

Action Plan	Due Date	Status	% Complete
R2001 Implementation of Canvass Reform	31 December 2020		80%
<p>Canvass started on 23 July and progressing as per timetable. All route letters and forms distributed and telephone canvass to commence October and revised register to be published on 1 December 2020.</p>			
R2002 Contribution to Local Government Boundary Commission for England Electoral Review	31 March 2021		80%
<p>Warding report submitted to LGBCE. Initial recommendations from LGBCE to be published on 17 November. Further consultation with Steering Group/interested parties and public engagement to be held between 1 December and 8 February 2021.</p>			
R2003 To strengthen governance arrangements across the organisation at service level	31 March 2021		25%
<p>Work is progressing within Resources, Adults/Commissioning and Economy Directorates to set out executive decision making responsibilities for Officers. Expecting that Resources and Adults will be completed by the end of October 2020. A report to Leadership team is included for the meeting on 6 October seeking nomination of lead officers for the remaining services. Initial work has already commenced with Children's sub-delegation scheme which will allow resources to be focused on developing understanding of processes and Governance requirements.</p>			
R2004 Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements	31 March 2021		20%
<p>Work continues to strengthen the supportive culture between the Council's and CCG Governance teams. Issues have been raised around the inability of both organisations to access a single point piece of software putting great reliance on human contact which wouldn't otherwise be required. This impacts not only on the production of the Forward Plan and ICB agenda's but on service planning and alignment of decision making. Temporary measures are being identified and tied in with the Adult/Commissioning planning improvements.</p>			

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R2005 Refresh and support the Member Development Programme	31 March 2021		20%
<p>The task & finish group has been appointed and will meet in the coming weeks to define the Terms of Reference.</p>			
R2006 Develop the use of the iTrent HR system to maximise customer experience and enhance organisational performance including integration with financial system	31 March 2021		20%
<p>On-line DDM - interim workaround currently being piloted with a small number of services; pilot due to end in October. Project to move iTrent to cloud hosted by MHR underway with testing to commence late September/October. Target date still early 2021. Work to move L4L to MSS on pause due to technical issue requiring supplier involvement. Work underway to implement Schools Workforce Census functionality with completion date scheduled for end of October.</p>			
R2007 Develop and deliver the Council's Organisational Development plan to maximise potential and performance of workforce	31 March 2021		50%
<p>Academy Cohort 3 Change & Transition, Resilience (Parts 1 & 2), Serious Lego modules delivered virtually. Project proposals approved by Academy Board. New Manager programme on track for October implementation. BAME events delivered. Additional sessions for EM/FM planned for September. Report in preparation for Leadership Team. Preparations for Leadership conference 2021 underway. Delve / talent model pilot underway with positive initial evaluation. Workforce planning template reviewed and updated by HRBP's. Application planned for Resources and Planning team in September / October. Activities planned to coincide with World Mental Health Day (10th October). Further Chief Exec Q&A sessions planned for October.</p>			
R2008 Develop and deliver Locality Workforce Strategy to support health and care integration and wider Public Sector Reform	31 March 2021		50%
<p>System leadership - Initial development event for the academy cohort scheduled for November. OD support for LCO SMT: Board effectiveness and purpose activity delivered in August 2020. Proposal to support ongoing culture change activity submitted to ICD SMT July 2020</p>			

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R2009 Support the development and delivery of the 5 year Children’s Strategy in conjunction with Finance	31 March 2021		70%
<p>The service now have an agreed staffing structure in place, all recruitment within children’s now has to have formal sign off by the Director via star chamber. The retention plan/policy for social workers is in place with the next retention payment for the none increment year 2022/23 will be funded corporately. We are continuing to monitor the number of agency and whether this is covid or vacancy/maternity cover. Services are expected to break even on salaries even with agency staff in place. A presentation will be going to informal cabinet in November 2020 regarding non-working day impact including an updated financial model for future years.</p>			
R2010 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	31 March 2021		20%
<p>Meetings with all relevant managers to be held by 1st October to go through staffing, work undertaken and their link to the corporate priorities. Legal team to discuss outcomes with the Assistant Director by end of October 2020.</p>			
R2011 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	31 March 2021		15%
<p>This has commenced and the current processes have begun to be reviewed alongside the current lexcel standards. Quite a bit work has been undertaken but will need to be completed in conjunction with the new case management system.</p>			
R2012 To introduce a new case management system to streamline processes and increase productivity and efficiency	31 March 2021		30%
<p>Funding has been approved, procurement process completed and the contract has been signed. Initial meeting held on 17th September with the works to commence by mid-October depending upon internal ICT availability. The time-line suggested would allow the system to go live early March 2021. However, the risk at present is that if internal ICT are not available then legal would be without a case management system from 1st April 2021 as notice needs to be given to current supplier by end of December 2020.</p>			

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R2013 Review of existing shared services arrangements and identify and progress any opportunities for new shared services	31 March 2021		25%
<p>A high level review of the Council's existing shared service arrangements has been undertaken including an initial prioritisation of the shared service arrangements which may most benefit from being reviewed. This has been reviewed by the resources directorate management team who have agreed to carry out one shared service review as a proof of concept. The review will be carried out by STAR procurement and Milford Research who work closely with the Local Government Association to support and encourage effective share service arrangements and collaborations across local government. The output will be a comprehensive and independent report, detailing potential areas for growth, risks and opportunities for efficiencies. This work will start and finish in quarter three and it is hoped will create a case for carrying our further reviews and investigating new opportunities to share services.</p>			
R2014 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	31 March 2021		30%
<p>A further PSR steering group meeting was held on the 8 September. The agenda and focus of the group continues to be around the impact and response to Covid, with work that was originally being considered such as the peer review remaining on hold.</p>			
R2015 Implementation of hand held technology in Children's services	31 March 2021		0%
<p>As anticipated this work has not been started and is not currently a priority for children's services who are focused on supporting schools and increasing demand for social care support which is being exacerbated due to Covid. This project will be reviewed in quarter 3 with the director of children's services with a view to removing, refocusing or progressing this piece of work.</p>			
R2016 Delivery of the Council's Customer Transformation Programme	31 March 2021		40%

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<p>Work has been progressing well across all of the CTP projects and project documentation is now in place. Two temporary posts have been recruited to during this quarter. One is project manager who will be working with the Council's business solutions team to progress projects including the CRM decommissioning and Self Scanning Solutions. The other new starter is supporting the implementation of the new content management system for the Council's websites. We also working with Socitm as part of the contact centre insourcing project. This will include developing a customer access strategy which will set out how will provide access to our services to both provide greater efficiency for the council and an improved experience for our customers.</p>			
R2017 Progress opportunities to improve service delivery and deliver recurrent savings through contract renewals	31 March 2021		25%
<p>During quarter two we have continued to support L4L in the development of their Covid recovery plan, providing assurance from a financial perspective that the plan looked reasonable and that the levels of financial support requested were reasonable too. Having had the request for financial support agreed at Cabinet we are now monitoring performance against the plan. In addition, together with STAR and other STAR authorities we have been exploring a corporate contract management system, which aims to move away from using spreadsheets to record contract details to a more efficient and automated system. This work will continue in quarter three.</p>			
R2018 Development of a Digital Strategy	31 October 2020		65%
<p>Work on the digital strategy has continued to be on hold during Q2, however linked to our plans to develop a digital strategy a proposal has been drafted for the Council and CCG to sign up to the 'Digital Declaration'. The digital declaration, developed by MHCLG and the Government Digital Services, set out some principles for public sector organisations to sign up to, to improve local services. The paper set out the benefits and process of signing up together with a number of projects which we could put forward as our 'declaration projects', as part of our application. It is hoped that we will be able to join over 200 organisations in signing up to the declaration in Q3.</p>			
R2019 Development and approval of a corporate approach to sponsorship	30 June 2020		75%
<p>A temporary post has been recruited to, who will progress funding opportunities specifically focused on supporting the town hall restoration project. Progress will be monitored during quarter three and if it is successful, then we will review proposals to extend this external funding and sponsorship approach further. A proposal to establish a local authority lottery has also been reviewed. Its principle aim being to provide discretionary support for the local voluntary and community sector, and to enable such organisations to raise funds which will directly benefit local people and communities.</p>			

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R2020 Progress AI/Automation opportunities	31 March 2021		50%
<p>During quarter 2 a transformation fund bid has been developed and approved to progress a proof of concept for AI/Automation within the Resources directorate. The aim being to demonstrate the value and benefits that this technology can achieve and with a view of then rolling it out more widely across the organisation. This automation technology will be focused on automating high volume, transactional processes to improve processing times and performance, free up staff capacity and improve customer satisfaction. Procurement is planned to take place in quarter three and it is hoped that the project will also get underway during the same period.</p>			
R2021 Support the development and delivery of the Dedicated Schools Grant recovery plan	31 March 2021		20%
<p>Work is still ongoing with the service to understand cost drivers, as schools have not been working as normal some of the conversations have slowed. There has been discussions with other Local Authorities about recovery plans to ensure the plan is achievable. Schools Forum in October 2020 will present the latest position and ask for a transfer of funds from the schools block to the high needs block to mitigate against the gap and is aligned to the recovery plan.</p>			
R2022 Development of an Adult Care financial strategy	31 March 2021		30%
<p>Further work has taken place on the review during quarter 2. This has been distributed for comments.</p>			
R2023 Development of a balanced pooled fund and understanding the financial implications of the Local Care Organisation	31 March 2021		30%
<p>The pooled fund pressures for 2020/21 in the main relate to the impact of Covid and work is ongoing to understand how these pressures can be funded. The Local Authority (LA) is progressing its budget planning to ensure a balanced budget is set for 2021/22, there still remains uncertainty with the Clinical Commissioning Group (CCG) funding for next financial year however development of scenario planning has started to understand the extend of any potential budget gaps.</p>			

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R2024 Development of an integrated risk management approach for the Council and CCG	31 March 2021		30%
<p>The RBC Risk Manager met the CCG Head of PMO in September to discuss areas of non-alignment in risk management procedure. A paper for LT consideration will assist discussion on future alignment, including possible adoption of the shared Pentana system by CCG. The Corporate risk registers for both RBC and CCG were reviewed by senior management in Q2 to reflect the impact of the Covid-19 pandemic.</p>			
R2025 Adult care fee negotiation is developed over an agreed time period to deliver the living wage	31 March 2021		30%
<p>A report was presented to the August ICB with potential options. Financial forecasting has been completed on the increase and how this impacts upon the 2021/22 budget. It was agreed for a further report to be presented to the October ICB.</p>			
R2026 Development of the budget setting process to ensure plans are robust and the implications of the fair funding review are fully understood	31 March 2021		25%
<p>Adjusted timetable has been agreed this quarter and savings proposals have been reviewed at leadership which will go to Cabinet on 1st December 2020. Papers were taken to Cabinet and Corporate O&S Committee at the end of July and September advising Members on the position and approval of estimates was received and the approval of the realigned Capital Programme for consultation.</p>			
R2027 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	31 March 2021		50%

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<p>The performance and risk of the Property Growth Fund for 2020/21 will be presented to the Property Growth Fund Sub-Committee in October 2020. A detailed risk register for the Property Growth Fund is under development and will be shared with the PGF Steering Group/Sub-Committee in the next quarter. Quotes have been received for the provision of external financial advice for Rochdale Riverside Phase 2/Project Neighbourhoods and will be progressed in line with Procurement regulations.</p> <p>Initial external tax advice has been received in respect of Rochdale Riverside Phase 2/Project Neighbourhoods schemes and Finance will continue to work with Steering Group colleagues to report and further develop the tax position for the schemes. Financial modelling on the Rochdale Riverside retail & leisure scheme has been revised and updated (including a financial assessment of proposed new leases) and the overall financial projections will be reported to Members at the next available opportunity. Financial appraisals have been carried out on a direct development opportunity due to be presented to PGF Sub-Committee in October 2020.</p>			
R2028 Development and roll out of Member Training to support commercial investment decisions	31 March 2021		5%
<p>This work stream has been delayed due to other urgent priorities, including assessing the financial implications of Covid-19 on the Council's commercial investments. Although some research has begun the majority of this work will take place in Q3/4.</p>			
R2029 Understand business rates and council tax avoidance, how can these be minimised and income maximised	31 March 2021		10%
<p>Covid 19 has seen the introduction of a number of Government schemes which has in part limited the occurrence of business rates and council tax avoidance. As well as focusing on maintaining these schemes (and implementing further schemes as they are being announced) we have been devoting our efforts towards limiting the potential deficit in the Collection Fund brought about by the impact of Covid 19 on businesses and residents. We are continuing to liaise with the appropriate services to understand the buildings in council ownership and the development plans in place for these buildings and expect to be able to expand on this action over the coming months.</p>			
R2030 Implementation of the Key Decision Action Plan	31 March 2021		30%
<p>Funding has been approved, procurement process completed and the contract has been signed. Initial meeting held on 17th September with the works to commence by mid-October depending upon internal ICT availability. The time-line suggested would allow the system to go live early March 2021. However, the risk at present is that if internal ICT are not available then legal would be without a case management system from 1st April 2021 as notice needs to be given to current supplier by end of December 2020.</p>			

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