

REF	WHAT SUCCESS WILL LOOK LIKE	ACTIONS THAT WILL DELIVER THIS RESULT	BY WHEN	BY WHOM
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
		Develop proposals for changes within current budget (allocation) and implement	31 July 2014	Steve Tait with Kirsteen Murray/Guy Van Dichele
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
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	Richard Hartle with Kirsteen Murray/Guy Van Dichele
		Review staffing structures and responsibilities	31 July	Kirsteen Murray/Guy Van Dichele

		Complete and have approved a final scheme of delegation for 2014/15	15 Aug 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele
		Hold workshop for all staff members concerned	29 Aug 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele plus all adults managers
		Incorporate budget management into performance objectives	29 Aug 2014	Kirsteen Murray/Guy Van Dichele
		Issue formal instruction to implement the new system.	29 Aug 2014	Paul Edmondson-Jones
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

		Using benchmarking information from comparator authorities develop a “best-value” budget for adults	22 Aug 2014	Will Boardman
		Identify any essential movements of funding to support the CYC budget	29 Aug 2014	Kirsteen Murray/Guy Van Dichele
B5	The proposed base budget for adults for 2015/16 is agreed by CLT and Cabinet	Develop a strongly evidenced paper to support the 15/16 budget submission Represent the adults budget to Council	12 Sep 2014 Meeting date tbc	Kirsteen Murray/Guy Van Dichele Paul Edmondson-Jones
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
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	31 July 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele

		<p>Review existing savings plan (target £2.4M) for existing achievement (savings impacts carried forward from last financial year) plus viability/GAP analysis of in-year savings plan. Identify actions required (corporate and ASC) to bring total plan back to £2.4M</p>	31 July 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele
		<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>	29 Aug 2014	Tracey Carter with Kirsteen Murray/Guy Van Dichele
		<p>Review remaining £2.5M pressures and develop a departmental/corporate response</p>	29 th Aug 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele
S2	<p>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</p>	<p>There is a clear overarching objective for the transformation programme</p>	31 st July 2014	Stuart Halliday with Kirsteen Murray/Guy Van Dichele

		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	Stuart Halliday with Kirsteen Murray/Guy Van Dichele
		Develop an implementation plan for adults transformation that will generate £3.0M of savings	17 Oct 2014	Stuart Halliday with Kirsteen Murray/Guy Van Dichele
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
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 the needs of the user group.	Current IT and IM systems have been reviewed and gaps identified. Specifically in relation to linkages between the adults system (Framework I) and the general ledger, it has been identified which changes are mission-critical (Framework-i is due for replacement)	12 Sep 2014	Richard Hartle with Kirsteen Murray/Guy Van Dichele
		Discussions have taken place with Framework-i and a business case prepared/agreed in respect	26 Sep 2014	Richard Hartle with Kirsteen Murray/Guy

		of funding mission-critical systems changes		Van Dichele
		All necessary IT/IM changes have been implemented	5 Dec 2014	Richard Hartle
		Training on the updated systems have been held and all relevant staff have attended training	19 Dec 2014	Richard Hartle/Kirsteen Murray/Gut Van Dichele
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
		Work on the manual has been completed	19 Sep 2014	Richard Hartle
		Training on the content of the manual has been held and all relevant staff have attended training	3 Oct 2014	Richard Hartle