





































Action Plan		Due Date	Status	% Complete
<b>R21001 Contribution to Local Government Boundary Commission for England Electoral Review</b>		<b>30 November 2021</b>		<b>95%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>
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		90%
Public consultation on polling districts and polling places to commence 11 October 2021. Draft report underway. Amendments to polling districts suggested by members on the Working Party being mapped. Final report to go to Council in February 2022.				
<b>R21002 To strengthen Governance arrangements across the organisation at service level</b>		<b>31 March 2022</b>		<b>50%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>
R21002.A	Improvement of senior officers engagement governance activities	30 June 2021		100%
Leadership Team have approved a project plan for the roll 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		30%
Adult Care and Resources Directorates complete. Economy Directorate review undertaken and partially completed. Public Health ongoing with further work to be scheduled with Children's and Neighbourhoods Services. Estimated completion date now January 2022.				
R21002.C	Constitutional scheme of delegation is updated to meet the needs of the organisation	31 March 2022		20%







Action Plan		Due Date	Status	% Complete
Included within wider constitution review, being led by Democratic Structures Working Party.				
<b>R21003 Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements</b>		<b>31 October 2021</b>		<b>93%</b>
Ref.	Name	Due	Status	% Complete
R21003.A	Align comparative decision making timelines with CCG / LCO	30 September 2021		100%
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		95%
Development of proposed structure and timeline been agreed via the Integrated Commissioning Board. Utilised NHS software package to align timelines and forward planning. Governance Services access to NHS report planning functions which are incorporated into the report tracker considered at wider leadership team.				
R21003.D	Review Health and Social Care governance in light of legislative changes to integrated care systems	31 October 2021		80%
Included within wider changes to CCG / LCO. Awaiting final reading of Bill through Parliament, expected December 2021, therefore expected date amended				
<b>R21004 Refresh and support the Member Development Programme</b>		<b>30 June 2021</b>		<b>98%</b>







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		95%
<p>Report was approved by Informal Cabinet. Programme being pulled together alongside communications plan.</p>				
<b>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.</b>		<b>31 March 2022</b>		<b>54%</b>
Ref.	Name	Due	Status	% Complete
R21005.A	Evaluate the Corporate Plan	31 August 2021		100%
<p>Review of the Corporate Plan is complete.</p>				
R21005.B	Review work undertaken for each directorate and establish directorate priorities	31 August 2021		95%
<p>Liaised with all the directorate leads. Operational and corporate priorities have been identified. Further refresh to incorporate remerging priorities.</p>				

Action Plan		Due Date	Status	% Complete
<b>R21005.C</b>	<b>Consider skill set of staff currently within legal services</b>	<b>31 December 2021</b>		<b>70%</b>
Workforce planning undertaken via HR				
<b>R21005.D</b>	<b>Understand the impact on corporate demand and legal services staff</b>	<b>31 December 2021</b>		<b>10%</b>
Processed commenced through the meetings with the Heads of Service				
<b>R21005.E</b>	<b>Review current budget provided to undertake this</b>	<b>31 March 2022</b>		<b>25%</b>
Analyses of work undertaken including emerging work streams.				
<b>R21005.F</b>	<b>Consider the revision and potential implementation of new SLAs</b>	<b>31 March 2022</b>		<b>25%</b>
Work on-going linking into the above priorities.				
<b>R21006 Support the development of the ICS and the Locality Construct</b>		<b>31 March 2022</b>		<b>52%</b>
Ref.	Name	Due	Status	% Complete
<b>R21006.A</b>	<b>Finalise arrangements for Workforce Group with updated TOR and Action Plan based on Board priorities</b>	<b>31 March 2022</b>		<b>100%</b>
The Workforce subgroup meets on a regular basis and the work programme continues to be developed.				
<b>R21006.B</b>	<b>Support CCG with transitional arrangements/TUPE for employees in scope</b>	<b>31 March 2022</b>		<b>40%</b>






Action Plan		Due Date	Status	% Complete
<p>Work continues with HR supporting the preparation, document verification and consultation processes in readiness for the transfer. The service provides CCG representation on the GM People &amp; Culture Steering Group, GM HR Delivery Group and GM OD Delivery Group.</p>				
<b>R21006.C</b>	<b>Financially support the development of Locality Construct</b>	<b>31 March 2022</b>		<b>40%</b>
<p>Clinical Commissioning Groups (CCG's) are receiving guidance from National Health England with the development of an Integrated Commissioning Services (ICS) and the dis banding of CCG's. However it still remains unclear how the funds will flow from a Greater Manchester level to a locality level and the impact this will have on the pooled fund and whether this will present financial pressures in 22/23 onwards for the Council.</p>				
<b>R21006.D</b>	<b>Ensure the impact on the pooled fund for 22/23 is understood</b>	<b>31 March 2022</b>		<b>40%</b>
<p>Clinical Commissioning Groups (CCG's) are receiving guidance from National Health England with the development of an Integrated Commissioning Services (ICS) and the dis banding of CCG's. However it still remains unclear how the funds will flow from a Greater Manchester level to a locality level and the impact this will have on the pooled fund and whether this will present financial pressures in 22/23 onwards for the Council.</p>				
<b>R21006.E</b>	<b>Develop awareness of financial risks/opportunities</b>	<b>31 March 2022</b>		<b>40%</b>
<p>The budget report that is being presented to Cabinet in November will detail the financial risks to the Council in relation to the uncertainty with future health funding/arrangements.</p>				
<b>R21007 Supporting the implementation of the READI Equality Objectives</b>		<b>31 March 2022</b>		<b>56%</b>
Ref.	Name	Due	Status	% Complete
<b>R21007.A</b>	<b>Develop / commission / deliver &amp; evaluate a BAME focussed module for the Aspiring Leaders programme</b>	<b>31 March 2022</b>		<b>70%</b>








Action Plan		Due Date	Status	% Complete
<p>The Aspiring leaders programme 2021 took a BAME positive action approach to recruiting the cohort. 30% of the cohort identify as BAME. Modules on equality diversity and inclusion are included on all leadership programmes. Aspiring leaders also includes a module on allyship. BAME delegates have access to mentors and coaches through the BAME staff network group.</p>				
<b>R21007.B</b>	<b>Develop a process to Implement the revised EIA process across the organisation</b>	<b>31 March 2022</b>		<b>60%</b>
<p>Engagement with the Equality Impact Assessment (EIA) with Heads of Service still to be completed. The launch of the reviewed process will now take place in November 2021 due to a delay in the process and sickness absence.</p>				
<b>R21007.C</b>	<b>Develop / commission / deliver E&amp;I learning &amp; development interventions for the leadership academy and related programmes and across the organisation as necessary</b>	<b>31 March 2022</b>		<b>60%</b>
<p>Equality, diversity and inclusion modules are included on all leadership programmes including the Rochdale leadership academy. The chair of the BAME staff network group is invited to become a member of the leadership academy board. Equality &amp; Diversity training sessions have been added to extended in house training offer for 2021, this is available to all staff.</p>				
<b>R21007.D</b>	<b>Review current policies and procedures relating to disability in the workplace supported by listening events for disabled staff to create a workforce disability plan</b>	<b>31 March 2022</b>		<b>50%</b>
<p>Proposals for conducting listening events for Disability and LGBTQ+ staff have been created and are awaiting leadership approval. This is with a view to setting up staff network groups to take place during November/December 2021.</p>				
<b>R21007.E</b>	<b>Development of an inclusive recruitment toolkit</b>	<b>31 March 2022</b>		<b>40%</b>
<p>Due to capacity issues across the teams the draft 'inclusive recruitment tool is currently on hold. The implementation date has been revised to December 2021</p>				
<b>R21008</b>	<b>Supporting recovery from COVID through the OD Plan and financial planning</b>	<b>31 March 2022</b>		<b>37%</b>
Ref.	Name	Due	Status	% Complete







Action Plan		Due Date	Status	% Complete
<b>R21008.A</b>	<b>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</b>	<b>31 March 2022</b>		<b>50%</b>
<p>Agile working support for managers &amp; staff through face to face training, workbooks, guides and e-learning. Bespoke team building &amp; support sessions delivered to Early Help &amp; Schools SMT &amp; Prevention Board and Finance SMT. Resilience &amp; wellbeing sessions included on all leadership programmes. Mental health, stress management and effective delegation included in extended training offer for 2021. BAME staff network established with work underway for listening events for disability and LGBTQ+.</p>				
<b>R21008.B</b>	<b>Developing / implementing / evaluating programmes to: Provision of coaching support for managers at all levels as required</b>	<b>31 March 2022</b>		<b>50%</b>
<p>Coaching skills included on all leadership programmes. Internal coaching availability refreshed through intranet page.</p>				
<b>R21008.C</b>	<b>Developing / implementing / evaluating programmes to: Providing OD support to transformation projects as required</b>	<b>31 March 2022</b>		<b>50%</b>
<p>Workforce Development Practitioner (Climate Change &amp; Sustainability) advertised; once appointed OD will work with them to support their training offer and delivery.</p>				
<b>R21008.D</b>	<b>Developing / implementing / evaluating programmes to: Assess the impact of recovery on the Council's Medium Term Financial Strategy</b>	<b>31 March 2022</b>		<b>0%</b>
<p>This sub-action is yet to commence.</p>				
<b>R21009</b>	<b>Development of shared service arrangements for provision of Internal Audit Functions.</b>	<b>31 March 2022</b>		<b>28%</b>
Ref.	Name	Due	Status	% Complete
<b>R21009.A</b>	<b>Identify Neighbouring LA's who may be potential partners</b>	<b>30 June 2021</b>		<b>100%</b>
<p>Two Local Authorities are expressing interest in a shared service arrangement.</p>				






Action Plan		Due Date	Status	% Complete
<b>R21009.B</b>	<b>Consider delivery models</b>	<b>30 September 2021</b>		<b>40%</b>
Regular meetings are being held and external support has been sourced to help ensure that the correct delivery model option is identified. Initial review at Rochdale Borough Council has been completed, work commencing with Tameside. A further Authority has expressed an interest, causing a review of dates however still on track for completion by 31/03/22.				
<b>R21009.C</b>	<b>Costing of options</b>	<b>31 December 2021</b>		<b>0%</b>
Date to be revised to 31 Dec, reliant on the work around delivery models being completed.				
<b>R21009.D</b>	<b>Development of succession plan</b>	<b>31 December 2021</b>		<b>0%</b>
This sub-action is yet to commence.				
<b>R21009.E</b>	<b>Implementation Plan</b>	<b>31 December 2021</b>		<b>0%</b>
This sub-action is yet to commence.				
<b>R21010 Further development of the Rochdale Riverside 1 financial model together with assessing models for future regeneration projects</b>		<b>31 March 2022</b>		<b>39%</b>
Ref.	Name	Due	Status	% Complete
<b>R21010.A</b>	<b>Develop an in year monitoring report</b>	<b>30 September 2021</b>		<b>25%</b>
Q2 dashboard is in development and we aim for this to be an approved reporting tool in Q3. Further work has been undertaken to make the in year modelling more accurate. The focus on Rochdale Riverside has been less acute due to the prioritising of the Upperbanks development.				



Action Plan		Due Date	Status	% Complete
<b>R21010.B</b>	<b>Deliver monitoring information to PGF sub committee</b>	<b>30 September 2021</b>		<b>50%</b>
<p>As per Q1: 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 arrangements have been made by Governance Team to put Committee meetings in place. This will developed further as required - the PGF Sub-Committee has not met this financial year.</p>				
<b>R21010.C</b>	<b>Update Cabinet Members on a 6 monthly basis</b>	<b>30 September 2021</b>		<b>50%</b>
<p>Q2 Rochdale Riverside reporting to Members has been slightly delayed by prioritising the Upperbanks development. We aim to brief members in the November/December cabinet.</p>				
<b>R21010.D</b>	<b>Overall management of key financial risks</b>	<b>30 September 2021</b>		<b>35%</b>
<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 and is informing future budget funding requirements. The now approved Upperbanks development will be project managed with an accompanying Risk Register. Collectively these risks still need to better feed into the relevant boards for review. The wider risk report, referenced in Q1 was presented to the Corporate Overview &amp; Scrutiny Committee in July, and to Cabinet in September.</p>				
<b>R21010.E</b>	<b>Development of financial models and understanding of financial implications and risks with future regeneration projects</b>	<b>31 March 2022</b>		<b>35%</b>
<p>The development of the Upperbanks modelling has been the focus in Q2 which allowed for Senior Leaders to approve the scheme. The Commercial Finance Team grows both in number and in our understanding of modelling these complex large scale investments into the borough's regeneration. As a team we are looking to undertake advanced excel training to enhance future modelling and we will work with and learn from external investment advisory companies to understand key drivers of financial performance, risks and rewards.</p>				
<b>R21011</b>	<b>Automated Salary monitoring and budget to which links between Civica and i-Trent</b>	<b>31 March 2022</b>		<b>38%</b>
<b>Ref.</b>	<b>Name</b>	<b>Due</b>	<b>Status</b>	<b>% Complete</b>

Action Plan		Due Date	Status	% Complete
<b>R21011.A</b>	<b>Data cleansing of Information held in i-Trent</b>	<b>30 September 2021</b>		<b>65%</b>
Data cleansing continues as part of BAU activities.				
<b>R21011.B</b>	<b>Automated files to support budget monitoring and budget setting</b>	<b>30 September 2021</b>		<b>15%</b>
Work continues although testing on hold due to iTrent database migration project.				
<b>R21011.C</b>	<b>Interface with Civica</b>	<b>31 December 2021</b>		<b>75%</b>
Testing of final reports has been put on hold due to UAT and parallel running for iTrent database migration project July - Nov.				
<b>R21011.D</b>	<b>Overall completion</b>	<b>31 March 2022</b>		<b>0%</b>
Expected completion is still scheduled for 31/03/2022				
<b>R21012 Step up the approach to transformation and align transformation to both the Corporate Plan priorities and delivery of the MTFS.</b>		<b>31 March 2022</b>		<b>24%</b>
Ref.	Name	Due	Status	% Complete
<b>R21012.A</b>	<b>Establish a new transformation board.</b>	<b>30 April 2021</b>		<b>100%</b>
Transformation Board has been established meeting 6 weekly since April 2021				
<b>R21012.B</b>	<b>Identify cross cutting transformation programmes and agree via the transformation board approximately five priority transformation programmes.</b>	<b>31 May 2021</b>		<b>20%</b>

Action Plan		Due Date	Status	% Complete
<p>Market testing for Expressions of Interest from external Consultants started at the end of Sept. A selection of those who express an interest will be invited to present their plans to the Leader, Chief Exec and others on 21st Oct prior to a formal procurement exercise starting in late Oct. It is hoped that consultants will be appointed before the end of Q3 (Dec 21) and will start in early Q4 (Jan 22) so that the 5 priority programmes are identified and agreed before the end Q4 (Mar 22).</p>				
<b>R21012.C</b>	<b>Develop clear business cases and resource plans for each of the priority transformation programmes.</b>	<b>31 August 2021</b>		<b>0%</b>
<p>This will follow on once the work to identify the 5 priority projects has been undertaken and completed.</p>				
<b>R21012.D</b>	<b>Align key transformation programmes to the councils MTFS, incorporating anticipated benefits as budget assumptions</b>	<b>31 October 2021</b>		<b>0%</b>
<p>This will follow on once the work to identify the 5 priority projects has been undertaken and completed.</p>				
<b>R21012.E</b>	<b>Improve the monitoring, support and challenge to the transformation fund projects</b>	<b>31 March 2022</b>		<b>0%</b>
<p>Work is yet to commence on this sub-action.</p>				
<b>R21013 Roll out intelligent automation technology across the organisation</b>		<b>31 March 2022</b>		<b>41%</b>
Ref.	Name	Due	Status	% Complete
<b>R21013.A</b>	<b>Complete and review the automation of at least two processes within Revenues and Benefits services</b>	<b>30 April 2021</b>		<b>80%</b>
<p>The first process (Invoice Processing) is now in its final stages of testing and is expected to operational during w/c 11 October 2021. Work has begun on the second process (currently Free School Meals automation) and this expected to take a month to complete.</p>				
<b>R21013.B</b>	<b>Engage with services across the Council to develop a pipeline of processes which could be automated.</b>	<b>30 April 2021</b>		<b>100%</b>

Action Plan	Due Date	Status	% Complete
<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>			
<p><b>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.</b></p>	<p><b>31 May 2021</b></p>		<p><b>50%</b></p>
<p>A business case has been developed for the 2 Proof of Concept processes within Revenues and Benefits. 2 year funding was agreed with recurrent savings of £105k wef 22/23 to be established. Further savings will be identified from the roll out of other processes across the Council.</p>			
<p><b>R21013.D      If approved – Establish a centre of excellence / new IA team to implement automated processes across the organisation.</b></p>	<p><b>31 July 2021</b></p>		<p><b>40%</b></p>
<p>Two members of staff within the Resources Directorate are currently undertaking an online practitioner certification and training module. They will support roll out of processes within the Resources services, and will support, wherever possible a new Business Analyst role that will be created within the Business Solutions team in ICT Services to lead on all mapping and coding of processes. Funding for the Business Analyst was agreed at Transformation Board on 22nd Sept and a recruitment process is starting imminently.</p>			
<p><b>R21013.E      Develop a prioritised implementation plan.</b></p>	<p><b>31 August 2021</b></p>		<p><b>20%</b></p>
<p>Three further processes have been identified as the next processes and once the Business Analyst is recruited further processes will be prioritised.</p>			
<p><b>R21013.F      Automate processes as per the implementation plan</b></p>	<p><b>31 March 2022</b></p>		<p><b>0%</b></p>
<p>Work is yet to commence on this sub-action.</p>			
<p><b>R21013.G      Carry out an annual review of what has been achieved.</b></p>	<p><b>31 March 2022</b></p>		<p><b>0%</b></p>
<p>Work is yet to commence on this sub-action.</p>			