

**Appendix 2 a: Project exceptions where the amount of savings at risk can be quantified – reasons and mitigating action**

Project	Reason for Exception	Mitigating Action
<p>Reducing Community Care spend - Older Adults</p>	<p>Slippage of £0.480m savings from 2015/16 into 2016/17 plus savings at risk of £0.534m for 2015/16.</p> <p>Both the number of reviews undertaken so far this financial year and the total savings achieved are lower than the same period last year. There are a number of reasons for this, including the countywide reviewing teams' focus being diverted to other immediate operational priorities that do not deliver savings.</p>	<p>As a temporary solution, the shortfall of £0.534m at risk for 2015/16 can be met from departmental underspend. As a longer- term solution:</p> <ol style="list-style-type: none"> <li>1. A new Targeted Review proposal, if approved at the February 2016 Council meeting, will deliver savings by re-focusing the activity of the countywide reviewing teams. Examples include reviewing people earlier to ensure support is appropriate, setting short-medium goals to increase people's independence, and providing support in different ways e.g. technology instead of support worker. Any savings that this activity will achieve over the new proposal's target of £0.460m will contribute towards the £0.534m at risk.</li> <li>2. Roll-out of the single handed care approach is beginning to realise savings which will also contribute towards the £0.534m at risk.</li> <li>3. Savings from the use of assistive technology have yet to be reported against the project.</li> <li>4. Processes and performance are being reviewed in order to seek to increase the number of reviews that can be completed by reviewing officers.</li> <li>5. Permission will be sought to cover all vacancies within the teams with short term agency support, providing this remains within the approved staffing budget, so that the Review Teams' capacity can be maximised at all times.</li> </ol>

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Reduction in long-term care placements	<p>Anticipated slippage of £0.212m savings from 2015/16 to 2016/17 and a further £0.023m slippage into 2017/18.</p> <p>Meeting the requirements of the Department of Health's Winterbourne View report has absorbed project staff resource and suitable supported living tenancies. It has also taken time to develop an effective list of approved housing providers. Whilst capital funding to develop new larger schemes will help to increase the availability of suitable accommodation, these take time to develop and there have been some delays to existing scheduled schemes.</p> <p>Compounding this, all new supported living developments have been stalled due to provider concerns regarding the proposed plan to cap all rents to local housing allowance levels and introduce discretionary payments for higher rent schemes. If implemented, this would undermine the whole supported housing sector and compromise the project's ability to deliver its full savings target. This would also impact on Extra Care developments and the Reducing the Costs of residential Placements - Younger Adults project. If this is not resolved, the project's slippage would revert to savings at risk.</p>	<p>Local and national lobbying taking place. If this is successful, the extensive work can continue with housing providers to develop new clusters of flats.</p> <p>In the meantime:</p> <ul style="list-style-type: none"> <li>• Mechanisms for assuring providers is being considered.</li> <li>• The focus of a workshop scheduled for the end of February 2016 will include identifying alternative ways of delivering these savings, if required.</li> </ul>

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<p>Reducing the Costs of residential Placements - Younger Adults</p>	<p>Current anticipated slippage is £0.300m from 2015/16 into 2016/17. However, delays in the recruitment of additional temporary staff to support project delivery has delayed the availability of data that is required to confirm if the £2.5m savings target is achievable, and over what time-scales.</p> <p>It is likely to get harder to negotiate package reductions with providers as the project progresses, especially within the context of wider cost pressures.</p>	<p>Have recruited additional temporary resource to help speed up the pace of provider reviews.</p> <p>Seeking approval to recruit an additional social worker post to provide expert support when complex risk assessments, deprivation of liberty and mental capacity act issues arise.</p> <p>To test the market on Out of County placements, working with other relevant local authorities.</p> <p>Deliverability and profile of savings to be reviewed once further data is available from provider reviews.</p> <p>The focus of a workshop scheduled for the end of February 2016 will include looking at any areas of potential savings shortfall and how these can be met another way.</p>

Project	Reason for Exception	Mitigating Action
<p>Care and Support Centres (CSCs)</p>	<p>The purpose of the project is to make best use of the six care and support centres (CSC), for the period they remain open, and support the closure of the centres to coincide with the opening of Extra Care schemes across the County.</p> <p>Delays in the expected delivery of some of the Extra Care schemes has impacted on the closure programme for the CSCs, in particular St Michaels View (in Retford) and Woods Court (in Newark). This means that the £1.703 million savings attached to these CSCs will now be realised in 2018/19 (£1.580m) and 2019/20 (£0.123m), not in 2017/18 as originally anticipated.</p> <p>With regard to the reasons for slippage, the construction of new Extra Care schemes is managed by a range of partners external to the Council, and a number of factors have impacted on the timescales for the creation of new Extra Care schemes – in terms of St Michael’s View, the external funding model for the Retford Extra Care scheme has changed resulting in further due diligence work being undertaken by the Council.</p> <p>In terms of Woods Court, the Bowbridge Road Extra Care scheme in Newark is to be funded in part via grant monies from Homes and Communities Agency (HCA) funded through the Department of Health. Whilst funding announcements were originally due to be made in October 2015, these have been delayed at a national level. Newark &amp; Sherwood District Council report that all applicants have been advised that the announcement is imminent.</p>	<p>A change request is in development that will be taken to Corporate Leadership Team for approval. In the meantime, discussions are being held with relevant Members.</p> <p>There is ongoing close working between officers involved with the CSC and Extra Care projects, including regular updates from external partners delivering the Extra Care schemes with regards to progress against anticipated timescales.</p>

Project	Reason for Exception	Mitigating Action
<p>Development of reablement in Physical Disability services</p> <p>Managing Demand in Younger Adults</p>	<p>Projects proving unable to deliver as planned. In total £0.350m is at risk of non-delivery in 2015/16.</p> <p>Most of the projects' interventions lead to cost avoidance or a saving in staff time rather than cashable savings.</p> <p>Difficulties in identifying cases where savings can be made over and above either work previously undertaken by operational staff in Learning Disability Teams or the savings that are being delivered by Care Support and Enablement providers as part of the <i>Reducing the average community care personal budget - Younger Adults</i> project.</p>	<p>As a temporary solution for 2015/16, the department will find savings in another way (budget(s) for this to be identified).</p> <p>The Younger Adults (YA) teams will be undertaking reablement to provide short term support to help them promote independence and avoid or delay the need for long-term support.</p> <p>A script has been written at the Customer Service Centre so that people can be redirected at this stage to services provided under the 'Promoting Independence Support for Vulnerable Adults' contract.</p>
<p>Various contract changes by the Joint Commissioning Unit</p>	<p>The ICELS savings of £0.150m for 2016-17 could be at risk if the service continues to operate over the allocated pooled budget of £7.2m.</p> <p>Over the past few years the service has been in an overspend position by year end of approximately £0.500m. However, improvements have been made during 2015/16 which has reduced the projected overspend significantly, and this work will continue into the next financial year.</p>	<p>In addition to continuing work to reduce the overspend, the new ICELS contract will deliver further savings. The Council is currently in negotiations with the County Clinical Commissioning Groups (CCGs) about the percentage that each partner contributes in relation to actual activity, which should reduce the Council's share of any future overspend.</p>
<p>Quality Assurance and Mentoring Package</p>	<p>The £0.075m savings target for 2016/17 is now deemed non-deliverable.</p> <p>The market has not proved receptive to the project as planned.</p>	<p>A new proposal for delivering the savings in a different way is currently in development.</p>

Project	Reason for Exception	Mitigating Action
To create a single integrated safeguarding support service for the council	It has not been possible to integrate Children's and Adult's service and as a result the £0.070m savings scheduled for 2016/17 will not be achieved.	Each department will find savings from elsewhere (budget(s) for this to be identified).
Expansion of community-based care and support options	Project proving unlikely to be delivered.	Final assessment of deliverability currently being undertaken.

**Appendix 2 b: Project exceptions where there may be some savings at risk but amounts are not yet known – reasons and mitigating action**

<b>Project</b>	<b>Reason for Exception</b>	<b>Mitigating Action</b>
Handy Persons Preventative Adaptation Service	<p>The project savings target of £0.100m in 2015/16 is predicated on reviewing and redefining the HPAS partnership, including seeking a proportionate financial contribution from CCGs to support the highest area of growth for the service, which is referrals to support hospital discharges, specifically to fit key safes rapidly.</p> <p>This revised funding arrangement has not yet been agreed with CCG colleagues.</p>	<p>Negotiations are ongoing with the CCGs to gain the additional contribution, including a meeting with the Chief Officers of each CCG.</p>
Increasing income for Short Breaks	<p>In order to realise the £0.212m income target assigned to this project, the Council's Short Breaks service for people with learning disabilities has applied for and been approved as providers on the NHS Carers Breaks scheme. This approval allows carers of the short breaks service to apply for funding that will contribute towards the cost of the breaks taken in these units.</p> <p>Before carers submit their applications for funding, the Department's Adult Access Team must review 120 carers of service users who use the Short Breaks service. The Adult Access Team agreed to undertake this work, though due to other existing commitments there was a delay in this work starting. Therefore, by year end, the service will be short of its £0.212m income target.</p>	<p>The income shortfall during 2015/16 is being managed within existing departmental budgets. For future years, work is being undertaken to ascertain the potential level of income at risk, and agree mitigating action.</p> <p>Use of the NHS short breaks scheme increased significantly in 2015/16. It operates to a fixed budget. Monitoring of actual and forecasting future demand for NHS short breaks will be undertaken with the lead CCG, along with a review of the scheme, aiming to develop a more integrated model and make most effective use of resources.</p>

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<p>Older Adult Care Home Banding Rationalisation</p>	<p>The original Option for Change envisaged that the remaining £0.1m savings allocated to this project were to be delivered through reviewing a small number of older adult placements where the residents are currently funded at a different fee level outside of the current bandings framework (i.e. service users who have entered long term care as a younger person and remained in the homes after reaching the age of 65).</p> <p>Since the option for change was approved, a more detailed desk based exercise has been undertaken on those service users in scope to assess where there may be potential to re-negotiate fees. This suggests that not all of the £0.100m savings may be achieved, as for most of the target cohort the reason why the placements are funded at a fee level above the current bandings framework is due to either free nursing care contributions, dementia quality mark payments, or either service users, families or Health are paying the difference.</p>	<p>Reviews to be undertaken on the cases where there is potential for a reduction. It is anticipated that this should take approximately 8 weeks to complete. The outcome of this exercise will inform the savings that can be achieved.</p>