

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		90%
<p>Public consultation still in process until 8th 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		75%
<p>Progression with STAR procurement on developing guidance for procurement. New Officer delegated decision form being trialled for further roll out. Economy and Resources Directorate virtually complete. Activity being tracked through Mod Gov. Main structure of Children's Services scheme in place.</p>			
R2004 Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements	31 March 2021		60%
<p>Two potential solutions for administration of decision making have been identified. Further consideration is required following publication of the Locality construct planning and the role of Committee Services in supporting the new model. The area in question is in a state of flux as to the national changing picture on the further development of locality constructs which is now being progressed through ICB and SPB, as well as Cabinet and Leadership Team.</p>			

Action Plan	Due Date	Status	% Complete
R2005 Refresh and support the Member Development Programme	31 March 2021		90%
<p>A final report was approved by the Task & Finish Group and Party Leaders. Further discussion held with the portfolio holder for her support. Roll out to be completed following the election.</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		75%
<p>Spec for on-line DDM complete and submitted to ICT; awaiting resource allocation. iTrent to cloud hosted successfully implemented 1 Feb 2021. Plan to amalgamate remaining 4 database to cloud hosted solution being drawn up with start planned for April 2021. Work to move L4L to MSS still on pause as technical issues not resolved and still under investigation by supplier. Work to improve interface between iTrent and Civica Financials underway with scoping workshop.</p>			
R2007 Develop and deliver the Council's Organisational Development plan to maximise potential and performance of workforce	31 March 2021		100%
<p>Academy Cohort 3 ready to present ending year 1 engagement to be followed by invitation to undertake accredited qualification. Invitation circulated to submit delegates for Academy Cohort 4 and Aspiring leaders Cohort 2 via Leadership Network. Leadership conference delivered and very positively evaluated. Delve training delivered to Resources. Training and impact evaluated. Roll out in adult care underway. Workforce planning ongoing in directorates supported by HR Business Partners.</p>			
R2008 Develop and deliver Locality Workforce Strategy to support health and care integration and wider Public Sector Reform	31 March 2021		100%
<p>System thinking delivered to leadership academy cohorts. Further work planned with ICD SMT scheduled with emphasis on transition to ICS. Change management support to Early Years & Early Help ongoing.</p>			

Action Plan	Due Date	Status	% Complete
R2009 Support the development and delivery of the 5 year Children’s Strategy in conjunction with Finance	31 March 2021		100%
<p>Refresh/update of the strategy has been presented at the children's strategy meeting with Senior Officers from the Council including the Chief Executive. Financially the strategy is on target however the Innovation targets have been adjusted in respect of the pandemic and areas have been identified to explore re Children in no wrong door in relation to stemming growth and reducing costs. This work is completed for 2020/21 noting that the strategy does continue into future financial 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		55%
<p>Refresh following work to update Corporate & Directorate Plans. Ongoing discussions now with services and Directorates to consolidate demand against current resource and identify any issues. Ability to progress further has been impacted by the need to support the council in terms of its response and recovery to Covid, whilst continuing to deliver core business.</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		55%
<p>This work is now being undertaken alongside the implementation of the case management system to ensure systems and operational practices compliment each other, and add value to the practices within the services, and wider to the client departments, and Council as a whole. Ability to progress further has been impacted by the need to support the council in terms of its response and recovery to Covid, whilst continuing to deliver core business.</p>			
R2012 To introduce a new case management system to streamline processes and increase productivity and efficiency	31 March 2021		95%
<p>New system is implemented and now being monitored through the implementation phase to ensure working correctly. Additional work to add value being undertaken in terms of work flows, reporting systems, and efficiencies that can be built into the system.</p>			

Action Plan	Due Date	Status	% Complete
R2013 Review of existing shared services arrangements and identify and progress any opportunities for new shared services	31 March 2021		80%
<p>Significant progress has been made in reviewing the shared legal service with Manchester City Council for Children's and adults social care cases. Background documentation and performance information has been collated and interviews with key stakeholders have been conducted. The report setting out the findings and recommendations is expected to be completed imminently.</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 March, 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.</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>			
R2016 Delivery of the Council's Customer Transformation Programme	31 March 2021		70%
<p>In Q4 a wide variety of actions have moved forwards. The new programme manager is working with the project leads to develop a clear and high level programme plan; work has progressed with an organisation called SOCITM to develop a customer operating model and access strategy in order to improve and modernise our approach to customer services through a multi-channel and tiered approach; further work has been done to understand and document the requirements for key systems such as a case management or customer relationship management system and also for an eForms solution; the structure and layout of the council website has been progressed in the new content management system and regular working groups are being held to improve communications and understanding between the different areas of the programme.</p>			

Action Plan	Due Date	Status	% Complete
R2017 Progress opportunities to improve service delivery and deliver recurrent savings through contract renewals	31 March 2021		50%
<p>The implementation of the Intend contract management system is divided into two stages. During Q4 work has progressed on the first stage which is being led by STAR. This has involved uploading the existing excel based contract registers into the new system and quality checking the data to ensure it is as accurate as possible. The timeline for the second part of the project to implement and embed the new approach and tool to support effective contract management still needs to be agreed. This part of the project will be the responsibility of the Council and a report is due to be considered by the Leadership Team in April to agree the approach and timescales.</p>			
<p>The 3rd National lockdown meant that leisure centres were closed throughout the entirety of Q4. The continued use of the furlough scheme allied to mitigating actions taken on all other areas of expenditure minimised the financial impact as much as possible. During Q4 the Council were successful, with L4L's support, in its application to the National Leisure Recovery Fund (NLRf) which resulted in funding of £0.56m being received, 50% of which will be carried through to 21/22 to be used to support L4L as the financial impact of the pandemic will continue throughout 21/22 and 22/23 as social distancing requirements will continue to impact on capacity levels within leisure centres. The Council had already agreed to use £1.4m of Covid-19 funding to support L4L in 21/22 and L4L have just been advised that they have been successful in their bid for £0.3m from Round 2 of the Culture Recovery Fund. The leisure industry are continuing to lobby Government for a Round 2 of funding from the NLRf, as additional support over and above that already agreed will undoubtedly be required such has been the impact of the pandemic on the leisure and culture industry.</p>			
R2018 Development of a Digital Strategy	31 October 2020		100%
<p>Throughout March the draft strategy was presented to a range of stakeholder groups and feedback from those sessions were used to finalise the strategy. In addition the strategy was also updated to reflect the impact that Covid has had on the increased demand and reliance we have on digital as well as the widening digital divide.</p>			
<p>The digital experience strategy was approved by Cabinet at the end of Q4. The strategy sets out a clear vision to improve our place and people's lives through digital transformation. It includes clear priorities to be a digital place that utilises new technologies and systems and digital people which aims to ensure our residents are able to take advantage of those new technologies and better their lives.</p>			
<p>While the strategy is complete there is much more work now to be done to engage wider stakeholders and to develop a clear delivery plan which will set out what actions the council and partners are and will be taking to achieve the outcomes set out in the strategy.</p>			

Action Plan	Due Date	Status	% Complete
R2019 Development and approval of a corporate approach to sponsorship	30 June 2020		80%
<p>Following the first lockdown in March 2020, this work put on hold due to the impact of Covid on both businesses and events. However, in Q2 a temporary and part time post was recruited to, in order to specifically focus on securing sponsorship of the town hall restoration project. The progress made in securing sponsorship for the town hall continues to be reviewed on a quarterly basis as does consideration of whether the work to progress a corporate approach to sponsorship should be progressed again, however for now this wider project remains on hold.</p>			
R2020 Progress AI/Automation opportunities	31 March 2021		85%
<p>Work to automate the invoice processing processes has continued in Q4, however there have been some delays due to IT configuration and access issues. These are all resolved now but it does mean that the project is a few week behind where we hoped to be. Therefore work will continue into Q1 of 2021/22 to complete and test 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		100%
<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 Department for Education are looking to address the national pressure in High Needs Block whilst talking with Local Authorities. Funding for 21-22 has increased due to pupil numbers but pressures will need to be continually managed and Schools Forum will be updated in May with the outturn position and the recovery plan update.</p>			
R2022 Development of an Adult Care financial strategy	31 March 2021		50%
<p>It has been agreed that an Adult Care Strategy will be developed that will focus on the areas of pressures which has been highlighted in the work completed to date, examples being Mental Health and Learning Disabilities provision. This work will continue into 2021/22.</p>			

Action Plan	Due Date	Status	% Complete
R2023 Development of a balanced pooled fund and understanding the financial implications of the Local Care Organisation	31 March 2021		100%
<p>Due to the command and control environment around Clinical Commissioning Group funding it is not possible to financially understand the position for the pooled fund and Local Care Organisation. However ICB have been updated with the opening budget assumptions and updates will continue as information is shared and continue to be understood.</p>			
R2024 Development of an integrated risk management approach for the Council and CCG	31 March 2021		60%
<p>CCG risk updates were included in the quarterly Risk Management report to Leadership team starting from 23/02/21. The Risk Manager met with CCG on 18/03/21 to discuss alignment of RBC/CCG Risk processes. It was confirmed that HMR CCG are unable to justify a transfer over to the Pentana system due to Government plans to replace CCG's nationally by April 2022. The Risk Manager will therefore reissue the Risk Management Policy to confirm aligned risk processes, with flexibility on whether to coordinate via Pentana.</p>			
R2025 Adult care fee negotiation is developed over an agreed time period to deliver the living wage	31 March 2021		100%
<p>The proposed Real Living Wage rates were reported to ICB in January and approved and are to be paid to providers from the 5th of April. As we are unable to contractually enforce that providers pay the RLW, they have been asked to confirm that they will be paying the RLW, otherwise they will be paid at a lower rate based on the National Living Wage.</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		100%
<p>The MTFS, Capital Strategy, Capital Programme and Annual Budget were agreed at Council on 3rd March. Monitoring of this budget will be reported quarterly in 21/22.</p>			

Action Plan	Due Date	Status	% Complete
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		80%
<p>PGF Performance and Risk was presented to the PGF Sub-Committee and Overview and Scrutiny Committee in Q4 2020-21, including the full PGF risk register and incorporating known Covid-19 risks. A report covering the overall extent of the Council's current and planned investments (including those outside the Property Growth Fund) is to be produced, to be presented to Cabinet in June 2021, which will take completion of this development into the new financial year.</p>			
R2028 Development and roll out of Member Training to support commercial investment decisions	31 March 2021		10%
<p>Due to the impact of the pandemic on workloads completion of this development is now delayed until the new financial year.</p>			
R2029 Understand business rates and council tax avoidance, how can these be minimised and income maximised	31 March 2021		20%
<p>As Q3, deferred until 2021/2022. No further progress made.</p>			
R2030 Implementation of the Key Decision Action Plan	31 March 2021		90%
<p>The four LA's along with STAR have formed working groups to develop the training, handbook and review CPR's. Expectation that the final product will be available in 2021/22. All processes are being fed through Governance services, to ensure appropriate governance mechanisms are followed. This creates work pressures, however adds an assurance element into decision making. Awareness raising and where appropriate training offered to officers involved in seeking and implementing decisions. The primary issues identified for this objective have been met. However, through an exercise of ongoing improvement, and utilising the Governance Board more effectively, we have widened our scope and view to collectively embark upon a review of wider governance, and seek to improve where opportunities are identified.</p>			

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