



Date of Meeting	25 th March 2021
Portfolio	Cabinet Member for Corporate Delivery, Cabinet Member for Quality of Place
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Public/Private Document	Public

Resources and Neighbourhoods Directorate Plans 2020-21: Quarter 3 Performance Update

Executive Summary

1. To report progress at the end of Quarter 3 (1st October – 31st December 2020) towards achievement of the targets contained in the Resources Directorate Plan 2020-21 and Neighbourhoods (Corporate Support) Directorate Plan 2020-21.

Recommendation

2. Members are asked to review the information contained within the report and the appendices.

Reason for Recommendation

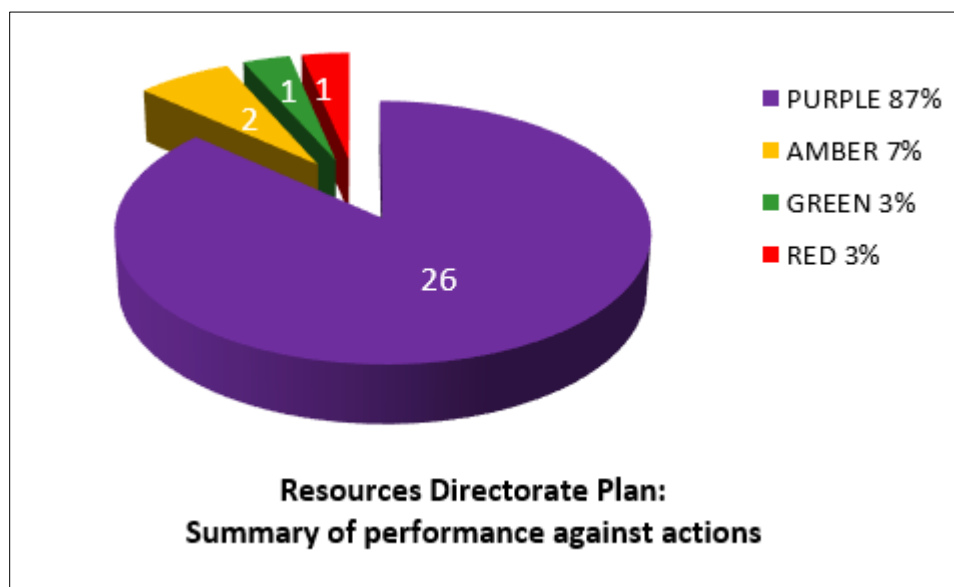
3. In accordance with the Council's performance management framework, progress toward targets contained within Directorate Plans are to be reported to relevant Overview & Scrutiny Committees at the end of each quarter.
 - 3.1 The Quarter 3 progress reports for the Resources Directorate and Neighbourhoods (Corporate Support) Directorate are attached at Appendix 1 and 2 respectively. Actions within each appendix have been colour coded in accordance with the following criteria:
 - 3.2 **Red:** Action not fully completed or not on track to be completed by the target date
Amber: Action not fully completed or not on track to be completed by the target date due to circumstances outside of the directorate's control
Green: Action completed by the target date
Purple: Action is not yet due for completion but is currently on track
 - 3.3 The appendix includes a commentary against actions that are showing red, amber or purple.

Key Points for Consideration

4. Resources Directorate Plan 2020-21 Progress

Performance Overview

- 4.1 87% (26) of the actions included in the Directorate Plan 2020-21 are ongoing. Two actions are not fully complete and the action due date has now passed. One action is now complete and one further action will not be completed and deferred to next year due to the pandemic. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 3.



Quarter 3 Summary

- 4.2 Canvass reform has been successfully implemented, annual canvass process conducted successfully and revised annual register of electors has been published on 1st December 2020.
- 4.3 As part of the action to review and evaluate decision making structure for Joint Health Arrangements a working group has been established consisting of Governance Officers from Council, CCG and LCO with the aim of improving shared knowledge, communication and work practices. Solutions are being identified and worked through.
- 4.4 The Council's Organisational Development plan continues to be developed and delivered. Academy Cohort 3 further modules have been delivered and planned: Equality & Diversity, conducting Difficult Conversations, Systems thinking, Health & Safety. The Aspiring Leaders Programme pilot is now

complete and a New Managers Programme underway. Preparations for leadership Conference are progressing well.

4.5 The updated financial strategy for the 5 year Children's Strategy is to be discussed at the next meeting at the end of January. There are KPI's in place to monitor the impact of staff retention incentives and key innovation targets that align with the strategy. Agency staffing has increased due to increased referrals into the service, additional social workers have been recruited to reduce caseloads to a safe level.

4.6 The Council's Customer Transformation Programme has progressed well during Q3. An existing internal resource has been appointed as the new programme manager for the programme and has been busy developing relationships with all project leads and wider stakeholders. He has reviewed and strengthened the governance arrangements for the programme as well as setting expectations for ways of working. Work continues to progress well in each of the project areas for example the new eForms solution has already been used successfully to support people to check eligibility and apply for test and trace support payments.

4.7 Work to develop a digital strategy has progressed in quarter three, with actions and draft timescales to finalise, consult and seek approval for the strategy being reviewed together with consideration of the skills and capacity to take this work forwards.

4.8 The proposal to establish a local authority lottery has been further considered by Members, who agreed not to progress with the proposal at this time. Following the end of Q3 the progress made by the temporary sponsorship post will be reviewed, in order to support the further consideration of the potential role and benefit of extending this role beyond the town hall restoration scheme.

4.9 The actions that aren't fully complete and the due dates have passed (Amber) relate to:

- Development of a Digital Strategy
- Development and approval of a corporate approach to sponsorship

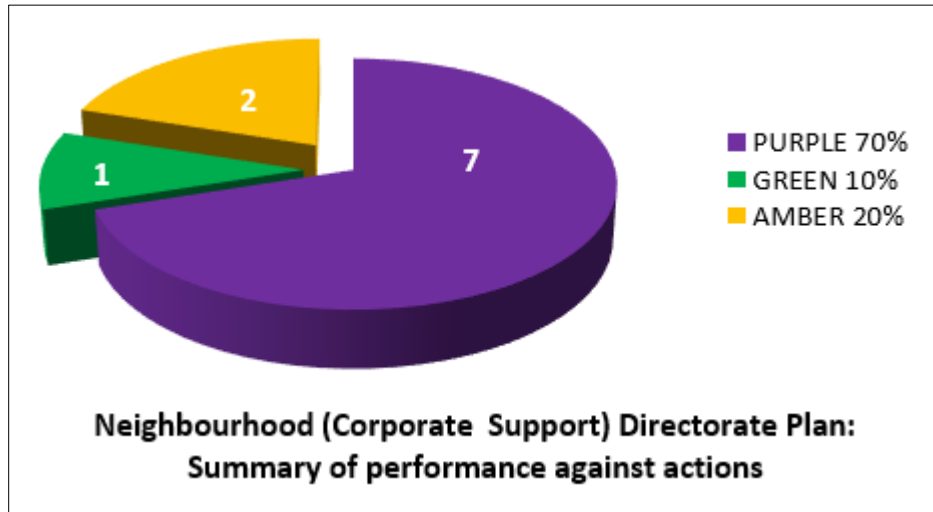
4.10 The action that will not be complete this financial year relates to:

- Understand business rates and council tax avoidance, how can these be minimised and income maximised – delayed due to significant additional work in Revenues & Benefits as part of the Covid response

Neighbourhoods (Corporate Support) Directorate Plan 2020-21 Progress

Performance Overview

- 70% (7) of the actions included in the Directorate Plan 2020-21 are ongoing. Two actions are not fully complete and the action due date has now passed. One action is now complete. The chart below shows the overall performance of the Directorate in meeting its plan targets at the end of Quarter 3.
- 4.11



- The actions that aren't fully complete and the due dates have passed (Amber) relate to:
- 4.12
- Finalise and commence delivery of the Climate Change Strategy
 - Transform and improve customer and digital provision

Quarter 3 Summary

- The Electoral Review for Rochdale is currently in the second consultation phase. The Local Government Boundary Commission for England (LGBCE) responded to our ward proposals and put forward suggested changes regarding the boundaries which can be consulted on by residents up to 8th February 2021. We will be informed by the LGBCE on May 11th regarding the final boundaries.
- 4.13

- Initial internal discussions with members and leadership have taken place to establish and agree objectives and priorities regarding the development of a new Communications Strategy (2020-23). Unfortunately Consultation sessions have been delayed at present due to Covid-19 work commitments.
- 4.14

- As part of the action to co-ordinate the roll out of Public Service Reform across the borough a partnership has been put in place (Public Services Reform steering group) and main governance structures have been aligned. Ongoing reform activity now fits within this structure. Good Help and MEAM (Make Every Adult Matter) service models Q3 activity is complete. This has included specific work linked to the Pandemic along with aligning MHCLG Community Champions funding with new service model development. An
- 4.15

audit of cases across Adult Social Care, Place Teams and Focused Care Workers is expected in early 2021.

- 4.16 The Climate Emergency Working Group will look to establish an action plan of priority work for the Climate Change Strategy; with the budget being allocated accordingly. The Council has set aside £1m over 5 years. Some of the money has already been used to support the recruitment of a Climate Change Project Manager and there is an intention to use some funds to help roll out the Public Sector Decarbonisation Scheme (a funding bid has been submitted via GMCA to support implementation of energy efficiency measures on public buildings). How much we have been awarded will be announced in mid-late February (up to £11 million). The Climate Emergency working group was established in January - stakeholder invitation letters have been issued.

Alternatives Considered

Not applicable

Costs and Budget Summary

5. None

Risk and Policy Implications

6. None

Consultation

7. Not required

Background Papers

Place of Inspection

- | | | |
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| 8. | Appendix 1 - Resources Directorate Plan 2020-21 Q3

Appendix 2 – Neighbourhoods (Corporate) Directorate Plan 2020-21 Q3 | Number One Riverside, Smith Street, Rochdale OL16 1XU |
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