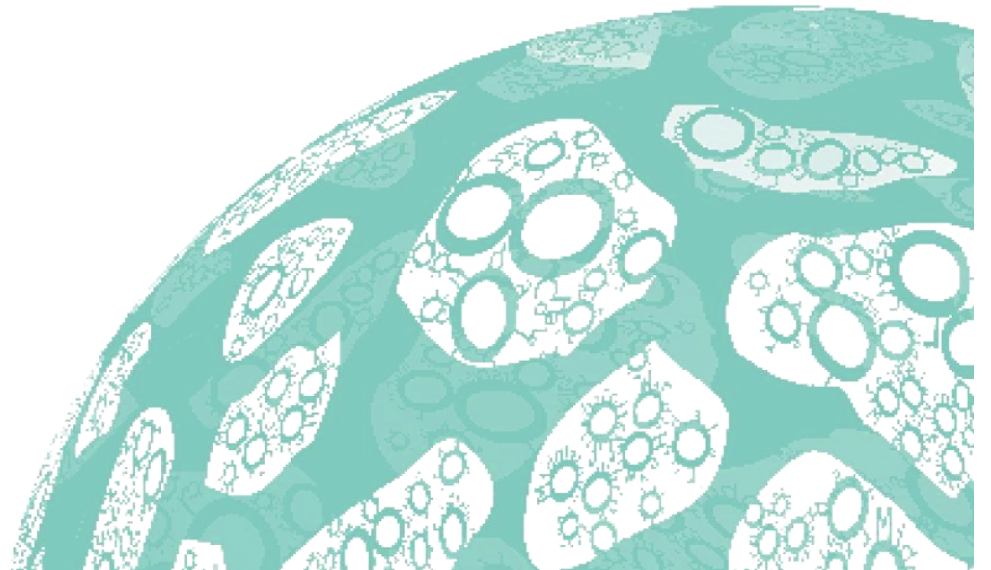
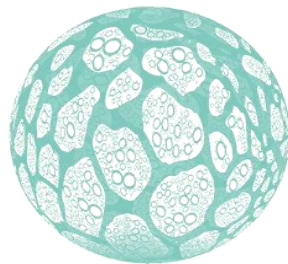
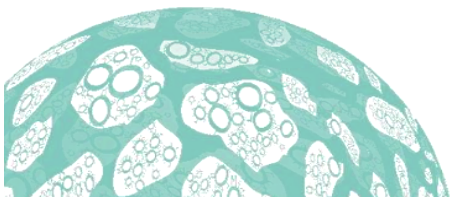
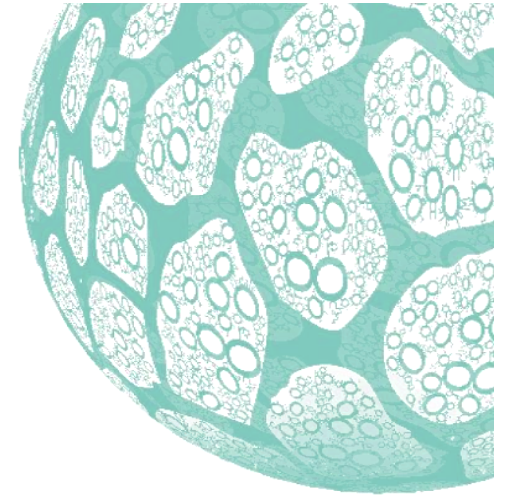




# RESOURCES

## Directorate Plan 2020/2021



## Introduction

This directorate plan outlines the action that Resources Directorate will take over the coming year, to support our long term vision, priorities and outcomes. Our outcomes will be achieved through realisation of our indicators of success. Our ways of working and values and behaviours will underpin the action that we take.

**Our vision:** To make our borough a great place to grow up, get on and live well

**Our priorities:** Prosperous people and places

**Our outcomes:**



## Indicators of success: Prosperous people

| People get a good start   | People are protected  | People are resilient   | People are healthy   | People fulfil their potential   |
|---|---|--|--|---|
| <p>More mothers breastfeeding for longer</p> <p>Fewer mothers smoking in pregnancy</p> <p>More children school ready</p> <p>All pupils achieving at all key stages</p> <p>More young people participating in apprenticeships and learning</p> | <p>Reduced risk of deliberate harm, accidental injury and neglect for both children and adults</p> <p>Reduced rates of children and adults needing protection and care</p> <p>Fewer children and young people entering the youth justice system</p> <p>More people with Special Educational Needs and Disabilities supported to know their rights and receiving joined up support</p> <p>More carers receiving appropriate support</p> <p>More families staying together through early intervention</p> | <p>Children and young people have high self-esteem and are satisfied with their life, including being free from bullying at school</p> <p>Fewer people have common and severe mental health disorders</p> <p>People have good levels of social contact and are not lonely or isolated, including adult care users, older people and carers</p> <p>Fewer households living in fuel poverty</p> <p>Fewer people living in deprivation, suffering the impact of Welfare Reform or living in poverty in later life</p> <p>More households prevented from becoming homeless</p> | <p>More people are physically active including the over 50's</p> <p>More people are a healthy weight</p> <p>Reduced harm from drugs, alcohol and smoking</p> <p>Fewer people dying early from diseases</p> <p>More children have good oral health</p> <p>Fewer older people suffering from falls</p> <p>Fewer people experiencing lengthy hospital stays through reablement and care at home</p> | <p>People have access to good or outstanding places of learning</p> <p>People have higher levels of qualifications and skills, including being able to access and use technology</p> <p>More people have higher earnings</p> <p>More Rochdale employees receiving the living wage, getting a fair day's pay for a fair day's work</p> <p>More people in good employment or engaging in meaningful activity during the working day</p> |

## Indictors of success: Prosperous places

| Place is age friendly  | Place is inclusive   | Place is welcoming   | Place provides opportunities  | Place support sustainable growth  |
|--|--|--|---|---|
| <p>Younger and older people engaging in intergenerational activities</p> <p>More people aged 50-64 in employment, training or volunteering</p> <p>More older people participating in community activities</p> <p>People supported to live well with dementia</p> <p>People have access to quality home care, residential and nursing care services</p> | <p>People come together through creative and cultural opportunities</p> <p>More people engaging in volunteering, acts of kindness and doing things for each other</p> <p>Fewer people experiencing discrimination and greater consideration of the needs of people who are disadvantaged or suffer inequality</p> <p>More people living in harmony together, whatever their background, religion or culture</p> <p>More people have their voice heard through engagement and consultation, especially young people</p> | <p>More and a better mix of affordable and higher value homes, including land being made available to support development</p> <p>Sustainable homes that have age and environmentally friendly features</p> <p>More empty homes being brought back into use and an improved private rented sector</p> <p>Air and land free from pollution and infrastructure that protects against climate change by using natural/renewable sources</p> <p>Accessible, quality highways and transport options, including cycling and walking</p> <p>Reduced crime and antisocial behaviour</p> | <p>More jobs created and good quality apprenticeships</p> <p>Higher proportion of skilled work in the labour market</p> <p>Town centres offer a balance of employment, commercial, leisure, community, housing, healthcare and educational use</p> <p>More businesses relocating, starting up or expanding in the borough</p> <p>More land and sites for employment</p> | <p>Maximised income through investment, sponsorship, funding and rates and through better use of the local environment, heritage and buildings</p> <p>People spending money on local goods and services to keep more of the Rochdale pound in Rochdale</p> <p>Reduced demand on health and care services (A&amp;E, hospitals, GP's)</p> <p>Healthy, stable and quality workforces, particularly in key sectors (care, social work etc.)</p> <p>Improved availability and reliability of online access including better internet speeds and public wifi</p> <p>Service delivery models making use of technology and data</p> |

## Values and behaviours

The values and behaviours support the Council's vision and seek to inspire employees' best efforts and help in building a positive culture.

**Pioneering & Open** in our approach: We are ambitious for the people and place of Rochdale and will work collaboratively with local people and partners, building relationships based on respect and openness, to deliver the best possible outcomes

**Proud** of the difference we make: We will celebrate and share our achievements and act as Ambassadors for the borough of Rochdale

**Passionate** about the diversity of the borough: We love the diversity within our workforce and local communities and will strive for excellence in meeting different needs and aspirations

I seek out opportunities to network with and learn from others and to put that learning or new ways of working into practice

I work closely with residents and partners to shape outcomes and design and deliver services

I recognise that I am spending public money and always look for the most efficient and effective way of doing that

I welcome opportunities to do things differently and respond positively to change and feedback

I am honest in all of my interactions with others and realistic about what is practical and affordable

I don't shy away from difficult conversations

I am always positive when talking about the borough and the work we do

I seek out opportunities to talk about our achievements

I congratulate others when things have gone well

I understand how my own positive behaviour reflects positively on the reputation of the borough

I have positive and respectful relationships with my colleagues, residents and partners regardless of their background, social identity or circumstances

I avoid making assumptions about people and ensure I listen to their experiences and perspective before making a decision or taking action

I always try to do things with people rather than to them

I understand that one size does not always fit all and that it is fair to take account of people's differences in my work

I challenge inappropriate behaviour or language

## Our ways of working

The Council is facing significant financial challenges, which means that we have reduced capacity to deliver services. We will adopt working practices that will improve our capacity to deliver, facilitate ongoing service delivery and support us in achieving our outcomes.

### Cooperation

Public services, partners, citizens, businesses and the voluntary and community sector will share decision making and jointly design and deliver services.

### Strengthening community assets

Individuals and families will use their skills, experiences and kindness to develop and improve their own communities.

### Prevention and intervention

Public services, citizens and businesses will take action to stop problems from arising or becoming worse.

### Collective change

Individuals will practice self-help and make choices so that they are able to look after themselves and others.

### Integrated and local

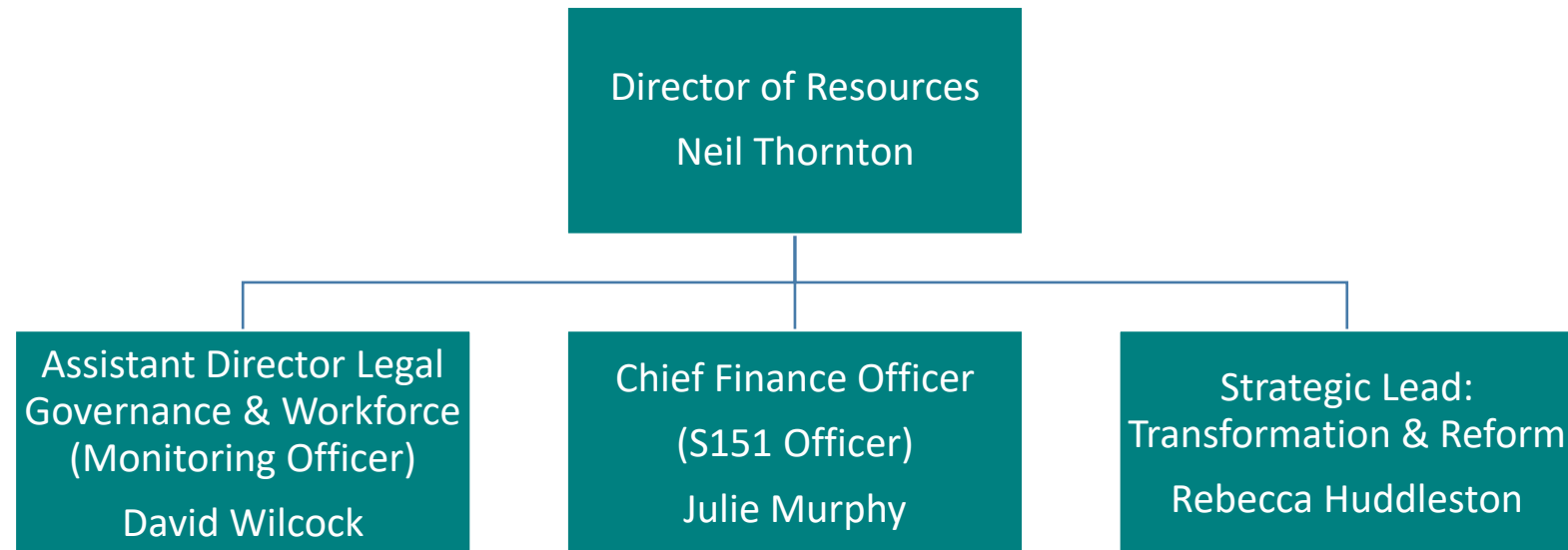
Public services, partners and the voluntary and community sector will share skills, expertise and resources to deliver services at the right time and in the right places.

### Addressing the climate emergency

Public services, partners, citizens, businesses and the voluntary and community sector will increase their efforts to remove carbon dioxide from the atmosphere and reduce their own impact on the planet, to help to address the climate emergency.

## Directorate Structure

The management structure of the directorate is detailed below:



## Directorate functions and services

The Directorate has responsibility for a range of service areas and activities.

| Service   | Head of Service            |
|---|----------------------------|
| Deputy Chief Finance Officer (Corporate Services) | Sam Smith                  |
| Finance Support Services                          | Stuart Smith               |
| Commercial, Economy and Resources                 | Michelle Ashworth          |
| Internal Audit, Risk, Insurance & Counter Fraud   | Ian Corbridge              |
| Revenues & Benefits                               | Carolyn Goddard            |
| Workforce & Organisational Development            | Rosemary Barker            |
| Legal Services                                    | David Wilcock              |
| Governance & Committee Services                   | Michael Garraway (Interim) |

## Lead Cabinet Members

Cabinet members with relevant portfolio holder responsibilities oversee Council Directorates

- Councillor Allen Brett – Leader and Cabinet Member for Finance
- Councillor Faisal Rana – Assistant Cabinet Member for Finance

Portfolio Holder Area: Covering Finance, Revenues & Benefits, Insurance and Risk.

- Councillor Daalat Ali – Cabinet Member for Resources
- Councillor John Hartley – Assistant Cabinet Member for Resources

Portfolio Holder Area: Covering ICT, Customer Access, Policy & Performance, Public Service Reform, STAR Procurement, Legal, Governance, HR, Organisational Development and Corporate Health & Safety



## **Directorate Responsibilities**

The directorate has the following responsibilities:

- Corporate Finance
- Finance Support Services
- Treasury Management
- Commercial Financial Advice
- Internal Audit, Counter Fraud, Insurance and Risk
- Schools Traded Finance Service
- Creditors, Debtors, invoice processing
- Financial Systems
- Council Tax and Business Rates
- Benefits and Assessments
- Corporate Debt
- STAR Client (Procurement)
- Legal Services
- Manchester Shared Legal Service Client
- Democracy Services
- Elections
- Civics
- HR Business Partner and HR Advisory Service
- Payroll, Pensions and Operational HR
- Organisational Development
- Corporate Health and Safety
- Transformation and Reform

The Directorate also has links with the Integrated Finance Team

## **Key Documents**

The directorate works in accordance with the following strategies and plans:

- Corporate Plan 2019 - 2022
- Locality Plan
- Medium Term Financial Strategy
- Treasury management Strategy
- Capital Investment and Disposal Strategy

Plus, as support services, supporting Directorates in delivery activity which is aligned to specific Directorate strategies and plans

## Directorate Actions

The table outlines the action that will be taken to support transformation, improvement and direction of travel. It highlights the work that will be undertaken to deliver on the action. **Business as usual activities are not included.**

| Ref    | Directorate Action  | Action owner     | Action completion date | Work requirements   | Work due date   | Work owner         | Outcome that this action links to | Indicators of success that this work contributes to   |
|--------|---|------------------|------------------------|---|---|--------------------|-----------------------------------|---|
| R20001 | Implementation of Canvass Reform  | Clare Poole      | December 2020          | <p>Comprehensive data matching of all electoral records against DWP data.</p> <p>Conduct of annual electoral canvass in accordance with new legal guidelines</p> <p>Review of existing approach to canvass</p> <p>Development and implementation of new canvass procedure</p> <p>Review of existing office processes for electoral registration</p> <p>Development and implementation of new office procedures for maintenance of electoral register</p>  | <p>July 2020</p> <p>December 2020</p> <p>June 2020</p> <p>August 2020</p> <p>June 2020</p> <p>July 2020</p> | Clare Poole        | Place is inclusive                | Successful implementation of canvass reform within new statutory guidelines   |
| R20002 | Contribution to Local Government Boundary Commission for England Electoral Review | Clare Poole      | April 2021             | <p>Contribution to the council submission to the LGBCE Boundary Review.</p> <p>LGBCE consider recommendations in Council size report and report back</p> <p>Officer group to prepare maps and documentation for Member Steering Group to propose new ward boundaries</p> <p>Engagement with elected members and other stakeholders regarding the relocation of ward boundaries</p> <p>Council report submission sign off at full Council</p> <p>Submission of report to LGBCE</p> <p>Final recommendations from LGBCE on new ward boundaries</p> <p>Implementation of new ward boundaries as recommended by the LGBCE and amendments to the electoral registers</p> | <p>27 April 2020</p> <p>May 2020</p> <p>May 2020</p> <p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p> <p>TBC</p> | Clare Poole        |                                   | That the electoral review is carried out according to LGBCE regulations and revisions to electoral wards are applied accurately |
| R20003 | To strengthen governance arrangements across the organisation at service level    | Michael Garraway | March 2021             | <p>Update Forward Plan and Directorate Planning</p> <p>Constitutional scheme of delegation is updated to meet the needs of the organisation</p> <p>Service based schemes of delegation reviewed with Officer nominations</p> <p>Improvement of senior officers engagement governance activities</p>   | <p>August 2020</p> <p>November 2020</p> <p>December 2020</p> <p>March 2021</p>                              | Committee Services |                                   | Decision making workflows are clear, easy to understand and followed by all Officers and enable better public engagement.       |

| Ref    | Directorate Action   | Action owner                 | Action completion date | Work requirements  | Work due date                                    | Work owner                | Outcome that this action links to | Indicators of success that this work contributes to  |
|--------|--|------------------------------|------------------------|--|--|---------------------------|-----------------------------------|--|
| R20004 | Health and Social Care - Review and evaluation of decision making structure for Joint Health Arrangements  | Michael Garraway             | April 2021             | Align comparative decision making timelines with CCG<br><br>Provide training on the Council's decision making process and structures<br><br>Review effectiveness of ICB agenda planning.   | December 2020                                    | Committee Services        |                                   | That governance structures support partners ambitions for delivery   |
| R20005 | Refresh and support the Member Development Programme   | Michael Garraway             | April 2021             | Identify best practice<br><br>Set up a Member led task and finish group<br><br>Report to Members on options via Overview & Scrutiny report to Cabinet  | October 2020                                     | Committee Services        |                                   | Supporting political leadership development to strengthen local accountability, monitor performance and drive improvement                |
| R20006 | Develop the use of the iTrent HR system to maximise customer experience and enhance organisational performance including integration with financial system | Rosemary Barker/Julie Murphy | March 2021             | Scope implementation of new system<br><br>Manage implementation of new system<br><br>Lead integration with Civica  | June 2020<br><br>December 2020<br><br>March 2021 | Ann Ridyard/Stuart Smith? | All                               | Better alignment of establishments and budgets between iTrent and Civica<br><br>Increased efficiency<br><br>Improved customer experience |
| R20007 | Develop and deliver the Council's Organisational Development plan to maximise potential and performance of workforce                                       | Rosemary Barker              | March 2021             | Develop leadership programmes to enable virtual delivery<br><br>Develop staff engagement programme to enable virtual delivery<br><br>Implement new approach to PDR and talent management <ul style="list-style-type: none"> <li>• Develop virtual delivery programme for managers with talent tool (via Delve)</li> <li>• Programme delivery on a directorate by directorate basis tailored to service requirements commencing with Resources directorate</li> <li>• Develop performance management models to support remote working</li> </ul><br>In conjunction with Public Health deliver workforce wellbeing plan and develop strategies to address issues presented by the 'new normal'<br><br>Adapt and develop robust induction processes in light of the requirements of the 'new normal'<br><br>Build on the data sets established during Covid to further develop workforce planning (succession and emerging roles) and disseminate across the organisation | March 2021                                       | Martin Plant              | All                               | All  |
| R20008 | Develop and deliver Locality Workforce Strategy to support health and care integration and wider Public Sector Reform                                      | Rosemary Barker              | March 2021             | Review and develop post covid strategy with ICD SMT to develop / address: <ul style="list-style-type: none"> <li>• System Leadership</li> <li>• Culture change</li> <li>• Organisational change (e.g. neighbourhood working)</li> <li>• Integration of CCG / Development of workforce aspects of ICD and LCO</li> </ul>  | March 2021                                       | Business Partners         |                                   |  |

| Ref    | Directorate Action  | Action owner                  | Action completion date | Work requirements  | Work due date   | Work owner  | Outcome that this action links to | Indicators of success that this work contributes to  |
|--------|---|-------------------------------|------------------------|--|---|---|-----------------------------------|--|
| R20009 | Support the development and delivery of the 5 year Children's Strategy in conjunction with Finance  | Rosemary Barker/ Stuart Smith | March 2021             | Support recruitment and retention plan in conjunction with service<br><br>Work with service to reduce reliance on agency workers<br><br>To support the service in implementation of the financial strategy and evaluating progress.<br><br>Understand the impact of demand pressures on Legal Costs over the 5 year strategy period. | March 2021  | Ann Harrison/ Finance BP<br><br><br>Tammy Faulkner<br><br><br>Joanne Dignum                           | People Get a Good Start           | All  |
| R20010 | 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.                                  | Saiqa Hussain/Diane Lund      | 31/03/2021             | Evaluate the Corporate Plan, establish directorate priorities, consider skill set of staff currently within legal services in order to understand the impact on corporate demand and legal services staff  | December 2020   | Saiqa Hussain /Diane Lund   |                                   | Increased efficiency.<br><br>Meeting Corporate priorities.   |
| R20011 | 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.   | Saiqa Hussain /Diane Lund     | 31/03/2021             | Undertake review of practice management standards and processes.   | December 2020   | Terry Moore/Zulficar Ali/Claire Farrimond / Davina Tickner  |                                   | Increased efficiency.<br><br>Mitigating risks.   |
| R20012 | To introduce a new case management system to streamline processes and increase productivity and efficiency.   | Saiqa Hussain /Diane Lund     | March 2021             | Undertake a review of all case types, work types, work-flows, templates and time recording.  | December 2020   | Pauline Tarrant / Terry Moore / Julie Sherratt / Zulficar Ali / Anne Yip-Semourson and Peter Newbould |                                   | Increased efficiency and productivity.<br><br>Increase income generation.  |
| R20013 | Review of existing shared services arrangements and identify and progress any opportunities for new shared services   | Rebecca Huddleston            | March 2021             | Secure LGA funding to support the work<br><br>Review existing shared services arrangements<br><br>Develop plans for a shared Audit service with Tameside Council<br><br>Identify new opportunities for sharing services – seek approval and develop plans to implement   | June 2020<br><br>August 2020<br><br>December 2020<br><br>March 2021 | R Kilvington<br><br>R Huddleston<br><br>J Murphy<br><br>R Huddleston                                  | People are resilient              | The review and any subsequent recommendations for change will help us to ensure that existing shared services are value for money and the most effective delivery model.<br><br>Any new opportunities will be progressed should a clear case be made to improve the service delivery and value for money of the service. |
| R20014 | 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 | Rebecca Huddleston            | March 2021             | Development of a work plan for the PSR steering group to tackle common issues and barriers to further reforming public services across Rochdale.<br><br>Carry out a peer review of PSR in Rochdale   | July 2020<br><br>November 2020                                      | R Huddleston / H Chicot<br><br>R Huddleston / H Chicot  | People are protected              |  |

| Ref    | Directorate Action   | Action owner                      | Action completion date | Work requirements  | Work due date   | Work owner  | Outcome that this action links to                             | Indicators of success that this work contributes to  |
|--------|--|-----------------------------------|------------------------|--|---|---|---|--|
| R20015 | Implementation of hand held technology in Children's services  | Rebecca Huddleston                | March 2021             | Review of best practice<br>Development of requirements<br>Develop and seek approval for business case and funding<br>Procurement of ICT solution (hardware and software if needed)<br>Implementation   | June 2020<br>July 2020<br>August 2020<br><br>December 2020<br><br>January 2021 onwards              | R Huddleston / J Hasall / ICT   | People are protected  | Improved staff retention due to improved tools to support more efficient and better ways of working.<br><br>Support the recruitment of children's social workers due to improved tools to support more efficient working.<br><br>Efficiency savings and/or increase in productivity. |
| R20016 | Delivery of the Council's Customer Transformation Programme  | Rebecca Huddleston                | 31/03/2021 + beyond    | Key milestones and dates to be updated when the roadmap plan is complete<br><br>e-Forms implemented<br><br>New website implemented<br><br>Asset mgmt. system<br><br>New CRM<br><br>Customer access strategy developed and approved   | <br><br>Sept 2020<br><br>Oct 2020<br><br>TBC<br><br>TBC<br><br>August 2020                          | <br><br>M Hobson<br><br>R Riley<br><br>M Hobson<br><br>M Hobson<br><br>R Huddleston                                   | Place supports sustainable growth<br><br>People are resilient | Improved availability and reliability of online access including better internet speeds and public wifi<br><br>Service delivery models making use of technology and data   |
| R20017 | Progress opportunities to improve service delivery and deliver recurrent savings through contract renewals | Rebecca Huddleston / Stuart Smith | 31/03/2021 + beyond    | Link 4 Life/Hollingworth Lake?<br><br>Highway contract renewal<br>Carry out options appraisal and soft market testing and present findings and recommendations to Members<br><br>Prepare procurement specification and documentation<br><br>Procurement process<br><br>New contract in place | ?<br><br>July 2020<br><br><br>December 2020<br><br>January 2021 – December 2021<br><br>1 April 2022 | R Kilvington<br><br>R Huddleston / A Storey<br><br>R Huddleston / A Storey<br><br>A Storey / D Bowler<br><br>D Bowler | Place is inclusive<br><br><br><br>Place is welcoming          | People come together through creative and cultural opportunities<br><br><br>Accessible, quality highways and transport options, including cycling and walking  |
| R20018 | Development of a Digital Strategy  | Rebecca Huddleston / J Rooney     | 01/10/2020             | Consult with residents and businesses<br><br>Establish stakeholder steering group<br><br>Finalise strategy including delivery plan<br><br>Approval and launch  | July 2020<br><br><br>September 2020<br>October 2020<br><br>November 2020                            | R Huddleston / H Chicot / C Hopkins<br><br>R Huddleston<br>R Huddleston<br><br>R Huddleston / R Riley                 | Place support sustainable growth                              | Improved availability and reliability of online access including better internet speeds and public wifi<br><br>Service delivery models making use of technology and data   |
| R20019 | Development and approval of a corporate approach to sponsorship  | R Huddleston / D Cooke            | 01/06/2020             | Finalise options for a corporate approach to sponsorship.<br><br>Approval of recommended option<br><br>Implementation of any staffing/resource changes/requirements  | March 2020<br><br>April 2020<br>May 2020  | R Huddleston<br><br>Leadership Team<br>R Huddleston / Z Bennett   | Place support sustainable growth<br><br>Place is inclusive    | Maximised income through investment, sponsorship, funding and rates and through better use of the local environment, heritage and buildings<br><br>People come together through creative and cultural opportunities  |

| Ref    | Directorate Action   | Action owner                   | Action completion date | Work requirements  | Work due date   | Work owner  | Outcome that this action links to                        | Indicators of success that this work contributes to  |
|--------|--|--------------------------------|------------------------|--|---|---|--|--|
| R20020 | Progress AI/Automation opportunities   | R Huddleston / Carolyn Goddard | 31/03/2021             | Identify best practice<br>Develop business case<br>Implement pilot in selected service area<br>Review and assess case for extending solution.  | April 2020<br>May 2020<br>December 2020<br>March 2021 | R Huddleston<br>R Huddleston<br>ICT<br>R Huddleston | Place support sustainable growth                         | Service delivery models making use of technology and data  |
| R20021 | Support the development and delivery of the Dedicated Schools Grant recovery plan  | Stuart Smith                   | March 2021             | Understand the cost drivers<br>Identify how to stabilise growth<br>Work with the DFE for recovery plan sign off<br>Implement and monitor progress  | 31/3/2021   | Tammy Faulkner                                      | People get a good start                                  | An agreed recovery plan which brings the DSG deficit into a break even position over an agreed time period.  |
| R20022 | Development of an Adult Care financial strategy  | Julie Murphy                   | March 2021             | Understand expected growth over the next 5 financial years<br>Understand the impact of the living wage on provider contracts<br>Develop a funding plan to bring the service into a break even position over a 5 year period  | 31/3/2021   | Sam Evans/Gareth Davies                             | People are protected                                     | A financial strategy approved by Members of ICB and noted by Cabinet Members.  |
| R20023 | Development of a balanced pooled fund and understanding the financial implications of the Local Care Organisation                          | Julie Murphy                   | March 2021             | CCG/LA to develop a balanced pooled fund position for 20/21 and future years.<br>In year monitoring to ensure the budget assumptions are delivered.<br>Understand the financial implications of the Local Care Organisation and its impact on the financial position of the pooled fund.     | 31/3/2021   | Sam Evans/Gareth Davies                             | People are protected<br>Place support sustainable growth | Deliverable balanced plan endorsed by ICB and Cabinet Members.   |
| R20024 | Development of an integrated risk management approach for the Council and CCG  | Ian Corbridge                  | March 2021             | Consistent approach to management of risk through the Pentana system.  | 31/3/2021   | Martin Nixon  | People are Protected                                     | Risk report to members of ICB and Cabinet in a consistent manner.  |
| R20025 | Adult care fee negotiation is developed over an agreed time period to deliver the living wage  | Julie Murphy                   | March 2021             | Developing a timeline for Adult Care contracts being paid at the real living wage rate.<br>Financial implications understood.<br>Funding options considered  |   | Gareth Davies                                       | People get a good start                                  | Fee negotiation considers the implication of the real living wage.<br>Members consider the financial implications.<br>A strategy for implementation is endorsed. |
| R20026 | Development of the budget setting process to ensure plans are robust and the implications of the fair funding review are fully understood. | Sam Smith                      | March 2021             | Detailed timetable incorporating reporting deadlines<br>Financial ledgers reconciliations completed<br>Balanced budget presented in a timely manner.<br>Fair funding and business rates reset implications are fully understood.<br>Procurement planning to be brought into the budget cycle |   | Chris Mills/Yvonne Dunease                          | Place is welcoming                                       | Revenue budget is robust and produced in a timely manner.  |

| Ref    | Directorate Action  | Action owner           | Action completion date | Work requirements  | Work due date                     | Work owner                         | Outcome that this action links to     | Indicators of success that this work contributes to   |
|--------|---|------------------------|------------------------|--|-----------------------------------|------------------------------------|---------------------------------------|---|
| R20027 | 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 | Michelle Ashworth      | March 2021             | <p>Detailed schedule/timeline of invest to save developments across directorates/future financial years including funding analysis</p> <p>Develop understanding of financial implications, working with external advisors as appropriate</p> <p>Further development of investment/liability risk dashboard to incorporate above and include long-term implications</p> | 31/3/2021                         | Michelle Ashworth/<br>Clare Davies | Place supports sustainable growth     | Investment decisions are taken in consideration of the full financial implications and wider investment risk that the Council is exposed to over the medium to long term. |
| R20028 | Development and roll out of Member Training to support commercial investment decisions  | Michelle Ashworth      | March 2021             | <p>Investigate training programmes currently available from relevant providers e.g. CIPFA, LGA</p> <p>Review training provision developed by other Local Authorities</p> <p>Cross-team working with OD/Governance re methods of delivery/format</p> <p>Develop and launch training package</p>   | 31/3/2021                         | Michelle Ashworth/<br>Clare Davies | Place supports sustainable growth     | Members make informed investment decisions  |
| R20029 | Understand business rates and council tax avoidance, how can these be minimised and income maximised.   | Carolyn Goddard        | March 2021 & beyond    | <p>What cause tax avoidance</p> <p>How can this be minimised</p> <p>What does the council own and is developing</p>  |                                   | RDA/ Carolyn Goddard/Peter Moss    | Place is welcoming                    | Income opportunities are maximised.   |
| R20030 | Implementation of the Key Decision Action Plan  | David Wilcock/J Murphy | March 2021             | <p>Review of Directorate's Governance Arrangements</p> <p>Roll out of Training</p>   | <p>31/7/2020</p> <p>31/3/2021</p> | M Garraway                         | Supports prosperous places and people | Procurement activity is available for stakeholder engagement through compliance with the key decision process   |