

| REF | WHAT SUCCESS WILL LOOK LIKE | ACTIONS THAT WILL DELIVER THIS RESULT | BY WHEN | BY WHOM | PROGRESS | DATE COMPLETE |
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| B | Budget | | | | | |
| B1 | There is a 14/15 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 |
| B2 | There is senior accountability for the 14/15 adults budget within the department | 2 new interim AD's have been appointed and have assumed budget management responsibility | Completed | Kersten England/Paul Edmondson-Jones | Completed | |
| B3 | There is a clear scheme of delegation for the 14/15 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 | Draft scheme now with Group Managers for comments. This is down to cost centre level. | 19 Sept 14 |

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| | | | | Van Dichele | Delegation scheme approved by Group Managers will be circulated to all budget managers prior to workshops. | |
| | | Hold workshop for all staff members concerned | 29 Aug 2014 | Steve Tait with Kirsteen Murray/Guy Van Dichele plus all adults managers | Workshops 29/30 September - tbc | 30 Sept 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. Timescale dependent on completion of scheme of delegation as above | 31 Oct 14 |

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| | | Issue formal instruction to implement the new system. | 29 Aug 2014 | Paul Edmondson-Jones | Timescale dependent on actions above. | |
| B4 | 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 | Significant progress on capturing relevant information. | 30 Sep 14 |
| | | Identify any essential movements of funding to support the CYC budget | 29 Aug 2014 | Kirsteen Murray/Guy Van Dichele | Outcomes of early work on ZBB significant. Adults is now developing a new budget submission for 2015/16 as part of the annual budget setting process (previously assumed that adults had a 2 year settlement and there would be no formal budget submission. | 30 Nov 14 |
| B5 | The proposed base budget for adults for 2015/16 is agreed by CLT and | Develop a strongly evidenced paper to support the 15/16 budget submission | 12 Sep 2014 | Kirsteen Murray/Guy Van Dichele | See above. | 30 Nov 14 |

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| | Cabinet | Represent the adults budget to Council | Meeting date tbc | Paul Edmondson-Jones | See above. | |
| B6 | 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> | Completed | Richard Hartle/Steve Tait with Kirsteen Murray/Guy Van Dichele | A comprehensive monthly budget monitoring process has been put in place within the directorate. | Ongoing |
| S | Savings | | | | | |
| S1 | 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 Review existing savings plan (target £2.4M) for existing achievement (savings impacts carried forward from last financial year) plus viability/GAP analysis of | 31 July 2014 31 July 2014 | Richard Hartle with Kirsteen Murray/Guy Van Dichele Richard Hartle with Kirsteen Murray/Guy Van Dichele | New savings opportunities to be identified through 14/15 Lead managers have been identified for all efficiency savings and the delivery plans are being reviewed on a | Ongoing |

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| | | <p>in-year savings plan. Identify actions required (corporate and ASC) to bring total plan back to £2.4M</p> <p>Review current contracts for potential to make savings <i>during the life of existing contracts</i>. Add potential savings to in-year savings plan</p> <p>Review remaining £2.5M pressures and develop a departmental/corporate response</p> | <p>29 Aug 2014</p> <p>29 Aug 2014</p> | <p>Tracey Carter with Kirsteen Murray/Guy Van Dichele</p> <p>Richard Hartle with Kirsteen Murray/Guy Van Dichele</p> | <p>monthly 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.</p> <p>Meeting held 13 September</p> <p>On-going review is being undertaken through the in-year budget monitoring process (see B6 above).</p> <p>Departmental response to accompany Q2 monitor.</p> | <p>Complete</p> <p>Deadline for completion of Q2 monitor – 10 Oct 14</p> |
| S2 | 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 | | Complete |

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| | | Design a future Target Operating Model for adults that will deliver the service within a base controllable (exc. recharges and capital financing charges) budget for 15/16 of £44.0m (plus any growth funding allocated for 15/16) and in 16/17 for £42.0m (plus any growth funding allocated for 15/16 and 16/17) | 17 Oct 2014 | Stewart Halliday with Kirsteen Murray/Guy Van Dichele | Cabinet approval to submit November instead of October. | |
| | | 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 | |
| S3 | 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 | Completed | Kirsteen Murray/Guy Van Dichele | Monitoring is in place as per S1 above. Update on 14/15 savings targets will be within Q2 monitor. | Complete. Deadline for completion of Q2 monitor – 10 October 14 |
| P | Policies, procedures and processes | | | | | |
| P1 | The IT/IM systems in place for the monitoring and management of the adults budget are robust. They satisfy the standards required by the Council and its auditors and meet | Current IT and IM systems have been reviewed and gaps identified. Specifically in relation to linkages between the adults system (Frameworki) and the general ledger, it has been identified which changes are mission-critical | 12 Sep 2014 | Steve Tait with Kirsteen Murray/Guy Van Dichele | The financial management system has been fully reviewed. For frameworki an initial scoping meeting was held where certain outcomes, such as | 30 Sept 14 |

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| | the needs of the user group. | (Framework i is due for replacement) | | | being able to see the immediate impact of commissioning decisions on framework i budgets were discussed. Finance convening a further meeting with ADs and group managers to progress this piece of work. | |
| | | Discussions have taken place with Framework i and a business case prepared/agreed in respect of funding mission-critical systems changes | 26 Sep 2014 | Steve Tait with Kirsteen Murray/Guy Van Dichele | Subject to confirmation of AD and Group Manager requirements. | 17 Oct 14 |
| | | All necessary IT/IM changes have been implemented | 5 Dec 2014 | Steve Tait | All identified financial management system changes have been implemented. For framework i budgets have been added to the system but other changes subject to confirmation of AD & Group manager requirements as above. | |
| | | Training on the updated systems have been held and all relevant staff have attended training | 19 Dec 2014 | Steve Tait/ Kirsteen Murray/Guy van Dichele | To be organised | |

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| P2 | 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 by CYC Corporate finance and the AD's Adults. Gaps have been identified and responsibilities assigned for completion | 15 Aug 2014 | Richard Hartle with Kirsteen Murray/Guy Van Dichele | A full draft manual has been prepared by ACE Finance. This is currently being reviewed by corporate finance. | 19 Sep 14 |
| | | Work on the manual has been completed | 19 Sep 2014 | Richard Hartle | See above | 30 Sep 14 |
| | | Training on the content of the manual has been held and all relevant staff have attended training | 3 Oct 2014 | Richard Hartle | To be organised | 31 Oct 14 |
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