

Action Plan	Due Date	Status	% Complete
R2001 Implementation of Canvass Reform	31 December 2020		100%
<p>Canvass reform successfully implemented, annual canvass process conducted successfully and revised annual register of electors published on 1 December 2020</p>			
R2002 Contribution to Local Government Boundary Commission for England Electoral Review	31 March 2021		80%
<p>Draft recommendations received from LGBCE on 1 December. Revised maps circulated to Cross Member Working Party and meeting recommenced. Further submissions to be made by elected members, political parties and individuals. Public consultation underway until 8 February 2021 and final recommendations will be published by LGBCE on 11 May 2021. Amendments to electoral register and implementation of the new ward boundaries will follow the final recommendations.</p>			
R2003 To strengthen governance arrangements across the organisation at service level	31 March 2021		30%
<p>We have seen a big increase in the number of items being included on the forward plan. Adult Care and Resources scheme of delegations complete. Economy and Neighbourhoods Directorates will start in January 2021.</p>			
R2004 Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements	31 March 2021		50%
<p>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.</p>			

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R2005 Refresh and support the Member Development Programme	31 March 2021		40%
<p>The task & finish group continues its work. Next meeting in January 2021 will determine how many more meetings are required. Expect to be completed for roll out in new municipal year.</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		45%
<p>On-line DDM - interim workaround still being piloted due to low numbers submitted. IT spec for final solution being drawn up. Project to move iTrent to cloud hosted by MHR progressing well. Testing underway and a live date is planned for 1 Feb 2021. Moving to cloud hosted will also open up ESS to staff without a network account, e.g. EM & FM. Work to move L4L to MSS still on pause as technical issues not resolved and still under investigation by supplier. Schools Workforce Census functionality successfully implemented and used for 2020 Census.</p>			
R2007 Develop and deliver the Council's Organisational Development plan to maximise potential and performance of workforce	31 March 2021		75%
<p>Academy Cohort 3 further modules delivered and planned: Equality & Diversity, conducting Difficult Conversations, Systems thinking, Health & Safety. Aspiring Leaders Programme pilot complete. New Managers Programme underway. Preparations for leadership Conference progressing. Delve / PDR training for resource Directorate managers scheduled for completion in January. Workforce planning activity underway in Resources, Neighbourhoods, Adult care and Children's Services (Youth Service). Team development relating to Resilience & wellbeing delivered in Public Health, Public Protection, ICD, Early Years & Early help</p>			
R2008 Develop and deliver Locality Workforce Strategy to support health and care integration and wider Public Sector Reform	31 March 2021		75%

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<p>System leadership to be picked up following leadership Academy input in January 2021, further work with ICD SMT and individual teams ongoing including Resilience and Wellbeing and change management support (Full bridging team. Support for locality teams in EY&EH - change management process. Bespoke events for Rochdale, Pennine and Middleton Locality teams.</p>			
R2009 Support the development and delivery of the 5 year Children’s Strategy in conjunction with Finance	31 March 2021		75%
<p>The updated financial strategy to be discussed at the next meeting at the end of Jan. There are KPI’s in place to monitor the impact of staff retention and key innovation targets that align with the strategy. Agency has increased due to increased referrals into the service, additional social workers have been recruited to reduce caseloads to a safe level. These posts are charged to the covid cost centre and are having a positive impact as cared for numbers remain quite static.</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		25%
<p>Meeting held with AD's and further meetings with team leaders arranged. Unfortunately the original meetings could not take place for reasons beyond our controls.</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		30%
<p>We have completed a review of all internal documents. We had hoped to obtain a copy of a manual from a neighbouring authority but this has not been shared. New manual to be prepared in draft form by end of January 2021.</p>			

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R2012 To introduce a new case management system to streamline processes and increase productivity and efficiency	31 March 2021		50%
<p>Work is continuing and we appear to be ahead of current targets. We had some hiccups involving ICT but these have been addressed. We appear to be on track to go live mid-March 2021.</p>			
R2013 Review of existing shared services arrangements and identify and progress any opportunities for new shared services	31 March 2021		35%
<p>The proof of concept to review one of our shared services has not progressed in Q3 as anticipated, and instead will be carried out and completed during Q4.</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		40%
<p>A further PSR Steering Group was held in November, with the agenda continuing to be responsive and reflective of the impact and system wide response to Covid. In addition the Recovery and Resilience Coordination Group, which has been working to develop a system wide recovery / living with covid plan has been put on hold as resources continue to be focused on the response. It is intended to review this situation with the Joint Leadership Team in Q4.</p>			
R2015 Implementation of hand held technology in Children's services	31 March 2021		5%
<p>This project remains on hold while Children's services continue to focus their attention on supporting schools and dealing with increased demand for social care which is being exacerbated due to Covid. However, the Director of Children's services has asked that this project remains on the transformation work plan and is supportive of progressing this project as soon as capacity allows. At this point we are unable to estimate a revised start date for this work.</p>			

Action Plan	Due Date	Status	% Complete
R2016 Delivery of the Council's Customer Transformation Programme	31 March 2021		60%
<p>The 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.</p>			
R2017 Progress opportunities to improve service delivery and deliver recurrent savings through contract renewals	31 March 2021		35%
<p>A decision has been made at the STAR board that STAR will procure the 'Intend' contract management system, which will then be used by all STAR authorities. Following this an initial meeting has been held with leads from each authority and STAR to start discussing the project and approach to implementing the new software. A project plan has yet to be provided, however further project meetings are in diaries to progress this in Q4.</p>			
R2018 Development of a Digital Strategy	31 October 2020		70%
<p>Work to develop a digital strategy has progressed in quarter 3, 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 forward.</p>			
R2019 Development and approval of a corporate approach to sponsorship	30 June 2020		80%
<p>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.</p>			

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R2020 Progress AI/Automation opportunities	31 March 2021		70%
<p>Really good progress has been made in Q3. Procurement of an AI technology solution and delivery partner has taken place and the project has started. The initial area of focus is on processes within the Revenues and Benefits service. A number of high volume transactional processes carried out by the service have been analysed and prioritised for automation. The first process which has been selected for automation is invoice processing and work has started to map out the current process. This work will continue in Q4. During the next reporting period we expect to be able to complete the automation of the invoice processing process and develop a roadmap setting out the potential to roll out this technology further across the organisation.</p>			
R2021 Support the development and delivery of the Dedicated Schools Grant recovery plan	31 March 2021		75%
<p>Schools Forum agreed the plan at October forum, they have agreed the 0.5% transfer for the length of the plan – subject to annual approval by forum. Recovery plan will continue to be under review and DfE are looking to address the national pressure in High Needs Block whilst talking with LAs. Pressures will ease in Rochdale with the opening of the new school in September 2022.</p>			
R2022 Development of an Adult Care financial strategy	31 March 2021		50%
<p>The draft 21/22 budget is addressing some of the financial pressures being experienced by the service whilst a formal strategy is being agreed. A final report has been agreed which is going to Joint Leadership Team for discussion. It should be noted this work will continue into 2021/22.</p>			
R2023 Development of a balanced pooled fund and understanding the financial implications of the Local Care Organisation	31 March 2021		75%
<p>Monthly pooled fund meetings have been re-established with key members being the Accountable Officer, Chief Finance Officers, Joint Director of Integrated commissioning and the Director of Resources. This group is understanding the potential pooled fund pressures for 21/22 and looking at savings opportunities to bridge this financial pressure.</p>			

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R2024 Development of an integrated risk management approach for the Council and CCG	31 March 2021		50%
<p>Confirmation received in correspondence with CCG that they are committed to transferring their risks to the joint Pentana system. The RBC Risk Manager is meeting CCG on 21/01//21 to progress discussions realignment of RBC/CCG risk processes.</p>			
R2025 Adult care fee negotiation is developed over an agreed time period to deliver the living wage	31 March 2021		80%
<p>At October ICB it was approved that the RLW based rate would be supported via use of one off funds from the H&SC reserve across 2021/22 and 2022/23. Adult Care has consulted with providers on the proposed fees and will be reporting the outcome to ICB in January.</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		70%
<p>Savings proposals have been discussed by Cabinet, with green proposals going forward for consultation 4th Jan - 17th Feb. Provisional settlement has been received and reported to Cabinet on 21st December.</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		60%
<p>The performance and risk of the Property Growth Fund for 2020/21 will be presented to the Property Growth Fund Sub-Committee in January 2021. A detailed risk register for the Property Growth Fund has been completed and will be shared with the PGF Steering Group/Sub-Committee at the next available opportunity. Financial risks relating to Covid-19 have been identified, quantified and included in the Councils Corporate C-19 Financial Risk Register.</p> <p>Work is underway in respect of the possible delivery structures for Rochdale Riverside 2/Project Neighbourhoods and the identification of implications for each, including financial/tax implications. This will be reported to the next Steering Group.</p>			

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<p>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 reported to relevant Members.</p> <p>The impact of the PWLB consultation on the Council's investment strategy has been reviewed and reported to relevant Officers and Members, and will be reported to PGF Sub-Committee in January. The current and future year's capital programmes will be updated accordingly, along with the Capital Investment & Disposal Strategy.</p> <p>Initial investigations have begun into alternative/ESG compliant funding possibilities including Green Investment Bonds, and Treasury investments are being reviewed to ensure value for money is maintained in light of reducing interest rates.</p>			
R2028 Development and roll out of Member Training to support commercial investment decisions	31 March 2021		10%
<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. It is expected to have the training package developed by the end of the financial year and rolled out to Members during 2021/22.</p>			
R2029 Understand business rates and council tax avoidance, how can these be minimised and income maximised	31 March 2021		20%
<p>This is deferred until 2021/22 due to the impact of Covid 19 and the additional work streams Revenues & Benefits have administered as a result. These have included: various Business Grant schemes and additional business rate reliefs; a significant increase in the number of claims for Local Council Tax Support; making Hardship Awards to 18,500 Council Tax customers; issuing food vouchers to support families with children who receive Free School Meals; administering the Test and Trace Support Payment Scheme; responding to increased customer contact to review and re-arrange instalments and payment plans.</p> <p>For the Council Tax discount review - the optimum time to complete the review is early June 2021 with procurement of an external partner in April 2021. Business Rate avoidance - we use an external company to identify unrated/under rated business properties. There is a national issue with permissible avoidance and a detailed review of this is needed to understand the impact on the Disc Rate Relief Policy this will be undertaken in 2021/22.</p>			
R2030 Implementation of the Key Decision Action Plan	31 March 2021		35%

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Training via e-learning is currently being written. 10 modules are currently planned, including one for procurement procedures. Annual Procurement activity will be considered by relevant O&S Committees as part of their work programming sessions			