

Appendix 1 – Effective Use of Resources Delivery Plan

Category	Objective	Update	Next Steps	Lead	Timescale	RAG
Strategic (high level plan and review)			Green on Track	Amber	Delayed but will be completed	Delivery Priority for 24/25
1. Financial strategy	A long-term strategy for AHSC finances that describes how the AHSC vision & strategy will be funded on a sustainable basis.	Focus for 2022/ 2023 has been on stabilising financial position and developing a recovery plan. The recovery plan was approved at Committee in January 2024. (Appendix 1 - 2024-25 Recovery Plan v2.pdf (sheffield.gov.uk))	This is a priority for 2024/ 2025 to provide an annual update to financial strategy	AD Care Governance and Financial Inclusion	Review by, April 2024	Priority for 2024/25
2. Budget strategy	A medium-term budget strategy for AHSC – based on a preferred model of provision and staffing to deliver better outcomes for people and best value for the council.		Formal multiyear budget strategy to be developed and brought to Committee	AD Care Governance and Financial Inclusion	November 2024	Priority for 2024/25
3. Budget setting	Annual support to the committee, in line with the corporate timeline for the delivery of a balanced budget for the following financial year.	A budget setting process is now embedded in Adult Care with business planning reported to March Committees. The first being March 23 - 14. Appendix 3 Business Planning timeline.pdf (sheffield.gov.uk)	Proposal long list (Sept 24) and Proposal short list (Nov 24).	AD Care Governance and Financial Inclusion	December 2024	GREEN
4. Benchmarking	Annual benchmarking report and cost driver analysis to inform budget strategy.	Annual benchmarking and review of cost drivers are now embedded with benchmarking reports provided to Committee in September 22 (Appendix 3 - Benchmarking Information Resources COM22-23-BGT-002.pdf (sheffield.gov.uk)) and September 23 (Appendix 2 - benchmarking summary.pdf (sheffield.gov.uk))	Reporting of latest benchmarking and cost drivers to Committee by November 24.	AD Care Governance and Financial Inclusion	November 2024	GREEN
5. Market Shaping Statement	A medium-term plan for the reshaping of the care market to meet changing needs in line with our vision and strategy. 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.	A Market Position Statement was approved by Committee in Sept 22 (12. Appendix 1 Market Shaping Statement COM22-23-STR-002.pdf (sheffield.gov.uk)). Mental Health, Homecare, Housing with Care Market Statements have been developed and implemented alongside dedicated strategies in 23/24. Adult Care and Wellbeing – how we work Sheffield (sheffielddirectory.org.uk)	An annual update to the Market Position Statement to Committee will be provided in November 2024 to reflect the activity and learning in 23/24. A dedicated officer has been implemented to maintain the market position statement and the update to the strategy delivery.	AD Commissioning and Partnerships	December 2024	GREEN
6. Fair Cost of Care and Market Sustainability	A Care Market Sustainability Plan covering any move towards a <i>fair cost of care</i> for third party services. This includes annual uplifts, risk management, continuity of care and Section 18(3) of the Care Act 2014.	A Market Sustainability Plan was approved by Committee in Feb 23 (17. Appendix 1 Market Sustainability Delivery Plan Jan23.pdf (sheffield.gov.uk)) and included Fair Cost of Care analysis.	Updated Market Sustainability Plan to be brought back to Committee in 2024 based on engagement with providers and learning from recommissioning exercises over 23/24. An update is to be provided in March 2024 as an interim next step.	AD Commissioning and Partnerships	December 2024	GREEN
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.	Strategy Delivery and change programme underway with regular updates on progress to Committee. 20.2 Appendix 1 - Adults Strategy Delivery Plan Update.pdf (sheffield.gov.uk) .	Annual review of programme underway and will be articulated via an updated delivery plan to Committee. Workshops planned throughout March to June 2024. A dedicated team is now in place to maintain the programme.	AD Commissioning and Partnerships	September 2024	GREEN
8. Innovation and legislation	Horizon scanning and sharing innovative practice to become embedded in strategic approach with access to national fora and peers.	Horizon scanning is included in DASS update reports, Manual and is now part of practice development functions. Changes to national legislation now communicated via Tri.x online resource.	Proposal for improved learning from national innovation and best practice; Update on proposed and postponed policy changes, e.g. charging reforms; LPS	Chief Social Work Officer	Ongoing Update and review	GREEN

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9. External assurance	Secure external challenge and assurance.	Several external challenges have taken place – LGA Peer Review, Health & Safety, Safeguarding, ADASS Regional Assurance & Challenge and Internal Audit. All have contributed to learning and improvement.	Next steps to secure follow up adass regional assurance, internal audit, ISO and Investors in people.	AD Care Governance and Financial Inclusion	April 2025	GREEN
10. System efficiency	Efficient and effective system for best use of shared resources across health and social care system	An Annual BCF update provided to Committee and Health & Wellbeing Board. Joint efficiencies plan in place as a partnership with Health.	Annual BCF update provided to Committee. Joint efficiencies plan overseen by a monthly Joint Efficiencies Group (JEG) including Exec Director ACW and SCC Director and Finance	Deputy Director Joint Commissioning.	June 2024	GREEN
11. Workforce Plan	A recruitment and retention plan aligned to a costed staffing structure for Adults Care and Wellbeing portfolio.	A workforce strategy was approved in March 2023 and alongside that a range of recruitment strategies have been implemented to support filling of vacancies.	Complete establishment control activity aligned to invest to saves.	Chief Social Work Officer AD Care Governance and Inclusion	Review by, June 2024	GREEN
Tactical (monitoring and oversight)						
12. Transparent funding and expenditure	Clarity on AHSC budget income, expenditure and pressures aligned to leadership team portfolios, legal obligations and strategic priorities	An annual update is now embedded as part of the Committee. An overview of AHSC was provided in June 22 (AHSC Budget Overview) and June 23 (AHSC Budget Overview 23) to Committee.	Provide an annual update to the Committee and AHSC Workforce setting out rebalanced budgets and contracts aligned to portfolio's, legal obligations, and strategic priorities. Next one planned June 2024.	AD Care Governance and Financial Inclusion	June 2024	GREEN
13. Clear budget portfolios	Aligned budgets, contracts and staffing to leadership portfolios.	Budgets, staffing and contracts have been aligned to each portfolio and is available on the Manual.	Provide an annual update to Committee, DLT and Workforce as part of annual update to Committee	AD Care Governance and Financial Inclusion	June 2024	GREEN
14. Budget monitoring, reporting and financial forecasting	Full compliance with financial forecasting, incorporating financial management reports to inform financial risk management.	Forecasting review underway to support sustainable approach across adult care.	Provide monthly performance reports to SLT and DLT to maintain performance thereafter.	AD Care Governance and Financial Inclusion	June 2024	AMBER
15. Contracts register	Single register of all AHSC 3rd party service contracts, grants and call off orders to support monitoring, planning and review alongside equivalent register from ICB and identification of inefficiency.	A contracts register is in place which sets out contracts for SCC. A joint quality and joint efficiency group is in place to promote integrated working with ICB.	Quarterly review by project group and overseen by Joint Quality Committee with ICB. Updates to be part of Commissioning Report to Committee.	AD Commissioning and Partnerships Deputy Director Commissioning.	Ongoing linked to Cycle of Assurance	GREEN
16. Establishment control	A costed staffing structure for Adults Care and Wellbeing portfolio, agreeing Finance and HR data.	Establishment review underway aligned to income into Adult Care.	Monthly updates to Establishment data to DLT and audit of decision making implemented from April 2024 as part of cycle of assurance.	AD Care Governance and Financial Inclusion	August 2024	AMBER
17. 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	Process implemented, which includes regular updates and scrutiny at Committee	Additional process to be implemented aligned to introduction of BMIPS.	AD Care Governance and Financial Inclusion	Ongoing – process in place	GREEN

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Operational (process/ controls)						
18. 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.	BMIPs introduced in 22/24 as a way of managing actions across services. An Adult Care Manual was introduced in Sept 23 to coordinate and provide information to our workforce. Budget information is cascaded via the newsletter.	Budget information and performance updates to continue to be communicated to staff via e-bulletin. Forum to be established for proportionate discussion of best value with support planners. Governance Framework for risk management to apply at team and service levels.	AD Care Governance and Financial Inclusion	Complete by September 2024	Priority for 2024/25
19. 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.	The priority in 22/24 was to move towards a new model of working and to build capacity across adult care and update liquid logic.	New formal financial approval system to be embedded as next step of liquid logic developments.	Chief Social Work Officer	November 2024	Priority for 2024/25
20. Recruitment controls	Controls to ensure that recruitment takes place in support of the budget.	Recruitment Control Form approval process strengthened in Feb 2024 by including Finance Business Partner.	Annual review of controls as part of the wider establishment control process.	AD Care Governance and Financial Inclusion	June 2024	Priority for 2024/25
21. Contracts	Controls and flexibility written into contracts and providers incentivised to promote independence	• Review of reach and effectiveness		AD Commissioning and Partnership	Review by August 2024	GREEN
22. 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.	A new transitions model was developed to enable and support best quality support for young people. An update was provided to Committee in Sept 23 (Transitions Update)	Preparation for Adulthood Team to start to work with people from age 14.	AD Adult Future Options	Updates planned as part of cycle of assurance	GREEN
23. 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.	Actions for 2024/25 to be developed.	Monthly updates on data quality to SLT included in performance reporting, aligned to Practice Quality Framework	Chief Social Work Officer	Reported Monthly	GREEN
24. Payment processes	Payment processes are efficient and effective and include validation and fraud control measures.	New processes required for the new Care and Wellbeing contract.	Review of new Homecare payment and charging model underway to enable go live of the contract.	AD Commissioning and Partnerships	June 2024	AMBER
25. 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	Transparent reporting of funding decisions initiated in December 2023.	Develop financial self-service processes and guidance's.	AD Care Governance and Financial Inclusion	October 2024	AMBER

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