key sectors (care, social work etc.)</p> <p>Improved availability and reliability of online access including better internet speeds and public wifi</p> <p>Service delivery models making use of technology and data</p>

Values and behaviours

The values and behaviours support the Council's vision and seek to inspire employees' best efforts and help in building a positive culture.

Pioneering & Open in our approach: We are ambitious for the people and place of Rochdale and will work collaboratively with local people and partners, building relationships based on respect and openness, to deliver the best possible outcomes

Proud of the difference we make: We will celebrate and share our achievements and act as Ambassadors for the borough of Rochdale

Passionate about the diversity of the borough: We love the diversity within our workforce and local communities and will strive for excellence in meeting different needs and aspirations

I seek out opportunities to network with and learn from others and to put that learning or new ways of working into practice

I work closely with residents and partners to shape outcomes and design and deliver services

I recognise that I am spending public money and always look for the most efficient and effective way of doing that

I welcome opportunities to do things differently and respond positively to change and feedback

I am honest in all of my interactions with others and realistic about what is practical and affordable

I don't shy away from difficult conversations

I am always positive when talking about the borough and the work we do

I seek out opportunities to talk about our achievements

I congratulate others when things have gone well

I understand how my own positive behaviour reflects positively on the reputation of the borough

I have positive and respectful relationships with my colleagues, residents and partners regardless of their background, social identity or circumstances

I avoid making assumptions about people and ensure I listen to their experiences and perspective before making a decision or taking action

I always try to do things with people rather than to them

I understand that one size does not always fit all and that it is fair to take account of people's differences in my work

I challenge inappropriate behaviour or language

Our ways of working

The Council is facing significant financial challenges, which means that we have reduced capacity to deliver services. We will adopt working practices that will improve our capacity to deliver, facilitate ongoing service delivery and support us in achieving our outcomes.

Cooperation

Public services, partners, citizens, businesses and the voluntary and community sector will share decision making and jointly design and deliver services.

Strengthening community assets

Individuals and families will use their skills, experiences and kindness to develop and improve their own communities.

Prevention and intervention

Public services, citizens and businesses will take action to stop problems from arising or becoming worse.

Collective change

Individuals will practice self-help and make choices so that they are able to look after themselves and others.

Integrated and local

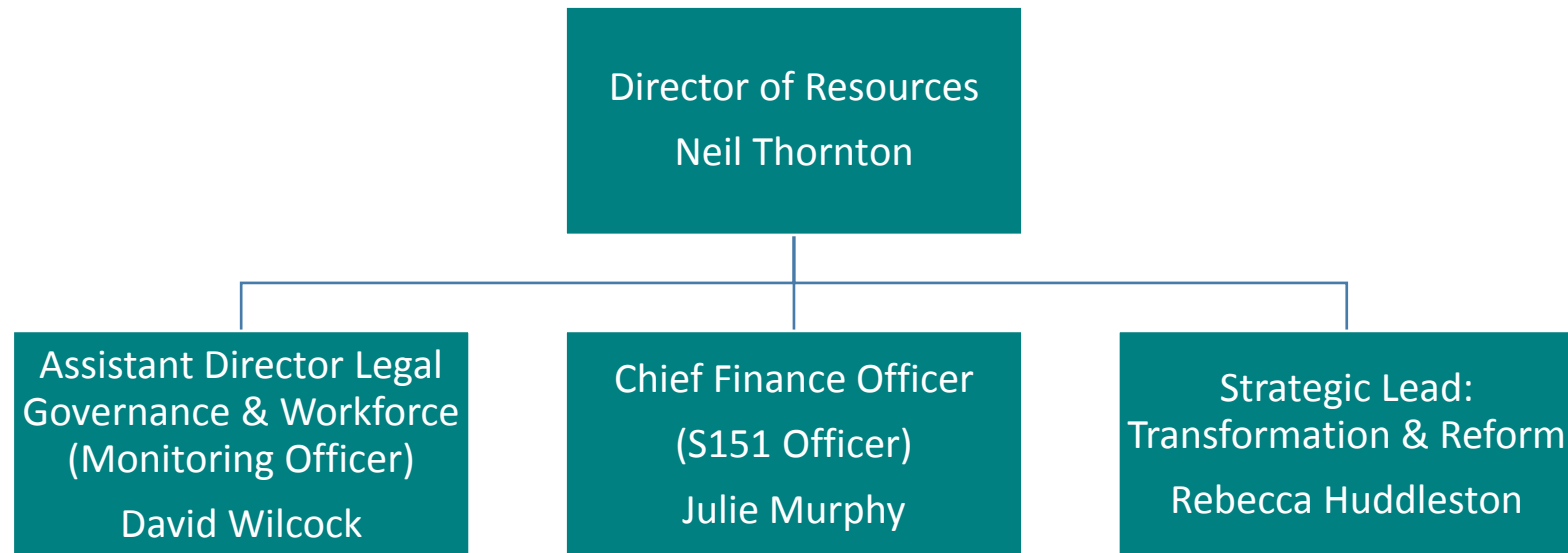
Public services, partners and the voluntary and community sector will share skills, expertise and resources to deliver services at the right time and in the right places.

Addressing the climate emergency

Public services, partners, citizens, businesses and the voluntary and community sector will increase their efforts to remove carbon dioxide from the atmosphere and reduce their own impact on the planet, to help to address the climate emergency.

Directorate Structure

The management structure of the directorate is detailed below:



Directorate functions and services

The Directorate has responsibility for a range of service areas and activities.

Service	Head of Service
Deputy Chief Finance Officer (Corporate Services)	Sam Smith
Finance Support Services	Stuart Smith
Commercial, Economy and Resources	Michelle Ashworth
Internal Audit, Risk, Insurance & Counter Fraud	Ian Corbridge
Revenues & Benefits	Carolyn Goddard
Workforce & Organisational Development	Rosemary Barker
Legal Services	David Wilcock
Governance & Committee Services	Michael Garraway (Interim)

Lead Cabinet Members

Cabinet members with relevant portfolio holder responsibilities oversee Council Directorates

- Councillor Allen Brett – Leader and Cabinet Member for Finance
- Councillor Faisal Rana – Assistant Cabinet Member for Finance

Portfolio Holder Area: Covering Finance, Revenues & Benefits, Insurance and Risk.

- Councillor Daalat Ali – Cabinet Member for Resources
- Councillor John Hartley – Assistant Cabinet Member for Resources

Portfolio Holder Area: Covering ICT, Customer Access, Policy & Performance, Public Service Reform, STAR Procurement, Legal, Governance, HR, Organisational Development and Corporate Health & Safety

Directorate Responsibilities

The directorate has the following responsibilities:

- Corporate Finance
- Finance Support Services
- Treasury Management
- Commercial Financial Advice
- Internal Audit, Counter Fraud, Insurance and Risk
- Schools Traded Finance Service
- Creditors, Debtors, invoice processing
- Financial Systems
- Council Tax and Business Rates
- Benefits and Assessments
- Corporate Debt
- STAR Client (Procurement)
- Legal Services
- Manchester Shared Legal Service Client
- Democracy Services
- Elections
- Civics
- HR Business Partner and HR Advisory Service
- Payroll, Pensions and Operational HR
- Organisational Development
- Corporate Health and Safety
- Transformation and Reform

The Directorate also has links with the Integrated Finance Team

Key Documents

The directorate works in accordance with the following strategies and plans:

- Corporate Plan 2019 - 2022
- Locality Plan
- Medium Term Financial Strategy
- Treasury management Strategy
- Capital Investment and Disposal Strategy

Plus, as support services, supporting Directorates in delivery activity which is aligned to specific Directorate strategies and plans

Directorate Actions

The table outlines the action that will be taken to support transformation, improvement and direction of travel. It highlights the work that will be undertaken to deliver on the action. **Business as usual activities are not included.**

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20001	Implementation of Canvass Reform	Clare Poole	December 2020	<p>Comprehensive data matching of all electoral records against DWP data.</p> <p>Conduct of annual electoral canvass in accordance with new legal guidelines</p> <p>Review of existing approach to canvass</p> <p>Development and implementation of new canvass procedure</p> <p>Review of existing office processes for electoral registration</p> <p>Development and implementation of new office procedures for maintenance of electoral register</p>	<p>July 2020</p> <p>December 2020</p> <p>June 2020</p> <p>August 2020</p> <p>June 2020</p> <p>July 2020</p>	Clare Poole	Place is inclusive	Successful implementation of canvass reform within new statutory guidelines
R20002	Contribution to Local Government Boundary Commission for England Electoral Review	Clare Poole	April 2021	<p>Contribution to the council submission to the LGBCE Boundary Review.</p> <p>LGBCE consider recommendations in Council size report and report back</p> <p>Officer group to prepare maps and documentation for Member Steering Group to propose new ward boundaries</p> <p>Engagement with elected members and other stakeholders regarding the relocation of ward boundaries</p> <p>Council report submission sign off at full Council</p> <p>Submission of report to LGBCE</p> <p>Final recommendations from LGBCE on new ward boundaries</p> <p>Implementation of new ward boundaries as recommended by the LGBCE and amendments to the electoral registers</p>	<p>27 April 2020</p> <p>May 2020</p> <p>May 2020</p> <p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p>	Clare Poole		That the electoral review is carried out according to LGBCE regulations and revisions to electoral wards are applied accurately
R20003	To strengthen governance arrangements across the organisation at service level	Michael Garraway	March 2021	<p>Update Forward Plan and Directorate Planning</p> <p>Constitutional scheme of delegation is updated to meet the needs of the organisation</p> <p>Service based schemes of delegation reviewed with Officer nominations</p> <p>Improvement of senior officers engagement governance activities</p>	<p>August 2020</p> <p>November 2020</p> <p>December 2020</p> <p>March 2021</p>	Committee Services		Decision making workflows are clear, easy to understand and followed by all Officers and enable better public engagement.

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20004	Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements	Michael Garraway	April 2021	Align comparative decision making timelines with CCG Provide training on the Council's decision making process and structures Review effectiveness of ICB agenda planning.	December 2020	Committee Services		That governance structures support partners ambitions for delivery
R20005	Refresh and support the Member Development Programme	Michael Garraway	April 2021	Identify best practice Set up a Member led task and finish group Report to Members on options via Overview & Scrutiny report to Cabinet	October 2020	Committee Services		Supporting political leadership development to strengthen local accountability, monitor performance and drive improvement
R20006	Develop the use of the iTrent HR system to maximise customer experience and enhance organisational performance including integration with financial system	Rosemary Barker/Julie Murphy	March 2021	Scope implementation of new system Manage implementation of new system Lead integration with Civica	June 2020 December 2020 March 2021	Ann Ridyard/Stuart Smith?	All	Better alignment of establishments and budgets between iTrent and Civica Increased efficiency Improved customer experience
R20007	Develop and deliver the Council's Organisational Development plan to maximise potential and performance of workforce	Rosemary Barker	March 2021	Develop leadership programmes to enable virtual delivery Develop staff engagement programme to enable virtual delivery Implement new approach to PDR and talent management <ul style="list-style-type: none"> • Develop virtual delivery programme for managers with talent tool (via Delve) • Programme delivery on a directorate by directorate basis tailored to service requirements commencing with Resources directorate • Develop performance management models to support remote working In conjunction with Public Health deliver workforce wellbeing plan and develop strategies to address issues presented by the 'new normal' Adapt and develop robust induction processes in light of the requirements of the 'new normal' Build on the data sets established during Covid to further develop workforce planning (succession and emerging roles) and disseminate across the organisation	March 2021	Martin Plant	All	All
R20008	Develop and deliver Locality Workforce Strategy to support health and care integration and wider Public Sector Reform	Rosemary Barker	March 2021	Review and develop post covid strategy with ICD SMT to develop / address: <ul style="list-style-type: none"> • System Leadership • Culture change • Organisational change (e.g. neighbourhood working) • Integration of CCG / Development of workforce aspects of ICD and LCO 	March 2021	Business Partners		

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20009	Support the development and delivery of the 5 year Children's Strategy in conjunction with Finance	Rosemary Barker/ Stuart Smith	March 2021	Support recruitment and retention plan in conjunction with service Work with service to reduce reliance on agency workers To support the service in implementation of the financial strategy and evaluating progress. Understand the impact of demand pressures on Legal Costs over the 5 year strategy period.	March 2021	Ann Harrison/ Finance BP Tammy Faulkner Joanne Dignum	People Get a Good Start	All
R20010	To undertake a full service review of council priorities to ensure that legal services has the capacity and skill set to meet the Council's priorities as set out in the Corporate Plan.	Saiqa Hussain/Diane Lund	31/03/2021	Evaluate the Corporate Plan, establish directorate priorities, consider skill set of staff currently within legal services in order to understand the impact on corporate demand and legal services staff	December 2020	Saiqa Hussain /Diane Lund		Increased efficiency. Meeting Corporate priorities.
R20011	To undertake a review of Lexcel best practice to ensure higher standards of delivery of legal services with a view to obtaining accreditation in 2021/22.	Saiqa Hussain /Diane Lund	31/03/2021	Undertake review of practice management standards and processes.	December 2020	Terry Moore/Zulficar Ali/Claire Farrimond / Davina Tickner		Increased efficiency. Mitigating risks.
R20012	To introduce a new case management system to streamline processes and increase productivity and efficiency.	Saiqa Hussain /Diane Lund	March 2021	Undertake a review of all case types, work types, work-flows, templates and time recording.	December 2020	Pauline Tarrant / Terry Moore / Julie Sherratt / Zulficar Ali / Anne Yip-Semourson and Peter Newbould		Increased efficiency and productivity. Increase income generation.
R20013	Review of existing shared services arrangements and identify and progress any opportunities for new shared services	Rebecca Huddleston	March 2021	Secure LGA funding to support the work Review existing shared services arrangements Develop plans for a shared Audit service with Tameside Council Identify new opportunities for sharing services – seek approval and develop plans to implement	June 2020 August 2020 December 2020 March 2021	R Kilvington R Huddleston J Murphy R Huddleston	People are resilient	The review and any subsequent recommendations for change will help us to ensure that existing shared services are value for money and the most effective delivery model. Any new opportunities will be progressed should a clear case be made to improve the service delivery and value for money of the service.
R20014	Development of the public service reform steering group and strategic place board to effectively drive system wide public service reform in Rochdale and build on what has been achieved through the response to Covid-19	Rebecca Huddleston	March 2021	Development of a work plan for the PSR steering group to tackle common issues and barriers to further reforming public services across Rochdale. Carry out a peer review of PSR in Rochdale	July 2020 November 2020	R Huddleston / H Chicot R Huddleston / H Chicot	People are protected	

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20015	Implementation of hand held technology in Children's services	Rebecca Huddleston	March 2021	Review of best practice Development of requirements Develop and seek approval for business case and funding Procurement of ICT solution (hardware and software if needed) Implementation	June 2020 July 2020 August 2020 December 2020 January 2021 onwards	R Huddleston / J Hasall / ICT	People are protected	Improved staff retention due to improved tools to support more efficient and better ways of working. Support the recruitment of children's social workers due to improved tools to support more efficient working. Efficiency savings and/or increase in productivity.
R20016	Delivery of the Council's Customer Transformation Programme	Rebecca Huddleston	31/03/2021 + beyond	Key milestones and dates to be updated when the roadmap plan is complete e-Forms implemented New website implemented Asset mgmt. system New CRM Customer access strategy developed and approved	Sept 2020 Oct 2020 TBC TBC August 2020	M Hobson R Riley M Hobson M Hobson R Huddleston	Place supports sustainable growth People are resilient	Improved availability and reliability of online access including better internet speeds and public wifi Service delivery models making use of technology and data
R20017	Progress opportunities to improve service delivery and deliver recurrent savings through contract renewals	Rebecca Huddleston / Stuart Smith	31/03/2021 + beyond	Link 4 Life/Hollingworth Lake? Highway contract renewal Carry out options appraisal and soft market testing and present findings and recommendations to Members Prepare procurement specification and documentation Procurement process New contract in place	? July 2020 December 2020 January 2021 – December 2021 1 April 2022	R Kilvington R Huddleston / A Storey R Huddleston / A Storey A Storey / D Bowler D Bowler	Place is inclusive Place is welcoming	People come together through creative and cultural opportunities Accessible, quality highways and transport options, including cycling and walking
R20018	Development of a Digital Strategy	Rebecca Huddleston / J Rooney	01/10/2020	Consult with residents and businesses Establish stakeholder steering group Finalise strategy including delivery plan Approval and launch	July 2020 September 2020 October 2020 November 2020	R Huddleston / H Chicot / C Hopkins R Huddleston R Huddleston R Huddleston / R Riley	Place support sustainable growth	Improved availability and reliability of online access including better internet speeds and public wifi Service delivery models making use of technology and data
R20019	Development and approval of a corporate approach to sponsorship	R Huddleston / D Cooke	01/06/2020	Finalise options for a corporate approach to sponsorship. Approval of recommended option Implementation of any staffing/resource changes/requirements	March 2020 April 2020 May 2020	R Huddleston Leadership Team R Huddleston / Z Bennett	Place support sustainable growth Place is inclusive	Maximised income through investment, sponsorship, funding and rates and through better use of the local environment, heritage and buildings People come together through creative and cultural opportunities

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20020	Progress AI/Automation opportunities	R Huddleston / Carolyn Goddard	31/03/2021	Identify best practice Develop business case Implement pilot in selected service area Review and assess case for extending solution.	April 2020 May 2020 December 2020 March 2021	R Huddleston R Huddleston ICT R Huddleston	Place support sustainable growth	Service delivery models making use of technology and data
R20021	Support the development and delivery of the Dedicated Schools Grant recovery plan	Stuart Smith	March 2021	Understand the cost drivers Identify how to stabilise growth Work with the DFE for recovery plan sign off Implement and monitor progress	31/3/2021	Tammy Faulkner	People get a good start	An agreed recovery plan which brings the DSG deficit into a break even position over an agreed time period.
R20022	Development of an Adult Care financial strategy	Julie Murphy	March 2021	Understand expected growth over the next 5 financial years Understand the impact of the living wage on provider contracts Develop a funding plan to bring the service into a break even position over a 5 year period	31/3/2021	Sam Evans/Gareth Davies	People are protected	A financial strategy approved by Members of ICB and noted by Cabinet Members.
R20023	Development of a balanced pooled fund and understanding the financial implications of the Local Care Organisation	Julie Murphy	March 2021	CCG/LA to develop a balanced pooled fund position for 20/21 and future years. In year monitoring to ensure the budget assumptions are delivered. Understand the financial implications of the Local Care Organisation and its impact on the financial position of the pooled fund.	31/3/2021	Sam Evans/Gareth Davies	People are protected Place support sustainable growth	Deliverable balanced plan endorsed by ICB and Cabinet Members.
R20024	Development of an integrated risk management approach for the Council and CCG	Ian Corbridge	March 2021	Consistent approach to management of risk through the Pentana system.	31/3/2021	Martin Nixon	People are Protected	Risk report to members of ICB and Cabinet in a consistent manner.
R20025	Adult care fee negotiation is developed over an agreed time period to deliver the living wage	Julie Murphy	March 2021	Developing a timeline for Adult Care contracts being paid at the real living wage rate. Financial implications understood. Funding options considered		Gareth Davies	People get a good start	Fee negotiation considers the implication of the real living wage. Members consider the financial implications. A strategy for implementation is endorsed.
R20026	Development of the budget setting process to ensure plans are robust and the implications of the fair funding review are fully understood.	Sam Smith	March 2021	Detailed timetable incorporating reporting deadlines Financial ledgers reconciliations completed Balanced budget presented in a timely manner. Fair funding and business rates reset implications are fully understood. Procurement planning to be brought into the budget cycle		Chris Mills/Yvonne Dunease	Place is welcoming	Revenue budget is robust and produced in a timely manner.

Ref	Directorate Action	Action owner	Action completion date	Work requirements	Work due date	Work owner	Outcome that this action links to	Indicators of success that this work contributes to
R20027	Further development of investment/liability risk analysis to cover emerging invest to save schemes outside the Property Growth Fund, ensuring investment decisions are taken with a Council-wide view of risk	Michelle Ashworth	March 2021	Detailed schedule/timeline of invest to save developments across directorates/future financial years including funding analysis Develop understanding of financial implications, working with external advisors as appropriate Further development of investment/liability risk dashboard to incorporate above and include long-term implications	31/3/2021	Michelle Ashworth/ Clare Davies	Place supports sustainable growth	Investment decisions are taken in consideration of the full financial implications and wider investment risk that the Council is exposed to over the medium to long term.
R20028	Development and roll out of Member Training to support commercial investment decisions	Michelle Ashworth	March 2021	Investigate training programmes currently available from relevant providers e.g. CIPFA, LGA Review training provision developed by other Local Authorities Cross-team working with OD/Governance re methods of delivery/format Develop and launch training package	31/3/2021	Michelle Ashworth/ Clare Davies	Place supports sustainable growth	Members make informed investment decisions
R20029	Understand business rates and council tax avoidance, how can these be minimised and income maximised.	Carolyn Goddard	March 2021 & beyond	What cause tax avoidance How can this be minimised What does the council own and is developing		RDA/ Carolyn Goddard/Peter Moss	Place is welcoming	Income opportunities are maximised.
R20030	Implementation of the Key Decision Action Plan	David Wilcock/J Murphy	March 2021	Review of Directorate's Governance Arrangements Roll out of Training	31/7/2020 31/3/2021	M Garraway	Supports prosperous places and people	Procurement activity is available for stakeholder engagement through compliance with the key decision process