

<b>MAZARS RECOMMENDATION</b>	<b>ACTION PLAN NUMBERS</b>
<p>The service DMT should urgently agree its base budget for 2014/15 to deliver a balanced outturn and identify named individuals who will develop and deliver savings to meet the pressure of £2.5 million and the base budget reduction of £1.4 million</p>	<p>B1 S1</p>
<p>The Chief Executive and Director should appoint a service manager to focus on financial and performance management. This officer should be sufficiently senior to hold heads of service and assistant directors to account. Since drafting this memo the Chief Executive and Director are actively seeking to address this issue.</p>	<p>B2</p>
<p>The budget should be devolved to those who make decisions about committing resources and each manager should have financial management as part of their performance objectives</p>	<p>B3</p>
<p>Consideration should be given to developing an appropriate structure in the service to facilitate clear budget management without affecting the care model, for example including all provision whether externally contracted for or provided in house within the Commissioning arm to give a clear split between care/social workers responsible for developing and brokering care/support packages and those services which are used to meet identified needs.</p>	<p>B3</p>
<p>DMT should complete the outstanding actions on the finance officers action plan to address weaknesses in budget management. In response to this the Chief Executive, Director and Leader have requested action plans focussing on the</p>	<p>B2 B3 B5 B6  S1 S2</p>

issues raised in our earlier report.	S3
DMT and the Director of Customer and Business Support should identify budget lines which are high risk (particularly those which are always overspent and have significant pressures). These areas of the budget should be scrutinised at DMT and performance clinic.	B6 S3
The Director should create capacity to allow an independent review of all current contracts to ensure they are delivering value for money, are fit for purpose and allow joint working across sectors as the service moves forward under transformation and requirements of the Care Act.	S1
The Director should work with the Framework 1 supplier to address the problems with management information and linkage with the general ledger. Once the system is operating properly, staff should be trained and instructed to use the system for all cases.	P1 P2
The savings in the transformation programme need to be supported by detailed evidence to show they are achievable and a realistic timescale for delivery. Officer should develop a "B" list of areas to be called upon in the event of a shortfall.	S2
The transformation board and extended DMT needs to own a clear and shared vision of how the service will be shaped in the future, creating a single overarching objective for the transformation programme. This means that all staff will understand and work towards delivery of the workstreams, with senior managers acting as ambassadors and a conduit for ideas from staff.	S2