Baseline financial position and budget setting critical activities

	September	October	November	December	Januar	ry 22 Febr	uary 22	March 22	2022 - 23
	Phase 1					Phase 2			Phase 3
Grant Thornton recommendations	Actions 1 to 3 completed (5) Skills and Training needs for Finance team assessed (8) Review Budget managers position at Month 6 (9) Enshrine budget ownership in Scheme of financial delegation and updating of roles and responsibilities (11)Tighter financial controls and independent approval					 (4) Updated business rules (5) Learning and development programme (7) Budget verification (8) Budget accountability statements (12) Review of chart of accounts (14) New Finance Target Operating Model (15) Embed control improvements 			 (4) Capacity and long term sustainability to undertake key financial calculations (5,8) Skills gap analysis and training for new roles (6) Best practice budget monitoring model (10) As is cost centre mapping and proposed new cost centre structure
Budget setting critical path and supporting activities	Financial due diligence activities Review Balance Sheet, Reserves, Provisions and associated policies Review of control and suspense accounts 2021-22 line by line budget review Review 2021-22 Month 6 Budget position Validate assumptions and develop savings opportunities 22-23 by Review & Validation of corporate				22-23 budg	get		(15) Embedding tighter financial control in structure (15) Review and update of current regulations and procedures	
	Review and validation of service pressures & savings opportunities Development of 22					ent of 22-23 Savings (delivery plans		
						Development of 23-24 Twin Track programme			
	Key timelines & milestone								
	20-21 final outurn and Accts sign off Govt: CSR, Draft & Final Settlement Draft Budget					Final Budget			