

REF	WHAT SUCCESS WILL LOOK LIKE	ACTIONS THAT WILL DELIVER THIS RESULT	BY WHEN	BY WHOM	PROGRESS	DATE COMPLETE
<b>B</b>	<b>Budget</b>					
<b>B1</b>	There is a 2014/15 budget for adults that is clear and unambiguous	Review the existing budget and identify ambiguities	17 July 2014	Steve Tait with Kirsteen Murray/Guy Van Dichele	Completed	17 July 14
		Develop proposals for changes within current budget (allocation) and implement	31 July 2014	Steve Tait with Kirsteen Murray/Guy Van Dichele	Completed	31 July 14
<b>B2</b>	There is senior accountability for the 2014/15 adults budget within the department	2 new interim AD's have been appointed and have assumed budget management responsibility	31 July 2014	Kersten England/Paul Edmondson-Jones	Completed	
<b>B3</b>	There is a clear scheme of delegation for the 2014/15 adults budget	Review existing proposals, identifying any gaps and shortfalls	31 July 2014	Steve Tait with Kirsteen Murray/Guy Van Dichele	Completed	31 July 14
		Review staffing structures and responsibilities	31 July	Kirsteen Murray/Guy Van Dichele	Completed	31 July 14
		Complete and have approved a final scheme of delegation for 2014/15	15 Aug 2014	Steve Tait with Kirsteen Murray/Guy Van Dichele	Completed	31 Oct 14

		Incorporate budget management into performance objectives	29 Aug 2014	Kirsteen Murray/Guy Van Dichele	Incorporated at Group Manager level. Information not available in time to set objectives below that level within PDR's. Some budget lines are under-funded for 2014/15. Requires a different approach for these budget holders.	31 Oct 14
		Issue formal instruction to implement the new system.	29 Aug 2014	Paul Edmondson-Jones	Completed	31 Oct 14
<b>B4</b>	A zero-based adults budget is developed for 2015/16 plus an indicative base budget for 2016/17	Hold workshop with relevant staff from adults and from finance to develop updated budget categories for both income and expenditure items	15 Aug 2014	Kirsteen Murray/Guy Van Dichele with Richard Hartle and Steve Tait	Completed.	
		Using benchmarking information from comparator authorities develop a "best-value" budget for adults	22 Aug 2014	Will Boardman	Benchmarking data complete and fed into the indicative budget development	30 Nov 14
		Identify any essential movements of funding to support the CYC budget	29 Aug 2014	Richard Hartle/Kirsteen Murray/Guy Van Dichele	Completed.	30 Nov 14
<b>B5</b>	The proposed base budget for adults for 2015/16 is	Develop a strongly evidenced paper to support the 2015/16	12 Sep 2014	Richard Hartle/Kirsteen	Adults has developed a new budget	30 Nov 14

	agreed by CMT and Cabinet	budget submission		Murray/Guy Van Dichele	submission for 2015/16 and this is now being considered through the annual budget setting process.	
		Represent the adults budget to Council	26 Feb 2015	Guy Van Dichele	See above.	
<b>B6</b>	Financial balance is achieved in 2014/15 (the budget is not overspent)	Monitoring put in place through monthly finance clinics to quickly identify potential overspends and take corrective actions  <i>See also savings programme below</i>	Mar 2015	Richard Hartle/Steve Tait with Kirsteen Murray/Guy Van Dichele	A comprehensive monthly budget monitoring process has been put in place within the directorate.  The latest projection (Q3) shows a projected overspend of £0.5m for 2014/15, down from £1.4m at Q1.	Ongoing
<b>S</b>	<b>Savings</b>					
<b>S1</b>	There is a 2014/15 savings plan for adults that clearly identifies all savings activities and the in-year savings that each will generate	Review the Transformation Programme. Remove items that are BAU activity, transferring to in-year savings plan	31 July 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele	Completed	30 Sept
		Review existing savings plan (target £2.4M) for existing achievement (savings impacts carried forward from last financial	31 July 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele	Lead managers have been identified for all efficiency savings and the delivery plans are	On-going

		year) plus viability/GAP analysis of in-year savings plan. Identify actions required to bring total plan back to £2.4M.			being reviewed on a regular basis. The latest position shows that the gap has been reduced to £0.4m of efficiency savings that are at risk of not being delivered in 2014/15.	
		Review current contracts for potential to make savings <i>during the life of existing contracts</i> . Add potential savings to in-year savings plan	29 Aug 2014	Tracey Carter with Kirsteen Murray/Guy Van Dichele	Completed.	13 Sept
		Review remaining £2.5M pressures and develop a departmental/corporate response	29 Aug 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele	Additional corporate budget of £1.2m has now been allocated for 2014/15.  Further Directorate savings and income of £0.8m have been identified to bring projected overspend down to £0.5m at Q3.	On-going
<b>S2</b>	There is a 2015/16 and 2016/17 savings plan for adults that clearly identifies all savings activities and the savings they will generate; this to include all transformational savings	There is a clear overarching objective for the transformation programme	31 July 2014	Stewart Halliday with Kirsteen Murray/Guy Van Dichele	Completed	Complete
		Design a future Target Operating	17 Oct	Stewart	Progress report to	March 2015

		Model for adults that will deliver the service within a base controllable (exc. recharges and capital financing charges) budget for 2015/16 of £44.0m (plus any growth funding allocated for 2015/16) and in 2016/17 for £42.0m (plus any growth funding allocated for 2015/16 and 2016/17).	2014	Halliday with Kirsteen Murray/Guy Van Dichele	Cabinet on 16 December with full business case to Cabinet in March 2015.	
		Develop an implementation plan for adults transformation that will generate £3.0M of savings	17 Oct 2014	Stewart Halliday with Kirsteen Murray/Guy Van Dichele	See above. Current estimate is for £1.3m saving in 2015/16 rising to £2.5m in 2016/17.	March 2015
<b>S3</b>	The 2014/15 savings target is delivered in full	Monitoring put in place through monthly finance clinics to quickly identify potential shortfalls and take corrective actions	30 June	Kirsteen Murray/Guy Van Dichele	A comprehensive monthly budget monitoring process has been put in place within the directorate.  The latest position shows that the gap has been reduced to £0.4m of efficiency savings that are at risk of not being delivered in 2014/15.	On-going
<b>P</b>	<b>Policies, procedures and processes</b>					
<b>P1</b>	The IT/IM systems in place for the monitoring and	Current IT and IM systems have been reviewed and gaps identified.	12 Sep 2014	Steve Tait/Jean	The financial management system	30 Sept 14

	<p>management of the adults budget are robust. They satisfy the standards required by the Council and its auditors and meet the needs of the user group.</p>	<p>Specifically in relation to linkages between the adults system (Frameworkki) and the general ledger, it has been identified which changes are mission-critical (Frameworkki is due for replacement)</p> <p>Discussions have taken place with Frameworkki provider and a business case prepared/agreed in respect of funding mission-critical systems changes</p>	<p>26 Sep 2014</p>	<p>Lewis with Kirsteen Murray/Guy Van Dichele</p> <p>Steve Tait/Jean Lewis with MIS Team &amp; Guy Van Dichele</p>	<p>has been fully reviewed. For frameworkki 3 outcomes have been identified.</p> <ul style="list-style-type: none"> <li>• Budgets on the system.</li> <li>• Being able to see the immediate impact of commissioning decisions on the frameworkki budgets.</li> <li>• Access to relevant management information data to aid budget management.</li> </ul> <p>Budgets are now on frameworkki. Further work may be required on the Impact of commissioning decisions as these can only currently be updated overnight, not immediately. In addition, MI data cannot be automatically extracted from frameworkki and currently involves significant manual intervention to</p>	
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		All necessary IT/IM changes have been implemented	5 Dec 2014	Steve Tait/Jean Lewis/MI Team/ICT Team	produce. Any investment needs to be balanced against the fact that Frameworki is due for replacement.  All identified financial management system changes have been implemented. For frameworki budgets have been added to the system and commissioning decisions are updated overnight. MI data is available but further work may be required – as above.	
		Training on the updated systems have been held and all relevant staff have attended training	19 Dec 2014	Steve Tait/Jean Lewis/Kirsteen Murray/Guy van Dichele	Now included in the overall budget manager training – see P2 below.	
<b>P2</b>	There is a full set of policies and procedures in place in respect of the management of the adults budget.	The current partial manual has been reviewed. Gaps have been identified and responsibilities assigned for completion	15 Aug 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele	Completed	19 Sep 14
		Work on the manual has been completed	19 Sep 2014	Jean Lewis	Completed	30 Nov 14

		Training on the content of the manual has been held and all relevant staff have attended training	31 Oct 2014	Steve Tait/Jean Lewis	In progress. Training is being organised to coincide with the development of the 2015/16 budget and the outcome of the Zero Based Budget Review. This will ensure that all managers are trained on the new manual and budget structure in time for the start of the 2015/16 financial year.	Jan 2015 – Mar 2015