

FIP Theme	Action - UID	Action	Impact on control environment
1) Strengthening Financial Leadership	<b>A1.2</b>	Produced Accountability Agreements for Corporate Directors	Accountability Agreement is in place clearly articulating management expectations of good financial management
1) Strengthening Financial Leadership	<b>A1.4</b>	Establish clear guidance on the financial roles and responsibilities of Corporate Directors, Budget Managers and Finance.	Guidance is followed leading to improvement financial management
1) Strengthening Financial Leadership	<b>A1.5</b>	Establish clear guidance on the financial roles and responsibilities of Corporate Directors, Budget Managers and Finance.	Guidance is followed leading to improvement financial management
1) Strengthening Financial Leadership	<b>A2.8</b>	Provided annual training (could also be refresher if no change in membership) to Audit Committee members	Audit Committee have suitable mechanisms in place to oversee and monitor value for money (VfM) and risks
1) Strengthening Financial Leadership	<b>A2.9</b>	Establish a framework and process for timely response, action to respond to and compliance with audit recommendations and oversight of compliance via CLT. This will assist with the development of a mature relationship with both Internal Audit and External Audit and the rest of NCC.	Audit recommendations are actively managed and implemented by lead officer
1) Strengthening Financial Leadership	<b>A3.1</b>	Finance to effectively work alongside the Transformation Programme to put in place and integrate the financial management and control required to provide senior leadership with a timely insight into the critical financials, both investment and savings being delivered needed	The authority undertakes a programme of transformation projects supported with financials that enable costs to be controlled, savings to be delivered and return on investment achieved

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1) Strengthening Financial Leadership	<b>A3.2</b>	Finance to effectively support the completion of the 5 prioritised best value reviews by providing timely insight, financial data analysis and challenge	The authority undertakes a programme of best value reviews designed to assess the extent to which its principle services are operating effectively and making recommendations for improvement
1) Strengthening Financial Leadership	<b>B1.1</b>	The authority's CFO is a key member of the leadership team, involved in and able to bring influence to bear on all material business decisions	The authority's CFO is a key member of the leadership team, involved in and able to bring influence to bear on all material business decisions
1) Strengthening Financial Leadership	<b>B3.1</b>	The Chief Finance Officer (CFO) is suitably qualified	The CFO is suitably qualified
1) Strengthening Financial Leadership	<b>B4.3</b>	New Finance Target Operating Model Re-alignment of finance functions Re-define roles and responsibilities in managing finances Implement Accountability and Competency Agreements Re-define / re-establish the role of finance business partners within the Finance TOM	The finance TOM has been implemented and demonstrates an effective and efficient finance function in its core service delivery and supporting delivery of the authority's service and corporate plan
1) Strengthening Financial Leadership	<b>C4.1a</b>	Deliver induction training for all Councillors in respect of Local Government Finance	The leadership team espouses high standards of governance and internal control through an effective Constitution and effective decision making

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1) Strengthening Financial Leadership	<b>E1.1</b>	Map the 'as is' financial relationship between NCC / NCH (HRA and non HRA). Map to include partnership / contractual arrangements and over of roles and responsibilities	The authority has in place an effective framework of financial accountability evidenced by an understanding of roles and responsibilities for partnerships / contractual arrangements
1) Strengthening Financial Leadership	<b>E1.3</b>	Develop and implementation a package of spending controls to demonstrate that the authority is gaining a tighter grip on how its finances are being managed and reported.	The financial management style of the authority supports financial sustainability.
1) Strengthening Financial Leadership	<b>E1.4</b>	Presentation to senior leadership management group (SLMG/DLT) and guidance issued to all staff on spending controls and how they are to be monitored and reported	The financial management style of the authority supports financial sustainability.
1) Strengthening Financial Leadership	<b>E2.2</b>	Review the long-standing partnership agreement with LCC for the provision of certain financial / HR systems as part of the EMSS, to identify whether it is realising the expected financial and business benefits in the original business case.	The authority is committed to continuous improvement in terms of the economy, efficiency and effectiveness
1) Strengthening Financial Leadership	<b>F1.5</b>	Establish close working relationships with Transformation Finance to understand and align investment costs profiling to secured capital receipts. Identify and report any risks/issues as part of the in-year reporting	The financial management style of the authority supports financial sustainability.
1) Strengthening Financial Leadership	<b>F2.1</b>	Review and update the reserves policy, identifying any risks as part of the medium term financial plan (MTFP) refresh	The authority manages its reserves well

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1) Strengthening Financial Leadership	<b>F3.1</b>	Post financial resilience statement, consider the risks and mitigating actions as required. Link into MTFP July Exec report	Financial resilience statement - risk assessment
1) Strengthening Financial Leadership	<b>J1.1</b>	The authority is aware of its obligations in respect of budget setting and has put forward for approval to Council a budget set in accordance with its statutory obligations	The authority complies with its statutory obligations in respect of the budget setting process
1) Strengthening Financial Leadership	<b>J2.1</b>	2023/24 Budget prepared and includes a statement by the CFO on the robustness of estimates	The authority has set a balanced budget
1) Strengthening Financial Leadership	<b>K1.1</b>	2024/25 Budget prepared and includes a statement by the CFO on the robustness of estimates	Approved budget incorporating a statement by the CFO on the robustness of estimates
1) Strengthening Financial Leadership	<b>K2.1</b>	Budget 2023/24 to include narrative on significant estimates and their impact	Approved budget incorporating narrative on significant estimates and their impact
1) Strengthening Financial Leadership	<b>K3.1</b>	Budget 2023/24 to include an assessment on the adequacy of reserves held by the authority	Approved budget incorporating an assessment of the current level of reserves and their sufficiency across the life of the MTFP
1) Strengthening Financial Leadership	<b>K4.1</b>	Budget 2023/24 to include an assessment on the adequacy of reserves held by the authority	Approved budget incorporating an assessment of the current level of reserves and their sufficiency across the life of the MTFP
1) Strengthening Financial Leadership	<b>N1.5</b>	Produce savings delivery tracker into financial reporting.	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making

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1) Strengthening Financial Leadership	<b>N1.6</b>	Roll out in consultation with the Corporate Finance Business Partners (CFBPs) the Tracker as part of the period end finance performance reporting	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making
1) Strengthening Financial Leadership	<b>N1.8</b>	Consult with the Capital Board and Project Managers on the proposed timetable for in year capital performance reporting	To manage the expectations and deadlines for financial reporting
1) Strengthening Financial Leadership	<b>N1.9</b>	Roll out the agreed budget monitoring timetable	To manage the expectations and deadlines for financial reporting
1) Strengthening Financial Leadership	<b>N1.11</b>	Develop a new template and appendices for in year and outturn capital reporting that provides more insightful information enabling all relevant stakeholders to fully understand the programme (what is being delivered), the progress in delivering it relative to expectations (on time and to budget) and any significant emerging issues and risks and how these are being mitigated/managed.	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making
1) Strengthening Financial Leadership	<b>N3.1</b>	Review the long-standing partnership agreement with LCC for the provision of certain financial / HR systems as part of the EMSS, to identify whether it is realising the expected financial and business benefits in the original business case.	Development of action plan
2) Improving the approach to managing and governing the capital programme	<b>C5.4</b>	Develop a comprehensive training programme for developing skills and competencies in asset management, capital planning, project/risk and financial management	Comprehensive training on developing skills and competencies in asset management, capital planning, project/risk and financial management is delivered, embedded in operational delivery going forward with an annual refresh programme

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2) Improving the approach to managing and governing the capital programme	<b>C5.5</b>	Rollout training programme for developing skills and competencies in asset management, capital planning, project/risk and financial management and embed in operational BAU going forward to ensure regular training is provided and annual refresh	Comprehensive training on developing skills and competencies in asset management, capital planning, project/risk and financial management is delivered, embedded in operational delivery going forward with an annual refresh programme
2) Improving the approach to managing and governing the capital programme	<b>E1.5</b>	Develop a standardised approach to storing and retaining both project and financial information in Oracle Fusion / SharePoint aligned to information governance standards	The authority operates financial information systems that enable the consistent production of comprehensive, accrual-based and up to date data that fully meets the users' needs
2) Improving the approach to managing and governing the capital programme	<b>H1.1</b>	Review of underlying base budget assumptions that underpin the capital programme and capital strategy with the look to adopt a revised approach to prioritising how capital spend is financed.	The authority has a capital strategy approved by Council that is underpinned by sound assumptions, policy and guidance
2) Improving the approach to managing and governing the capital programme	<b>H1.4a</b>	Review of underlying base budget assumptions that underpin the capital programme and related ongoing developments as part of the July 23 MTFP Refresh	The authority has a capital strategy approved by Council that is underpinned by sound assumptions, policy and guidance
2) Improving the approach to managing and governing the capital programme	<b>H1.5a</b>	Prepare a draft Capital Financial Management Handbook that provides Project Managers / Finance Business Partners with a clear understanding of their financial role and responsibilities in managing and reporting a capital project	The authority has a capital strategy approved by Council that is underpinned by sound assumptions, policy and guidance
2) Improving the approach to managing and governing the capital programme	<b>H1.6</b>	Develop and roll out a mandatory capital training module for completion by all PMs / Project Support Officers and all Finance Officers	The authority has a capital strategy approved by Council that is underpinned by sound assumptions, policy and guidance

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2) Improving the approach to managing and governing the capital programme	<b>I2.2</b>	Carry out a quarterly review of unsecured/secured capital receipts as part of and aligned to capital in year reporting.	The medium-term financial plan is consistent and integrated into relevant service plans and its capital strategy and can be demonstrated by the in year reporting cycle
2) Improving the approach to managing and governing the capital programme	<b>N1.7</b>	Develop a draft timetable alongside that for Revenue (once agreed) for agreement with the Director of Finance	To manage the expectations and deadlines for financial reporting
2) Improving the approach to managing and governing the capital programme	<b>N1.10</b>	Develop a new template and appendices for in year and outturn capital reporting that provides more insightful information enabling all relevant stakeholders to fully understand the programme (what is being delivered), the progress in delivering it relative to expectations (on time and to budget) and any significant emerging issues & risks and how these are being mitigated/managed.	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making
3) Enhancing financial systems to meet user needs	<b>C5.3</b>	Complete annual PCI compliance check, implementing any recommendations made	Annual report provided by Internal Audit
3) Enhancing financial systems to meet user needs	<b>C5.6</b>	Work with internal audit to develop the robustness of the control environment for Payment card industry (PCI)	PCI compliance

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3) Enhancing financial systems to meet user needs	<b>N3.3</b>	Establish and implement appropriate client contract management arrangements including Subscription Management for Oracle Fusion licensing and the new Managed Service Provider. These arrangements will be informed by a review of the Finance Service Centre (EMSS - FSC) SLAs and KPI metrics	The authority is committed to continuous improvement in terms of the economy, efficiency and effectiveness
3) Enhancing financial systems to meet user needs	<b>N4.1</b>	Establish a unified Financial Systems Reporting Strategy and toolkit based on Microsoft Power BI that looks to provide: an insightful, intuitive and intelligent approach to data analysis; "one version of the truth"; capability to meet the multi-dimensional financial and management information needs of different stakeholders; and a proactive, agile and responsive resource to design and meet changing reporting needs	Reporting and insight analysis is used to inform decision making and improve accuracy of forecasting
3) Enhancing financial systems to meet user needs	<b>N5.1</b>	Work with internal audit to develop / commission a comprehensive multi-year programme of Financial / IT audit / external reviews that provides assurance to the CFO as to the robustness of the control environment including full compliance with PCI surrounding Oracle Fusion (all relevant modules but particularly GL, AP, AR, HCM/P, Project) / other financial systems e.g., Icon and originating business feeder systems	The leadership and stakeholders (users) are satisfied with the timeliness and accuracy of financial information provided
3) Enhancing financial systems to meet user needs	<b>N5.2</b>	Develop an initial suite of prototype finance dashboards for demonstration these being: Accounts Receivable, Revenue Budget, Accounts Payable, Journal management).	There is a demonstratable robust internal financial control framework that meets CFO and audit expectations



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3) Enhancing financial systems to meet user needs	<b>N5.3</b>	Aligned to FIP 3.9, introduce compliance, control and escalation reporting on system users adherence and compliance with financial systems policies, procedures, processes and rules to CLT, DMTs as part of the drive towards a more financially compliant culture	Routine compliance and adherence to policies, processes and procedures
3) Enhancing financial systems to meet user needs	<b>N5.4</b>	Working with key stakeholders, create a Finance MI Reporting Annual Plan that specifically identifies the financial reports to be prioritised for development to meet business needs	Reporting and insight analysis is used to inform decision making and improve accuracy of forecasting
3) Enhancing financial systems to meet user needs	<b>Q1.1</b>	Establish a unified Financial Systems Reporting Strategy and toolkit based on Microsoft Power BI that looks to provide: an insightful, intuitive and intelligent approach to data analysis; "one version of the truth"; capability to meet the multi-dimensional financial and management information needs of different stakeholders; and a proactive, agile and responsive resource to design and meet changing reporting needs	Accurate, timely and accessible financial dashboards that meet business need of all stakeholders
3) Enhancing financial systems to meet user needs	<b>Q1.2</b>	Develop an initial suite of prototype finance dashboards for demonstration these being: AR, Revenue Budget, AP, Journal management).	There is a demonstratable robust internal financial control framework that meets CFO and audit expectations
4) A well designed and robust system of internal financial control	<b>C2.1</b>	Review the current payroll controls in place over the monthly payroll submissions including control account reconciliations	Appropriate system of internal financial control designed

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4) A well designed and robust system of internal financial control	<b>C2.2</b>	Carry out an evaluation of the robustness of the internal controls within Oracle Fusion	There is a clear framework for governance and internal control for processes within the finance system and that these are adhered to fully. Monthly system control reconciliations are complete and approved. Internal and External Audit identify no significant weaknesses
4) A well designed and robust system of internal financial control	<b>C2.7</b>	Commission an internal audit review to supplement and test compliance with payroll submission and control account reconciliations	Audit Assurance on the operational robustness of internal financial control framework
4) A well designed and robust system of internal financial control	<b>C2.10</b>	Complementing internal audit work, identify and document the internal control procedures designed and operating within the Oracle Fusion systems map. - Carry out an evaluation as to the robustness of those controls and whether they are operating effectively and there is an appropriate level of management oversight - Implement a standardised template and process with suitable supporting documentation for completing and approving reconciliations for feeder systems, bank and other control accounts, holding accounts and error suspense accounts	There is a clear framework for governance and internal control for processes within the finance system and that these are adhered to fully. Monthly system control reconciliations are complete and approved. Internal and External Audit identify no significant weaknesses
4) A well designed and robust system of internal financial control	<b>C2.11</b>	Implement a standardised template and process with suitable supporting documentation for completing and approving reconciliations for feeder systems, bank and other control accounts, holding accounts and error suspense accounts	There is a clear framework for governance and internal control for processes within the finance system and that these are adhered to fully. Monthly system control reconciliations are complete and approved. Internal and External Audit identify no significant weaknesses

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4) A well designed and robust system of internal financial control	<b>C2.15</b>	Assess the likely risk of making a duplicate payment in the AP system and the underlying arrangements in place for mitigating those risks. Subject to the conclusion of that assessment, carry out /commission a duplicate payment review potentially covering multiple financial years	The finance system has internal controls to ensure that no duplicate payments are made to suppliers. No adverse opinion from Internal and External Audit
4) A well designed and robust system of internal financial control	<b>E1.8</b>	Review of control accounts, holding accounts, suspense account, and bank reconciliations including the development of a standardised approach	Robust internal control framework
4) A well designed and robust system of internal financial control	<b>N2.1</b>	Assess the likely risk of making a duplicate payment in the AP system and the underlying arrangements in place for mitigating those risks. Subject to the conclusion of that assessment, carry out /commission a duplicate payment review potentially covering multiple Financial Years	
4) A well designed and robust system of internal financial control	<b>N2.4</b>	Determine a proof of concept approach to determine the extent of the likelihood of duplicate payments for the FY 2022/23	
4) A well designed and robust system of internal financial control	<b>N2.5</b>	Consider whether to carry out a duplicate recovery audit across multiple years	Well managed system of internal control - risk of duplicate payments mitigated
4) A well designed and robust system of internal financial control	<b>O1.6</b>	Payroll Control workstream - Payroll overpayments	Robust internal control

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5) Embedding Professional Accounting Practice	<b>B2.1</b>	The CFO leads and champion the promotion and delivery of good financial management across the authority. Per implementation of all FIP planned actions and finance target operating model (TOM) actions in this plan	The CFO including through their finance team lead and champion the promotion of good financial management across the authority. This is demonstrated by full implementation of the FIP and finance TOM
5) Embedding Professional Accounting Practice	<b>B4.5</b>	Provide additional expert capacity to address backlogs in the achievement of statutory financial reporting and audit requirements	The finance TOM has been implemented and demonstrates an effective and efficient finance function in its core service delivery and supporting delivery of the authority's service and corporate plan
5) Embedding Professional Accounting Practice	<b>E1.2</b>	Review and establish a relevant charging methodology to services NCC, NCH (HRA and non HRA) Link to recharges review	The authority has in place an effective framework of financial accountability evidenced by an understanding of roles and responsibilities for partnerships / contractual arrangements
5) Embedding Professional Accounting Practice	<b>E2.3</b>	Significant Accounting Review - Capital recharges - Potential negative adjustment to revenue	The authority's financial accounting and reporting are accrual based; comply with the Code of Practice on Local Authority Accounting in the united Kingdom, and meet the relevant professional and regulatory standards
5) Embedding Professional Accounting Practice	<b>E2.10</b>	Significant Accounting Review - MRP transformation savings	The authority's financial accounting and reporting are accrual based; comply with the Code of Practice on Local Authority Accounting in the united Kingdom, and meet the relevant professional and regulatory standards

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5) Embedding Professional Accounting Practice	E5.1	Ernest Young (EY) to report on its review of Management of Override Controls to provide an independent review	The authority has sought an external view on its Management of Override controls as part of its FIP
5) Embedding Professional Accounting Practice	P3.1	<b>Journal Processing</b> Issue preliminary guidance including moving Finance Division Staff to input directly and leaving intranet form submissions to be used for requests from wider organisation. All intranet forms to be authorised by Finance - changes required to Firmstep forms. All input by Finance Staff to be reviewed and signed off before input.	Journal Control improvements - A clean audit opinion
5) Embedding Professional Accounting Practice	P3.2	Control of recharging processes improvement	A clean audit opinion
5) Embedding Professional Accounting Practice	P3.3	<b>Journal Processing</b> Review compliance with new guidance, develop and deliver support to areas struggling with changes.	Journal Control improvements - A clean audit opinion
5) Embedding Professional Accounting Practice	P3.4	<b>Journal Processing</b> - Introduce formal authorisation of all journals over £20k within Fusion. Develop reporting for transactions under £20k to enable review and challenge of low level journals.	A clean audit opinion
5) Embedding Professional Accounting Practice	P3.5	<b>Accounts Catch-up - 2019-20 Accounts</b> Clear all outstanding queries received from Grant Thornton up to mid-April. Deal promptly with any new queries raised by Grant Thornton once they recommence audit work in June 2023	A clean audit opinion

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5) Embedding Professional Accounting Practice	<b>P3.7</b>	Grants management - building on work done by PwC	A clean audit opinion
6) Capacity Building and training	<b>A2.14</b>	Establish principles of Value for money (VFM) within structure of decision reports, financial implications-standard structure. Provide training in principles of value for money to finance.	Improve the financial competencies of finance staff to support the wider authority in effective decision making within their delegated authorities
6) Capacity Building and training	<b>E6.1</b>	Procure (with LCC) the Oracle Guided Learning Module for the agreed discounted price as part of the re-licensing agreement	Improve the financial competencies of finance staff to support the wider authority in effective decision making within their delegated authorities
7) Enhancing financial strategies	<b>A2.1</b>	Implementation of the cross-council Commercial Oversight Group model (scoped to include Commissioning), distribution of the relevant procurement and commissioning handbooks and roll out of training.	Compliance with the Commercial Oversight Group model which demonstrates effective compliance, decision making and value for money
7) Enhancing financial strategies	<b>A2.12</b>	Rolled out of relevant procurement and commissioning handbooks including guidance	Compliance with the Commercial Oversight Group model which demonstrates effective compliance, decision making and value for money
7) Enhancing financial strategies	<b>A2.13</b>	Post implementation review of relevant procurement and commissioning handbooks to ensure embedding of the Commercial Oversight Group model	Compliance with the Commercial Oversight Group model which demonstrates effective compliance, decision making and value for money
7) Enhancing financial strategies	<b>F1.1</b>	Review MTFP 2023/24 working papers approved at budget based on information known April 2023. (As part of MTFP 2024/25)	To put in place the foundations for a financial resilience assessment

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7) Enhancing financial strategies	<b>F1.2</b>	Refresh of the MTFP for July Exec. Prepare and agree an annual budget that breaks down income and expenditure targets to the level of individual services and budget holders	To put in place the foundations for a financial resilience assessment
7) Enhancing financial strategies	<b>F1.3</b>	Provide budget holders with regular reports on their performance against their budget allocations, identify any significant variations from the agreed budget, and take prompt action to address them. Link to new monitoring timetable	To put in place the foundations for a financial resilience assessment
7) Enhancing financial strategies	<b>G2.1</b>	Review the information available and issues regarding the transformation programme including identifying current issues to brief Corporate Leadership Team (CLT) on current status	The authority has a clear and achievable transformation programme in place that delivers the savings within the MTFP
7) Enhancing financial strategies	<b>G2.2</b>	Reconcile the MTFP to the transformation savings monitoring report, savings tracker and original business case's (OBC) to baseline the savings	The authority has a clear and achievable transformation programme in place that delivers the savings within the MTFP
7) Enhancing financial strategies	<b>G2.3</b>	Review the assumptions within the OBC's and current status of projects to assess savings targets and confirm alignment to MTFP or taken corrective action as necessary	The authority has a clear and achievable transformation programme in place that delivers the savings within the MTFP
7) Enhancing financial strategies	<b>G4.1</b>	Carry out an early development and refresh of its approach to setting the 2024/25 Budget and rolling forward its MTFP	A robust and timely approach to managing finances and understanding the prospects for long term financial sustainability
7) Enhancing financial strategies	<b>H2.1</b>	Medium term financial plan (MTFP) report Mar 23	The authority has set prudential indicators in line with the Prudential Code

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7) Enhancing financial strategies	<b>H3.1</b>	Treasury management Panel reviewed and reporting template refreshed/implemented	The authority has in place suitable mechanisms for monitoring its performance against the prudential indicators that has been set
7) Enhancing financial strategies	<b>I1.1</b>	Approved the Medium term financial plan (MTFP) 2023/24	The authority has in place and agreed financial plan
7) Enhancing financial strategies	<b>L1.1</b>	Undertake budget consultation as part of MTFP 2023/24	The budget has been consulted upon with key stakeholders with the outcome reported back prior to Council approval of the budget
7) Enhancing financial strategies	<b>L3.1</b>	Review the current budget consultation and engagement plan to ensure all relevant stakeholders are engaged in the 24/25 MTFP process	To provide leadership with assurance that appropriate consultation and engagement will be carried out as part of the 24/25 budget
7) Enhancing financial strategies	<b>L3.2</b>	Draft new budget consultation and engagement plan for 24/25	To provide leadership with assurance that appropriate consultation and engagement will be carried out as part of the 24/25 budget
7) Enhancing financial strategies	<b>N1.4</b>	Develop a Savings Tracker - Produce savings delivery tracker into financial reporting.	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making
7) Enhancing financial strategies	<b>N2.2</b>	Incorporate into budget monitoring timetable. Review all plans relating to divisional transformation, delivery of savings, management of risks, service delivery and budget management are reviewed and managed at the monthly divisional performance clinics. This enables directors to have oversight of interdependency and resource conflicts for resolution.	The leadership team have oversight of interdependencies and resource conflicts can be addressed.
7) Enhancing financial strategies	<b>N2.3</b>	Develop a suite of Power BI dashboards for analysing the revenue budget position (including reserves, savings tracker) in real time / for each period end and at all levels within the management hierarchy	To provide the leadership team and budget holders with an appropriate suite of reports to facilitate effective performance and decision making



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7) Enhancing financial strategies	<b>N3.5</b>	Review all plans relating to divisional transformation, delivery of savings, management of risks, service delivery and budget management are reviewed and managed at the monthly divisional performance clinics. This enables directors to have oversight of interdependency and resource conflicts for resolution.	The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.
7) Enhancing financial strategies	<b>O4.1</b>	Review of reserves to identify level and planned use of reserves - Introduce a bi-annual review of reserves.	Outcome of bi annual reserves reviews are reported leadership team who are able to make informed decisions on use of reserves.
8) Adult Social Care Managing Finances	<b>E2.12</b>	Finalisation of the Budget Review for 22/23 and 23/24 complete.	Improved budget holder accountability, budgets are now up to date with all high level rebase adjustments removed.
8) Adult Social Care Managing Finances	<b>E2.13</b>	Oracle coding structure and hierarchy revised and updated budgets to be in place by P2 23/24.	Supports improved budget holder accountability, more accurate in year forecasting and development of medium term forecasts linking budget, activity and cost data.
8) Adult Social Care Managing Finances	<b>E2.14</b>	Budget Monitoring process updated to replace single line forecasting with detailed forecasts at code level.	Improved accountability and system reporting with removal of "off ledger" spreadsheet workarounds to support one version of the truth within Oracle.
8) Adult Social Care Managing Finances	<b>E2.15</b>	Complete a 4 year reconciliation of care systems (ContrOCC) to Oracle agreeing the proposed approach with Grant Thornton including the need for prior year accrual adjustments.	Provides clarity re: prior year accruals brought forward and a robust basis for monthly control reconciliations of care system commitments to the ledger.

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8) Adult Social Care Managing Finances	<b>E2.16</b>	Hold a series of Workshops with finance and care practitioners to establish process and internal control maps and assess the controls strength linked to Controcc and its interface with Oracle.	Oversight Board will drive the production of an appropriately resourced and jointly managed action plan to deliver data and system improvements and clarify future roles and responsibilities with regard to systems ownership and controls.
8) Adult Social Care Managing Finances	<b>E2.24</b>	Review existing financial forecasting requirements and links and dependencies upon the current process by which packages are ended, authorised and new/revised packages added	Enhance the financial resilience and forecasting process of Adult Social Care
8) Adult Social Care Managing Finances	<b>E2.27</b>	Consult on the current financial forecasting/reporting needs to Illustrate the interdependencies with the ongoing process of terminating packages, authorising packages, and introducing or modifying new packages. A data quality report for users to understand	Enhance the financial resilience and forecasting process of Adult Social Care