







































Action Plan		Due Date	Status	% Complete
R21001 Contribution to Local Government Boundary Commission for England Electoral Review		30 November 2021		90%
Ref.	Name	Due	Status	% Complete
R21001.A	Final recommendations from LGBCE on new ward boundaries	11 May 2021		100%
Final recommendations received from the Local Government Boundary Commission for England (LGBCE) on 11/05/21				
R21001.B	Implementation of new ward boundaries as recommended by the LGBCE and amendments to the electoral registers	30 November 2021		80%
Interim polling district review commences 14/07/21 by Electoral Review Working Group. Revised electoral registers to be published on 1 March 2022 and new ward boundaries to take effect following all out elections in May 2022.				
R21002 To strengthen Governance arrangements across the organisation at service level		31 March 2022		41%
Ref.	Name	Due	Status	% Complete
R21002.A	Improvement of senior officers engagement governance activities	30 June 2021		100%
Leadership Team have approved a project plan for the role out of training and administrative support from Governance to Directorate work planning and decision making procedures.				
R21002.B	Service based schemes of delegation reviewed with Officer nominations	31 October 2021		15%
A continued increase in the number of officer delegated decision being published.				
R21002.C	Constitutional scheme of delegation is updated to meet the needs of the organisation	31 March 2022		10%







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Meetings of the Democratic Structures and Constitution working party had identified a number of concerns with the existing Constitution by Members. Consideration of widening out the review of the document to ensure it is fit for purpose.				
R21003 Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements		31 October 2021		66%
Ref.	Name	Due	Status	% Complete
R21003.A	Align comparative decision making timelines with CCG / LCO	30 September 2021		90%
Continue to work with Local Care Organisation and Clinical Commissioning Group colleagues to ensure the transformation to revised structure in April 2022.				
R21003.B	Provide training on the Council's decision making process and structures	30 September 2021		100%
Governance Structure included within the Overview & Scrutiny work programme for 2021/22.				
R21003.C	Improve effectiveness of ICB agenda planning across organisations.	30 September 2021		75%
Development of proposed structure and timeline been agreed via the Integrated Commissioning Board.				
R21003.D	Review Health and Social Care governance in light of legislative changes to integrated care systems	31 October 2021		0%
This sub-action is yet to commence.				
R21004 Refresh and support the Member Development Programme		30 June 2021		91%







Action Plan		Due Date	Status	% Complete
Ref.	Name	Due	Status	% Complete
R21004.A	Identify best practice	31 May 2021		100%
<p>Benchmarking was undertaken with other Greater Manchester Authorities and informed by LGA best practices and training packages. The Scrutiny Study Group considered practices at other non-GM authorities as part of their work.</p>				
R21004.B	Member led task and finish group to report	31 May 2021		100%
<p>A report has been produced and approved by the Scrutiny Sub-Group.</p>				
R21004.C	Adoption of new member development option	30 June 2021		75%
<p>Report was pulled by Cabinet prior to the previous election. Further discussion required with Portfolio Holder.</p>				
R21005 To undertake a base-line review of legal services provision provided within current budget framework and a full service review of council priorities to ensure that legal services has the capacity and skill set to meet the Council's priorities.		31 March 2022		16%
Ref.	Name	Due	Status	% Complete
R21005.A	Evaluate the Corporate Plan	31 August 2021		70%
<p>Review of the Corporate Plan is almost complete.</p>				
R21005.B	Review work undertaken for each directorate and establish directorate priorities	31 August 2021		30%
<p>Meeting invitations have been sent to various Heads of Service to take place within the next 2-3 weeks. Provisional work to scope and formulate initial thoughts on Service Level Agreements is underway.</p>				
R21005.C	Consider skill set of staff currently within legal services	31 December 2021		0%







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This sub-action is yet to commence.				
R21005.D	Understand the impact on corporate demand and legal services staff	31 December 2021		0%
This sub-action is yet to commence.				
R21005.E	Review current budget provided to undertake this	31 March 2022		0%
This sub-action is yet to commence.				
R21005.F	Consider the revision and potential implementation of new SLAs	31 March 2022		0%
This sub-action is yet to commence.				
R21006 Support the development of the ICS and the Locality Construct		31 March 2022		22%
Ref.	Name	Due	Status	% Complete
R21006.A	Finalise arrangements for Workforce Group with updated TOR and Action Plan based on Board priorities	31 March 2022		95%
The Terms of Reference for the Workforce Subgroup have been approved by the Systems Board whilst terms of reference for the Finance, Performance and Risk Group have been drafted and the workforce programme of work is being developed. A workshop has been arranged for the end of July which will help inform the work programme. The Group reports into the Systems Board and the Local Care Organisation Board.				
R21006.B	Support CCG with transitional arrangements/TUPE for employees in scope	31 March 2022		10%
Support is ongoing for Clinical Commissioning Group employees with regard to the planned transition to the Integrated Care System. We are awaiting the national HR framework to inform the detail				








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R21006.C	Financially support the development of Locality Construct	31 March 2022		5%
Work is ongoing to understand the impact on the financial flows and the pooled fund for 2022/23.				
R21006.D	Ensure the impact on the pooled fund for 22/23 is understood	31 March 2022		0%
This sub-action is yet to commence.				
R21007 Supporting the implementation of the READI Equality Objectives		31 March 2022		54%
Ref.	Name	Due	Status	% Complete
R21007.A	Develop / commission / deliver & evaluate a BAME focussed module for the Aspiring Leaders programme	31 March 2022		60%
Positive Action approach for 2021 Inspiring leaders Programme: 32% of the cohort identify as BAME compared to 15% on the previous cohort; pre engagement sessions; access to BAME network; reverse mentoring; ally ship (to build a more inclusive workplace culture). Programme is yet to be fully delivered and evaluated.				
R21007.B	Develop a process to Implement the revised EIA process across the organisation	31 March 2022		60%
Further engagement with the Equality Impact Assessment (EIA) tool needed with Heads of Service, to ensure infrastructure is in place anticipated launch of reviewed EIA process: templates. Training; tracker, governance (due Sept 21).				
R21007.C	Develop / commission / deliver E&I learning & development interventions for the leadership academy and related programmes and across the organisation as necessary	31 March 2022		60%
Some EDI related Organisational Development interventions have been delivered, and embedded within the 3 leadership programmes (Inspiring leaders; Academy; New Managers), exploring options for a wider reach to all staff.				
R21007.D	Review current policies and procedures relating to disability in the workplace supported by listening events for disabled staff to create a workforce disability plan	31 March 2022		50%







Action Plan		Due Date	Status	% Complete
<p>Launch of BAME staff network 26/07/21. Using BAME work as Blueprint to use for disability and LGBT staff (due Sept-Oct 21). These networks are at early development will take time to establish and to support organisational policy development etc.</p>				
R21007.E	Development of an inclusive recruitment toolkit	31 March 2022		40%
<p>Two HR/OD managers have undertaken the GM Race Equality Change Agent Programme (RECAP) learning is being transferred in top the draft 'inclusive recruitment tool'. This tool will need to be supported with new ways of working for recruiting managers, and development will be needed to ensure the culture of recruitment pathways (attraction, shortlisting, interviews processes, feedback loops) are fair and inclusive.</p>				
R21008	Supporting recovery from COVID through the OD Plan and financial planning	31 March 2022		18%
Ref.	Name	Due	Status	% Complete
R21008.A	Developing / implementing / evaluating programmes to: Support teams in building back better iii. Supporting change management, managing hybrid teams, systems thinking / leadership iv. Providing resilience and wellbeing interventions	31 March 2022		25%
<p>OD: Provision of programmes on virtual platforms to ensure continuity in development i.e. recruitment to Leadership Academy Cohort 4 (30 delegates), Aspiring Leaders Programme Cohort 2 (20 delegates), New Managers Programme. Inclusion of systems thinking and transformation modules in leadership programmes.</p>				
R21008.B	Developing / implementing / evaluating programmes to: Provision of coaching support for managers at all levels as required	31 March 2022		25%
<p>Coaching support provided to 6 Senior Managers. Coaching Skills training provided to Children's Services Managers. Delve talent conversation training rolled out across Resources, Integrated Commissioning Development Team, Economy and Adult Care.</p>				
R21008.C	Developing / implementing / evaluating programmes to: Providing OD support to transformation projects as required	31 March 2022		25%
<p>Team development / change management programmes designed and delivered to Integrated Commissioning Development Management Team, Revs & Bens Service Management Team, and Adult Care Service Management Team.</p>				
R21008.D	Developing / implementing / evaluating programmes to: Assess the impact of recovery on the Council's Medium Term Financial Strategy	31 March 2022		0%

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This sub-action is yet to commence.				
R21009 Development of shared service arrangements for provision of Internal Audit Functions.		31 March 2022		22%
Ref.	Name	Due	Status	% Complete
R21009.A	Identify Neighbouring LA's who may be potential partners	30 June 2021		100%
Two Local Authorities are expressing interest in a shared service arrangement.				
R21009.B	Consider delivery models	30 September 2021		10%
Regular meetings are being held and external support has been sourced to help ensure that the correct delivery model option is identified.				
R21009.C	Costing of options	30 September 2021		0%
This sub-action is yet to commence.				
R21009.D	Development of succession plan	31 December 2021		0%
This sub-action is yet to commence.				
R21009.E	Implementation Plan	31 December 2021		0%
This sub-action is yet to commence.				

Action Plan		Due Date	Status	% Complete
R21010 Further development of the Rochdale Riverside 1 financial model together with assessing models for future regeneration projects		31 March 2022		35%
Ref.	Name	Due	Status	% Complete
R21010.A	Develop an in year monitoring report	30 September 2021		25%
<p>In Q1, further development work has started on the Property Growth Fund (PGF) dashboard, which is a key financial reporting tool for PGF Sub-Committee and senior leaders. The updated dashboard aims to focus on the in year performance of savings vs target, but also home-in on a rolling 5 year forecast on for other Key Performance Indicators (KPI's). Following this, in Q2, a similar dashboard with same 'branding' will be produced for Rochdale Riverside Phase 1, with its own relevant KPIs to create a consistent reporting style across the commercial portfolio</p>				
R21010.B	Deliver monitoring information to PGF sub committee	30 September 2021		50%
<p>PGF Sub-Committee receives the PGF Monitoring Report, dashboard and risk register. Quarterly meetings will be arranged to deliver the monitoring in line with overall corporate financial reporting as soon as appointments have been made to the Committee. This will developed further as required.</p>				
R21010.C	Update Cabinet Members on a 6 monthly basis	30 September 2021		50%
<p>Rochdale Riverside Phase 1 models have been updated to incorporate year 1 year one actuals and latest operating budgets, thus allowing for as current data as possible to presented to members. Presentation and reports have been shared at Cabinet in line with this requirement.</p>				
R21010.D	Overall management of key financial risks	30 September 2021		25%
<p>The PGF and Rochdale Riverside Risk registers are live documents that are reviewed regularly, and a risk summary is now included in reporting dashboards. The next stage is to ensure mitigation of risks are maximised and impacts of residual financial risks are understood as early as possible.</p>				
R21010.E	Development of financial models and understanding of financial implications and risks with future regeneration projects	31 March 2022		25%
<p>Development of financial models for future projects is underway and early stage appraisals are being developed for Neighbourhood and Upper Banks. A committee report on the risks of current/proposed investments was developed in Q1 and presented to Corporate Overview & Scrutiny Committee in Aug/Sept. This will be presented to Informal Cabinet and Cabinet in due course. External professional advice has been commissioned.</p>				

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R21011 Automated Salary monitoring and budget to which links between Civica and i-Trent		31 March 2022		35%
Ref.	Name	Due	Status	% Complete
R21011.A	Data cleansing of Information held in i-Trent	30 September 2021		50%
Data cleansing underway with some of the larger structures being completed initially, e.g. Children's Social Care, Finance.				
R21011.B	Automated files to support budget monitoring and budget setting	30 September 2021		15%
Work is progressing to support the interface with civica.				
R21011.C	Interface with Civica	31 December 2021		75%
Final reports for extracting relevant data from iTrent have been written by the supplier (MHR) and are being tested.				
R21011.D	Overall completion	31 March 2022		0%
Work is yet to commence on this sub-action.				
R21012 Step up the approach to transformation and align transformation to both the Corporate Plan priorities and delivery of the MTFS.		31 March 2022		24%
Ref.	Name	Due	Status	% Complete

Action Plan		Due Date	Status	% Complete
R21012.A	Establish a new transformation board.	30 April 2021		100%
Transformation Board has been established meeting 6 weekly since April 2021				
R21012.B	Identify cross cutting transformation programmes and agree via the transformation board approximately five priority transformation programmes.	31 May 2021		20%
The Council are looking for external consultancy support to work with the Joint Leadership Team to help develop a renewed purpose and vision for transformation leading to the identification of 5 priority projects. Work is ongoing with STaR to market test for this support.				
R21012.C	Develop clear business cases and resource plans for each of the priority transformation programmes.	31 August 2021		0%
This will follow on once the work to identify the 5 priority projects has been undertaken and completed.				
R21012.D	Align key transformation programmes to the councils MTFs, incorporating anticipated benefits as budget assumptions	01 October 2021		0%
Work is yet to commence on this sub-action.				
R21012.E	Improve the monitoring, support and challenge to the transformation fund projects	31 March 2022		0%
Work is yet to commence on this sub-action.				
R21013 Roll out intelligent automation technology across the organisation		31 March 2022		37%
Ref.	Name	Due	Status	% Complete
R21013.A	Complete and review the automation of at least two processes within Revenues and Benefits services	30 April 2021		75%

Action Plan		Due Date	Status	% Complete
<p>The first process (Invoice Processing) is 50% completed and operational. Work is on-going on the reminder of this process. Once complete we begin work on the second process (currently Free School Meals automation) - not on track due to circumstances outside of our control (change of personnel at CodeBase8).</p>				
R21013.B	Engage with services across the Council to develop a pipeline of processes which could be automated.	30 April 2021		100%
<p>Two workshops have already been held with a 3rd mop up workshop currently scheduled for 14th July. Circa 90 opportunities that lend themselves to Intelligent Automation (IA) technology have been identified initially and are currently being reviewed in relation the ease of fit with IA technology and size of savings opportunity there is. This has been developed as a Proof of Concept savings proposal with £105k of savings already reflected in the budget wef 22/23 and the costs being funded through Transformation Fund.</p>				
R21013.C	Develop a business case to set out the cost and benefits that can be achieved through rolling out IA technology across the organisation.	31 May 2021		50%
<p>Once all the opportunities identified at the workshops have been reviewed further business cases might be produced.</p>				
R21013.D	If approved – Establish a centre of excellence / new IA team to implement automated processes across the organisation.	31 July 2021		40%
<p>Two members of staff within the Resources Directorate are currently undertaking an online practitioner certification and training module. There is also the opportunity for others to undertake further training free of charge in order to further expand our skill base in this technology.</p>				
R21013.E	Develop a prioritised implementation plan.	31 August 2021		0%
<p>Work is yet to commence on this sub-action.</p>				
R21013.F	Automate processes as per the implementation plan	31 March 2022		0%
<p>Work is yet to commence on this sub-action.</p>				
R21013.G	Carry out an annual review of what has been achieved.	31 March 2022		0%
<p>Work is yet to commence on this sub-action.</p>				

Action Plan

Due Date

Status

% Complete