

Appendix 1 – Effective Use of Resources Delivery Plan

Appendix 1: Financial and Resource Management Delivery Plan

Category	Objective	Next action(s)	Who	When
Strategic (high level plan and review)				
1. Financial strategy	Update and approve financial strategy for AHSC (derived from, aligned to and dependent on AHSC vision/ strategy)	<ul style="list-style-type: none"> Annual update to financial strategy 	Liam Duggan	April 2023
2. Budget strategy	Develop medium term budget strategy for AHSC – linked to Adult Social Care future Target Operating Model (provision mix, unit cost, overhead etc)	<ul style="list-style-type: none"> Formal multiyear budget strategy to be developed and brought to Committee 	Liam Duggan	November-December 2022
3. Budget setting	Support to the committee, in line with the corporate timeline, for the delivery of a balanced budget for 2023/24	<ul style="list-style-type: none"> Report to Committee on proposals for balancing budget *to take learning from Alders best practice guide as per LGA suggestion 	Liam Duggan	September 2022
4. Benchmarking	Ongoing use of benchmarking to inform Target Operating model (provision mix, unit costs, overheads) and to guide budget strategy	<ul style="list-style-type: none"> Reporting of latest benchmarking to Policy Committee 	Liam Duggan	September 2022
5. Market Shaping Statement	Medium term plan for the reshaping of the care market to meet changing needs in line with our vision and strategy and future target operating model. This will set out how we will achieve a sustainable market with clear oversight and governance along with clear messages for providers on our commissioning intentions, potential use of capital development and the outcomes we want to achieve for the people in Sheffield.	<ul style="list-style-type: none"> Market shaping statement to be brought to Committee for approval and publication Engagement with providers over winter to develop detailed a market position statement for working age adults and Ageing and Living Well 	Catherine Bunten	September 2022

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6. Fair Cost of Care and Market Sustainability	A Care Market Sustainability Plan covering any move towards the fair cost of care and proposals for setting fee rates for commissioned care. This includes mechanisms for annual uplifts and review, mitigating key risks to the local market and particular consideration of the further commencement of Section 18(3) of the Care Act 2014.	<ul style="list-style-type: none"> • Cost of Care Exercises for residential and nursing care for those aged 65 and over and domiciliary care for those aged 18 and over and draft market sustainability plan submitted to DHSC. • Further engagement with providers on market sustainability plan to develop final plan for submission in February 2023 	Catherine Bunten	October 2022
7. Change Programme	Manage and maintain a multiyear transformational change programme for delivery of the Adult Social Care Vision and Strategy and multiyear savings/ efficiencies	<ul style="list-style-type: none"> • Annual review of programme 	Jon Brenner	March 2023
8. Innovation and legislation	Understanding of changes to national legislation and examples of innovative practice provide a regular horizon scanning discussion. Engagement with staff and partners and access to national fora to compare and develop practice and innovation.	<ul style="list-style-type: none"> • Update to Committee on Charging reform • LPS 	Charles Crowe	September 2022
9. External assurance	Benchmark our financial performance against national frameworks and secure external challenge and assurance	<ul style="list-style-type: none"> • Incorporate LGA suggestions into plan • Incorporate CQC framework into SCC P&O Framework 	Liam Duggan	September 2022
10. System efficiency	Efficient and effective system makes best use of shared resources	<ul style="list-style-type: none"> • BCF update provided to Committee 	Judith Town	November 2022
11. Workforce Plan	Develop costed medium term staffing structure for adult social care as part of the Target Operating Model	<ul style="list-style-type: none"> • 		
Tactical (monitoring and oversight)				
12. Cost driver analysis	Clarity on AHSC budget income, expenditure and pressures aligned to leadership team portfolios, legal obligations and strategic priorities	<ul style="list-style-type: none"> • Annual update to the Committee 	Jonathan McKenna Moore	June 2023
13. Transparent funding and spend	Transparent funding of adult health and social care to improve understanding, understand risks, opportunities and to inform budget strategy	<ul style="list-style-type: none"> • Update to Committee on use of NHS funding to support 	Liam Duggan	September 2022

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		early adoption of National Living wage		
14. Clear budget portfolios	Aligned budgets, contracts and staffing to leadership portfolios so that all portfolios have total budget, contractual and staffing oversight and are able to implement service budget plans (including service governance and actions to balance budgets)	<ul style="list-style-type: none"> Staffing budgets to be allocated as part of the new operating structure 	Jon Brenner	September 2022
15. Budget monitoring, reporting and financial forecasting	Full compliance with high quality forecasting based on financial management reports which meet the needs of the leadership teams and escalates intelligence appropriately resulting in responsive/ corrective action.	<ul style="list-style-type: none"> Review of purchasing meeting format following implementation of new structure 	Liam Duggan/ Tim Gollins	February 2023
16. Contracts register	Single register of all AHSC 3 rd party service contracts, grants and call off orders to support monitoring, planning and review alongside equivalent register from CCG and identification of inefficiency.	<ul style="list-style-type: none"> Recommendations from project group as to whether contracts register can be held 'on system' (ContrOCC) 	Liam Duggan/ Catherine Bunten	November 2022
17. Establishment control	Processes for maintaining the AHSC establishment, providing reporting information and ensuring spend is controlled in line with the budget.	<ul style="list-style-type: none"> Establishment and budgets to be updated following restructure 	Jane Wilby	November 2022
18. In year project tracking	Active initiatives to deliver savings are tracked, reviewed on a project-by-project basis with regard to delivery against stated objectives and continued funding or disinvestment	<ul style="list-style-type: none"> Process for management and forecast of savings to be updated 	Liam Duggan	February 2023
Operational (process/ controls)				
19. Behaviours and culture	Staff understand the funding of adult social care and are aware of the financial impact of the decisions they make. Budget discussions take place in teams and financial considerations are a part of all decision making. Financial Risks & Issues are reported and managed at an appropriate level. Staff are empowered to mitigate risks rather than escalate and transfer responsibility.	<ul style="list-style-type: none"> Financial controls implemented Performance Management Framework implemented Practice Quality Framework developed 	Liam Duggan	Nov 22- March 23
20. Care package approval	Individual packages of care are authorised at the required level according to a scheme of delegated authority. The delegated authoriser is confident that alternatives have been explored and the funding request offers the best value for money to achieve a good outcome for the person.	<ul style="list-style-type: none"> New formal financial approval to be required within the case management system 	Liam Duggan	November 2023
21. Recruitment controls	Controls to ensure that recruitment takes place in support of the budget.	<ul style="list-style-type: none"> Annual review of controls as part of the wider 	Liam Duggan	March 2023

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		establishment control process.		
22. Contracts	Controls and flexibility written into contracts and providers incentivised to promote independence	<ul style="list-style-type: none"> • Homecare contract terms and conditions to be drafted • Subsequent working age contracts to be drafted 	Catherine Bunten	September 2022 March 2023
23. Transition planning	Planning is carried out on a collaborative basis to determine the best route to a good quality of life as an adult and to derive a long-term forecast for demand.	<ul style="list-style-type: none"> • Preparation for Adulthood Team to start to work with people under 18. 	Andrew Wheawall	September 2022
24. Data quality	Care is recorded accurately and in a timely way to improve safety, efficiency, planning and financial management, facilitate high quality payments and charging and improve intelligence from benchmarking	<ul style="list-style-type: none"> • Develop Practice Quality Framework with focus on recording of care • Care Trust recording of community care to be standardised • Property income to be accounted for as contribution income for benchmarking purposes 	Janet Kerr Tim Gollins Jane Wilby	March 2023 March 2023 March 2023
25. Payment processes	Payment processes are efficient and effective, and include validation and fraud control measures	<ul style="list-style-type: none"> • Implement new Homecare payment and charging model 	Liam Duggan	April 2023
26. Income management and financial inclusion	Online advice and guidance, assessment and care management support, funding support, charging and collection processes are high quality, joined up, person centred and promote financial understanding, optimisation of personal income and financial inclusion	<ul style="list-style-type: none"> • Implement Charging Reform • Develop financial self-service processes 	Liam Duggan	October 2023