

APPENDIX 4

Priority: Modern and Efficient Council
Sub-Priority: Achieving Efficiency Targets
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
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- Initial 4 year plan published within MTFP
- Complex supporting programmes under development to support 2014-15 budget

Achievement will be measured through:

- Producing a sustainable four year financial plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance / Chief Executive)

Production and agreement of a sustainable 4 year plan – February 2014

2. Agree a specific saving and efficiencies programme for 2014/15

Progress Status	Progress RAG	R	Outcome RAG	A
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Specific Savings and Efficiencies Programme for 2014/15 - The savings and efficiency programme for 2014/15 will be developed as part of the MTFP and the setting of a balanced budget for 2014/15 which will be considered by the Council in February 2014, for this reason the progress RAG for the balanced budget milestone is currently red.

Achievement will be measured through:

- Producing an annual plan for 2014/15 within the larger four year financial plan

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)

A balanced annual budget is approved by the Council each year which will include a savings and efficiencies programme to be achieved in 2014/15 – February 2014

1. Agree the value for money strategy to support them

Progress Status	Progress RAG	R	Outcome RAG	A
<ul style="list-style-type: none"> Value for Money model developed and at embryonic stage Model being applied to corporate and functional (service) programmes under the organisational design and efficiency work within MTFP 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Developing a value for money strategy to generate the efficiencies from 2013/14 to assist the funding of services for 2014/15 and onwards <p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Development of a value for money strategy to generate efficiencies for 2014/15 and onwards – by February 2014</p>				

4. Achieving our targeted efficiencies for 2013/14

Progress Status	Progress RAG	A	Outcome RAG	G
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Achieve Targeted Efficiencies for 2013/14 – total savings and efficiency programme of £5.437m are included within the 2013/14 budget. In order to bring the budget for the year in on or better than target, this level of efficiencies needs to be achieved. Monitoring of the in year position is through the monthly budget monitoring report to Cabinet and Corporate Resources Scrutiny. The first detailed report will be in September 2013. The green outcome performance reflects that the Council will take measures to achieve at least the level of efficiencies included in the 2013/14 budget in order to bring in year spending in at or under budget.

Achievement will be measured through:

- Meeting 85% or more of our pre-agreed efficiency targets

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget	Head of Finance	146%	85%	85%	95%	G	G
Seek alternative efficiencies for the remaining 15%(or more) to bring the budget outturn in within budget	Head of Finance	N/A	15%	15%	10%	A	G

Risk to be managed – Delivery of priorities if the national financial position worsens.

This is shown as green RAG status at present as plans are on track. The target RAG status is shown as amber as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from WG

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities 	Chief Executive Head of Finance		M	M	A

Risk to be managed – Gaining Political Agreement of the Financial Plan

This is shown as Amber RAG status at present as work is in progress but requires greater engagement. The target RAG status is shown as amber as the risks can never be fully mitigated. There will be a need for on-going and greater engagement and commitment as the Council works through challenging choices and opportunities to successfully deliver priorities, and reshape service delivery in the light of significantly less resource than has been available in the past i.e. doing more with less.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> • MTFP first 2013 revision and the plans for the October Revision and Budget 2014/15 discussed with Members at Cabinet and Scrutiny in July • Member discussion has focused on the gravity of the national financial position and its impacts on the Council which will require challenging decisions to be made. • Ongoing detailed working with Leadership and Cabinet Members 	M	M	A	<ul style="list-style-type: none"> • Ongoing detailed working with Leadership and Cabinet Members • Ongoing member briefing and engagement 	<p>Chief Executive</p> <p>Head of Finance</p>		M	M	A

Risk to be managed – Ensuring the organisation responds positively to the financial plan and has the capability and capacity to make it happen

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Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> MTFP first 2013 revision and the plans for the October Revision and Budget 2014/15 discussed with Leadership Team and through DMT's in July Discussion with senior officers has focused on the gravity of the national financial position and its impacts on the Council which will require challenging decisions to be made. Ongoing detailed working with Senior Managers and Staff 	M	M	A	<ul style="list-style-type: none"> Ongoing detailed working with Leadership Team and Senior Managers Agreement with Leadership on priorities and the focus needed on making change happen to achieve the MTFP Directors and Heads of Service to identify capacity and skills gaps and solutions to manage these. Peer Challenge built into VFM model as an integral part of the programme 	Chief Executive Head of Finance		M	M	A