

ACTION PLAN

No	Key Actions	Status/progress/comments	Key Date (where applicable)
1	Cash limited budgets are introduced in this report and savings targets issued	Agreed in principle at Council 19 July 2023.	July 2023
2	Star Chambers will continue through the year to identify savings for next financial year, whilst the 'intensive care' sessions will focus on controlling pressures and costs.	Star Chamber held 25 July and further ones planned over the summer.	On-going from July 2023 Next dates are 15 th August Children & Learning & 22 nd August In Year Savings progress and Capital Programme
3	Ensure all savings proposals in this year and future years are supported by clear delivery plans.	On-going with support from Project Management Office team.	On-Going
4	Introduction of a finance opinion (on behalf of the S151 Officer) and completed in conjunction with the Executive Director, regarding achievability of saving when considering proposals.	On-going and as and when any new tranche of savings will be considered for agreement.	On-going
5	A short monthly monitoring statement is brought forward to complement the more detailed quarterly monitoring report.	To Start at Cabinet in September	Monthly from September
6	A signed accountability statement for budget holders, which will support the introduction of cash limited budgets and the duty to manage within that resource.	Draft Statements to be drawn up for discussion alongside support arrangements such as training. Discussion needed around introduction in-year or to apply from 1 April 2023	Quarter 3
7	A quarterly MTFS update to Cabinet. Further cost control measures reported.	September MTFS report update to Cabinet/Council. Cost control measures – likely to be October Cabinet & proposals consulted on during October onwards	Quarter 2, dates TBC
8	Finalise CIPFA report & actions arising from it	Improvement Plan to be tabled at Cabinet	Quarter 2
9	Finalise all fees and charges and prepare estimates for increase in line with new council policy	Agree final list of fees and charges. Check September inflation index	Quarter 3 target
10	Review any fees and charges that may be below cost	On-going – larger areas of income highest priority	Quarter 3 target

11	Introduce Strategic Capital Board	Terms of Reference etc agreed by Council (19 July 2023) and also noted at Governance Committee (24 July 2023).	Initial meeting planned 31 July, agree frequency thereafter
12	Apply Purposeful Investment criteria to capital programme & review all costs and phasing	On-going - times to be agreed at Strategic Capital Board	TBC
13	Review capital receipts and potential assets sales for use to offset borrowing or use flexibly per council policy	On-going	Quarter 2 to identify any opportunities
14	Agree Improvement Board	Need to identify independent board member experts	Quarter 2 to agree set-up and arrange meetings
15	Look at lease versus buy for assets	Paper to new Strategic Capital Board?	TBC
16	Establish design principles for service reviews to ensure consistent design and focus on stabilisation and sustainability of the council	On-going	
17	Executive Directors will review all areas to establish cost control measures that are cashable in 2023/24 to ensure they are delivering within the agreed cash limit	Underway	
18	A rigorous Cost Control Panel will be established and will review all expenditure with a view to reducing expenditure further to assist in bringing expenditure in line with income	Underway and savings to be captured	In existence
19	Council-wide voluntary redundancy scheme	Closed and outcome pending at time of writing	Quarter 2
20	Additional support and advice will be provided to the Finance portfolio holder to ensure there is robust challenge.	Ongoing & part of intensive care and star chamber meetings	Ongoing
21	The Cabinet and Executive Management Team will look for savings through activity reviews. These activity reviews will look at those activities that fall into 2 areas: <ul style="list-style-type: none"> Choice – areas that the council has a choice in providing and the customer has a choice of supplier. These tend to be areas where the council can charge for its services. Do Differently – can the activity be delivered differently using automation, self-service or partnerships. 	Ongoing	By October 2023
22	Executive Directors will establish the benefits realisation plans for the strands of the council's transformation plan.	Ongoing	

23	Explore opportunities for securing additional external funding.	Ongoing	
24	Key cost drivers have been identified and these will need to be tracked so the organisation can move quickly and efficiently if costs start to rise.	Costs to be monitored as part of monthly budget monitoring	Ongoing
25	City renaissance – a focus on growing the city and increasing the income of the council	MTFS will reflect the estimates of growth	To be updated when major changes arise in forecast
26	A compulsory financial management training programme will be introduced for all staff with additional training for budget holders to ensure our employees are financially aware and exercising financial prudence.	Training being developed – may involve external support	Quarter 3 to commence
27	Job descriptions and personal specifications will be reviewed to ensure strong financial acumen is reflected where the role involves the management of financial resources.	Sits alongside need for Accountability Statements	This will be completed as part of the 2024/25 budget setting process.
28	Review of the corporate plan, people plan and the supporting strategies to reflect the priorities of purposeful investment and a sustainable organisation.	Part of regular monitor of corporate plan throughout year.	TBC
29	Identify further opportunities to invest in the city and the council including innovative ideas and ensuring business cases have been developed in anticipation of funding becoming available	Through Renaissance Board	Ongoing
30	Review cost driver: STAFFING	Ongoing	Quarter 3
31	Review cost driver: ASSETS	Ongoing	Quarter 3
32	Review cost driver: Review cost driver: PARTNERSHIPS	Ongoing	Quarter 3
33	Review cost driver: SYSTEMS AND PROCESSES	Ongoing	Quarter 3
34	Review cost driver: ACCOMMODATION	Ongoing	Quarter 3
35	Where overspends do occur, a formal written action plan will be proposed to mitigate the pressure, including milestones and targets and agreed with the S151 officer.	Agreed as new part of Financial Procedure Rules.	From quarter 1, any major overspend forecast needs to comply with this requirement
HOUSING REVENUE ACCOUNT			
1	Update the HRA budget, capital programme and 40 year business plan	Need to refresh 40 year plan and review at Cabinet	Quarter 2
2	Prepare approach for Landlord Controlled Heating Account in line with MTFS update report proposals agreed.	Principles agreed at Council (19 July 2023) – detailed work now needed	Quarter 2

DEDICATED SCHOOLS GRANT (DSG)			
1	Engage with other authorities and Government to control and reduce the deficit (standing at £10.1M as at 31 March 2023).	Full deficit plan to be agreed and monitored	Ongoing
2	Develop an action plan to implement the strategy for managing the increase in High Needs	Plans to be discussed at EMB and Strategic capital Board	Ongoing
SCHOOL DEFICITS (schools with deficits totalled £4.5M as at 31 March 2023)			
1	Ensure all schools in deficit have a Deficit Recovery Plan and delivery is monitored	4 schools without a finalised plan. Overall total schools with a deficit is forecast at £3.7M.	Ensure all have plans by end of Quarter 2
2	Support schools with their financial control and deficit recovery plans	Schools that are unable to demonstrate that they can manage their budgets in these difficult times may benefit from further actions such as council employed staff with expertise in Governance roles, or other actions	Ongoing