

# 2022/23 CIP's Weekly Report at 14.09.22

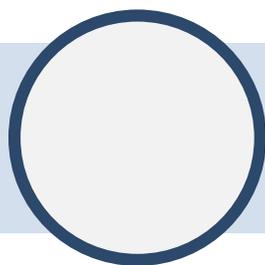


GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd Prifysgol  
Bae Abertawe  
Swansea Bay University  
Health Board



iechyd gwell | gofal gwell | bywydau gwell  
better health | better care | better lives



## Summary Position, Key risks & Issues

|           | TOTAL IDENTIFIED (Plan) £M | TOTAL IDENTIFIED (Actual/ Forecast) £M | GREEN £M | AMBER £M | RED £M |
|-----------|----------------------------|--|----------|----------|--------|
| THIS WEEK | 31.1                       | 29.5                                   | 21.3     | 5.0      | 3.2    |
| LAST WEEK | 29.0                       | 27.1                                   | 20.0     | 4.1      | 3.0    |
| MOVEMENT  | +2.1                       | +2.4                                   | +1.3     | +0.9     | +0.2   |

| Summary Breakdown         | Target 2022/23 £k | Actual Identified 2022/23 £k | Shortfall £k | Actual Recurrently Identified £k | Recurrent Shortfall £k |
|---------------------------|-------------------|------------------------------|--------------|----------------------------------|------------------------|
| Corporate                 | 6,125             | 5,042                        | 1,084        | 3,865                            | 1,882                  |
| Morrison                  | 10,447            | 10,447                       | 0            | 8,826                            | 1,621                  |
| NPTS                      | 7,089             | 5,725                        | 1,364        | 5,107                            | 1,282                  |
| MHLD                      | 4,188             | 3,792                        | 396          | 3,975                            | -238                   |
| PCC                       | 3,975             | 3,546                        | 429          | 3,354                            | 151                    |
| IMM and Health Board Wide | 1,819             | 900                          | 919          | 900                              | 919                    |
|                           | <b>33,642</b>     | <b>29,451</b>                | <b>4,191</b> | <b>26,026</b>                    | <b>5,616</b>           |

Total CIP shortfall is £4.191m (£5.616m recurrently).

NPTS and Corporate areas are now the highest risk area with an in-year shortfall of :-

NPTS - £1.364m (£1.282m recurrently)

Corporate - £1.084m (£1.882m recurrently)

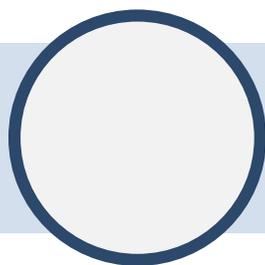
Morrison recurrent shortfall of £1.621m.

There are currently £3.150m of Red schemes that have not progressed to Amber/Green (£7.330m recurrently).

Morrison have the largest Red CIP schemes in year £2.570m and recurrently (£4.712m). The risk is that these schemes could drop off the tracker and we would need mitigating replacement schemes.

There is a risk that some of the Red schemes based on bed release or LOS reductions may not be budget releasing due to the difficulties regarding recommissioning budgets. To be monitored.





## Detail on Health Board Summary

The 2022/23 savings target is now **£33.642m**. This includes a £4.642m brought figure balance from financial year 21/22 and an additional **£2m** Non-Recurrent Savings target. At 14/09/22 the total value of schemes identified to date is **£31.1m (£26.9m recurrently)**, however it is worth noting that the value of actual forecast schemes has increased from last week's reported figure to **£29.5m (£26m recurrently)**. CIPs turning Green has decreased this week, and is now at 72.38%.

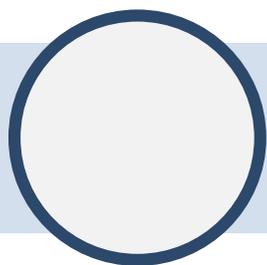
Further work is needed to change schemes from Red to Amber/Green and to bridge the gap recurrently which is showing a shortfall of **£4.191m (£5.616m recurrently)**.

|                 | <i>Total</i>  |               | <i>Morrison</i> |               | <i>NPTS</i>   |               | <i>MHLD</i>   |               | <i>PCC</i>    |               | <i>Corp/Other</i> |               |
|-----------------|---------------|---------------|-----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|-------------------|---------------|
|                 | <b>22-23</b>  | <b>FYE</b>    | <b>22-23</b>    | <b>FYE</b>    | <b>22-23</b>  | <b>FYE</b>    | <b>22-23</b>  | <b>FYE</b>    | <b>22-23</b>  | <b>FYE</b>    | <b>22-23</b>      | <b>FYE</b>    |
| Red             | 3,150         | 7,330         | 2,570           | 4,712         | 540           | 1,410         | -             | 488           | -             | 640           | 40                | 80            |
| Amber           | 4,985         | 7,202         | 1,185           | 1,246         | 2,206         | 3,053         | 902           | 1,680         | 114           | 645           | 578               | 578           |
| Green           | 21,317        | 11,494        | 6,693           | 2,868         | 2,979         | 644           | 2,889         | 1,807         | 3,432         | 2,069         | 5,324             | 4,107         |
|                 | <b>29,451</b> | <b>26,026</b> | <b>10,447</b>   | <b>8,826</b>  | <b>5,725</b>  | <b>5,107</b>  | <b>3,792</b>  | <b>3,975</b>  | <b>3,546</b>  | <b>3,354</b>  | <b>5,942</b>      | <b>4,765</b>  |
| % of CIPS Green | <b>72.38%</b> | <b>44.16%</b> | <b>64.07%</b>   | <b>32.49%</b> | <b>52.03%</b> | <b>12.60%</b> | <b>76.20%</b> | <b>45.46%</b> | <b>96.79%</b> | <b>61.67%</b> | <b>89.61%</b>     | <b>86.20%</b> |

Work is continuing to focus on three priority areas:

- Deep dive review of Red schemes
- PMO reviewing how to increase overall tracker achievement
- PMO and SG's reviewing how to increase value of Recurrent schemes

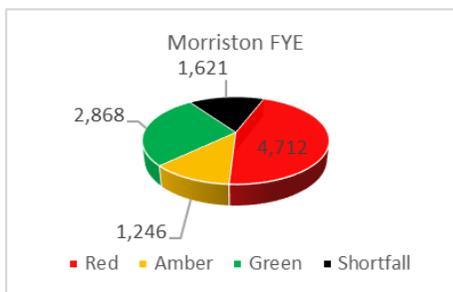




# Detail Service Group – Morriston/ NPTS

## Morriston Service Group

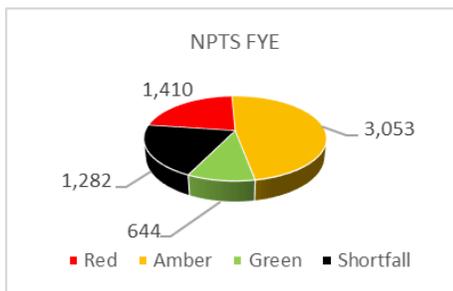
| Morriston                      | 22-23         | FYE          |
|--------------------------------|---------------|--------------|
| Red                            | 2,570         | 4,712        |
| Amber                          | 1,185         | 1,246        |
| Green                          | 6,693         | 2,868        |
|                                | <b>10,447</b> | <b>8,826</b> |
| Target                         | 10,447        | 10,447       |
| Shortfall                      | - 0           | 1,621        |
| % Green / Amber against target | 75.41%        | 39.38%       |



- Morriston have achieved all of their savings target for this year. However are still showing a recurrent shortfall of £1.621m.
- Morriston have £2.6m of Red schemes (£4.7m recurrently) further work is needed to try and move these schemes to Amber/Green
- Only 27% of recurrent schemes are Green, further work is needed to push the Red/Amber schemes to Green

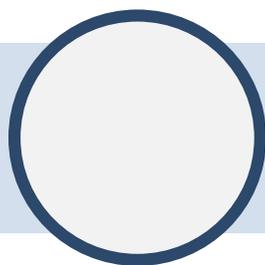
## NPTS Service Group

| NPTS                           | 22-23        | FYE          |
|--------------------------------|--------------|--------------|
| Red                            | 540          | 1,410        |
| Amber                          | 2,206        | 3,053        |
| Green                          | 2,979        | 644          |
|                                | <b>5,725</b> | <b>5,107</b> |
| Target                         | 7,089        | 6,388        |
| Shortfall                      | 1,364        | 1,282        |
| % Green / Amber against target | 73.14%       | 57.87%       |



- There continues to be no movement in the NPTS position this week.
- NPTS has had an additional £701k added to their tracker this week, which is a NR savings target.
- NPTS have identified £5.7m out of their new target of £7.1m. The recurrent gap remains the same this week with a £1.3m shortfall.
- Only 13% of recurrent schemes are Green, further work is needed to push the Red/Amber schemes to Green.

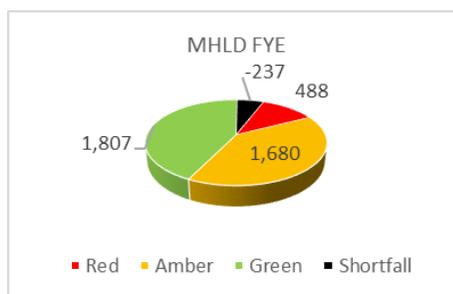




# Detail Service Group – MHL D/PCT

## MHL D Service Group

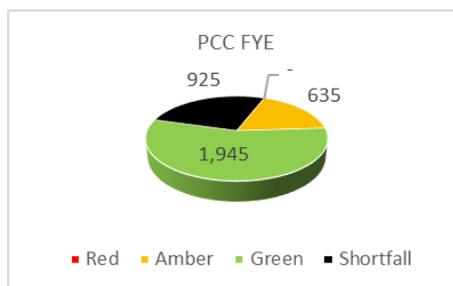
| MHL D                          | 22-23        | FYE          |
|--------------------------------|--------------|--------------|
| Red                            | -            | 488          |
| Amber                          | 902          | 1,680        |
| Green                          | 2,889        | 1,807        |
|                                | <b>3,792</b> | <b>3,975</b> |
| Target                         | 4,188        | 3,738        |
| Shortfall                      | 396          | - 237        |
| % Green / Amber against target | 90.54%       | 93.29%       |



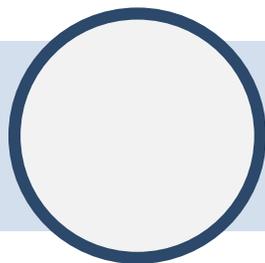
- MHL D has had an additional £450k added to their tracker this week, which is a NR savings target.
- As a result there is a shortfall of £396k against this years target.
- **MHL D have now achieved recurrent targets.**
- 48% of recurrent schemes are Green, which is an improvement on last week's reported figure, further work is needed to push the Red/Amber schemes to Green.

## PCT Service Group

| PCC                            | 22-23        | FYE          |
|--------------------------------|--------------|--------------|
| Red                            | -            | 640          |
| Amber                          | 114          | 645          |
| Green                          | 3,432        | 2,069        |
|                                | <b>3,546</b> | <b>3,354</b> |
| Target                         | 3,975        | 3,505        |
| Shortfall                      | 429          | 151          |
| % Green / Amber against target | 89.21%       | 77.43%       |



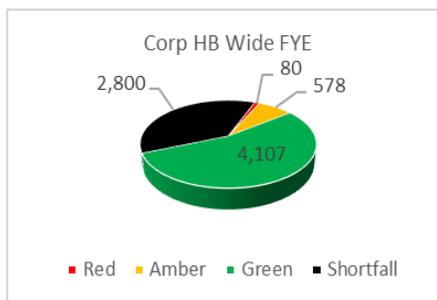
- PCC has had an additional £470k added to their tracker this week, which is NR savings target.
- As a result PCC are now showing a shortfall of £429k for this year
- There have been several Recurrent Red and Green schemes added this week, **which has reduced the recurrent shortfall reported last week from £0.925m to £0.151m.**



# Detail Other Areas – Corporate/IMM/HB Wide

## Corporate/ HB Wide

| Corp / HB Wide                 | 22-23        | FYE          |
|--------------------------------|--------------|--------------|
| Red                            | 40           | 80           |
| Amber                          | 578          | 578          |
| Green                          | 5,324        | 4,107        |
|                                | <b>5,942</b> | <b>4,765</b> |
| Target                         | 7,944        | 7,564        |
| Shortfall                      | 2,002        | 2,800        |
| % Green / Amber against target | 74.29%       | 61.93%       |

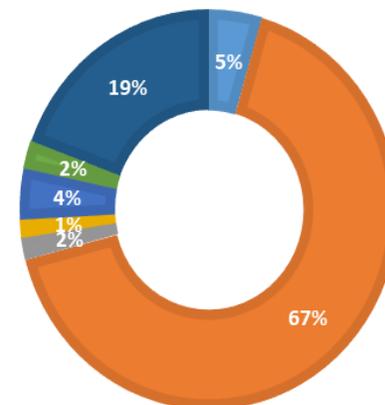


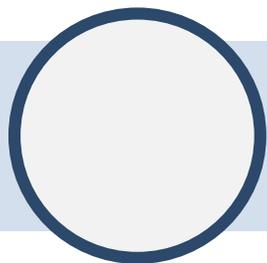
- Corporate has had an additional £380k added to their tracker this week , which is a NR savings target.
- Corporate have a shortfall of £2.002m.
- There is still a recurrent gap of £2.8m and further work is needed to try and bridge this gap.
- More work is needed to help identify new schemes for COO and Workforce and OD who make up 86% of the recurrent shortfall.

|  | 22-23              |              |              |              | Recurrent    |              |              |              |
|--|--------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | Target<br>(inc Bf) | Planned      | Actual       | Shortfall    | Target       | Planned      | Actual       | Shortfall    |
| <b>Target vs. Planned Delivery £000s</b> |                    |              |              |              |              |              |              |              |
| Board Secretary                          | 151                | 141          | 141          | 10           | 138          | 47           | 47           | 91           |
| Chief Operating Officer                  | 2,562              | 2,502        | 1,629        | 933          | 2,437        | 1,138        | 1,095        | 1,342        |
| Digital (Infomatics)                     | 875                | 935          | 935          | - 60         | 805          | 944          | 944          | - 139        |
| Director of Strategy                     | 142                | 97           | 97           | 45           | 130          | 94           | 94           | 36           |
| Director of Transformation               | 64                 | 70           | 70           | - 6          | 64           | 35           | 35           | 29           |
| Finance & Estates                        | 1,584              | 1,626        | 1,626        | - 42         | 1,475        | 1,391        | 1,391        | 84           |
| Medical Director                         | 82                 | 77           | 77           | 5            | 77           | 77           | 77           | - 0          |
| Nurse Director                           | 142                | 227          | 227          | - 85         | 128          | 82           | 82           | 46           |
| Workforce +OD                            | 523                | 267          | 240          | 284          | 492          | 101          | 101          | 392          |
| <b>Corporate subtotal</b>                | <b>6,125</b>       | <b>5,943</b> | <b>5,042</b> | <b>1,083</b> | <b>5,745</b> | <b>3,908</b> | <b>3,865</b> | <b>1,881</b> |
| IMM                                      | 1,000              | 1,000        | 900          | 100          | 1,000        | 1,000        | 900          | 100          |
| Health Board Wide                        | 819                | -            | -            | 819          | 819          | -            | -            | 819          |
| <b>Other subtotal</b>                    | <b>1,819</b>       | <b>1,000</b> | <b>900</b>   | <b>919</b>   | <b>1,819</b> | <b>1,000</b> | <b>900</b>   | <b>919</b>   |
| <b>Total Corporate/Other</b>             | <b>7,944</b>       | <b>6,943</b> | <b>5,942</b> | <b>2,002</b> | <b>7,564</b> | <b>4,908</b> | <b>4,765</b> | <b>2,800</b> |

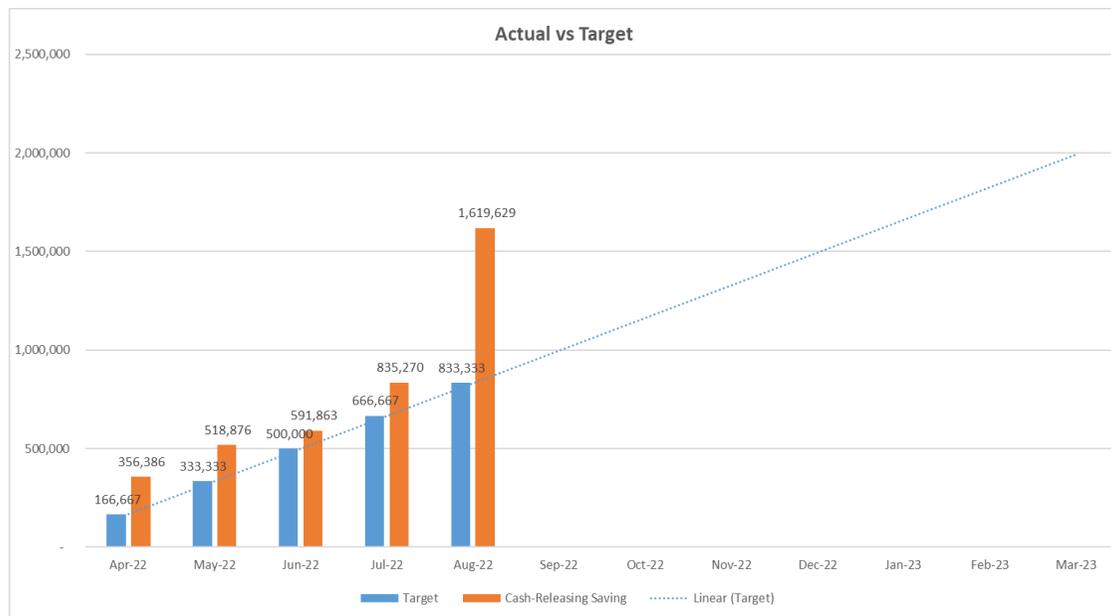
### % OF RECURRENT SHORTFALL BY AREA

- Board Secretary
- Chief Operating Officer
- Director of Strategy
- Director of Transformation
- Finance & Estates
- Nurse Director
- Workforce +OD





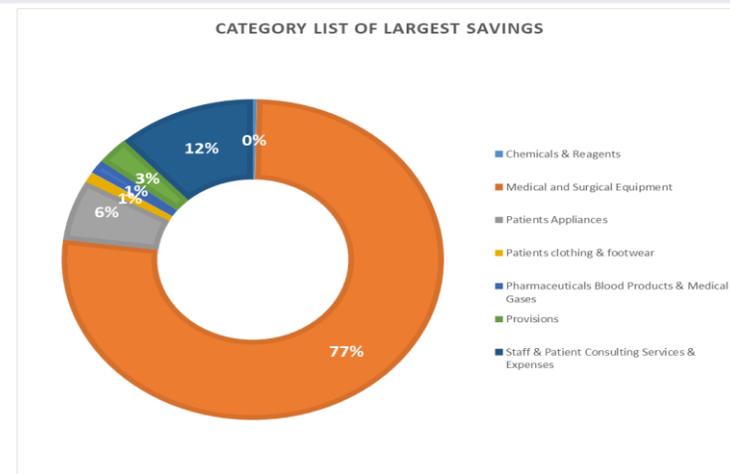
# Other Opportunities and Areas of Focus - Procurement

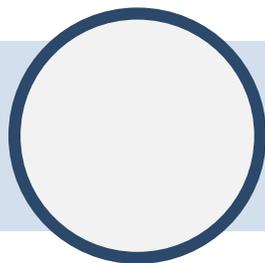


Total Savings to Date is £1,938,669 of which £1,619,629 are Cash releasing. Procurement for Morriston is showing the largest savings with £975,357 to date. The headline saving for September was for Morriston, with a total in-year cash releasing saving of £608,290.00 in year. This was achieved by changing the supply stream and migrating across to the NHS SC Framework. There was also a significant saving associated with the All Wales Vascular Access Framework.

Future savings should come from the new Trauma Framework, & the new Interventional Cardiology, Radiology, Endoscopy & Urology, Product Framework. In addition, we will be looking for savings in the maintenance portfolio through economies of scale and a review of service levels.

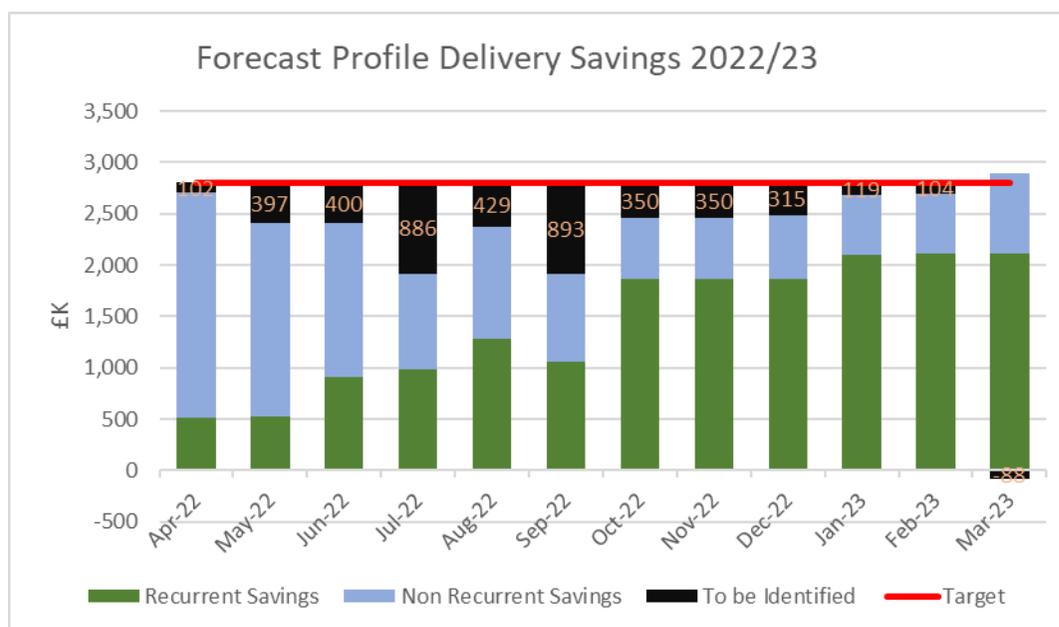
|              | Cash-Releasing Saving |                  | Cost Avoidance |                |
|--------------|-----------------------|------------------|----------------|----------------|
|              | Aug-22                | YTD              | Aug-22         | YTD            |
| Morriston    | 707,419               | 975,357          | 37,243         | 64,454         |
| Singleton    | 30,016                | 313,181          | 107,189        | 139,452        |
| Neath        | 6,045                 | 10,511           | -              | 11,339         |
| MHLD         | 2,479                 | 3,457            | -              | 2,830          |
| PCC          | 32,880                | 198,913          | 58,220         | 78,241         |
| Corporate    | 5,519                 | 118,210          | -              | 22,723         |
| <b>Total</b> | <b>784,359</b>        | <b>1,619,629</b> | <b>202,652</b> | <b>319,040</b> |



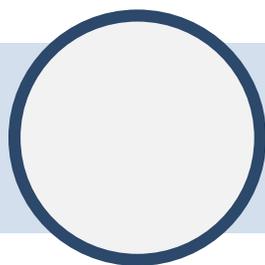


## Profile of Savings

With a target of £33.642m for 2022/23 the Health Board will be required to deliver £2.804m per month to ensure it maintains financial balance in month. The profiling of savings over the year will become an important element of the reporting to WG.



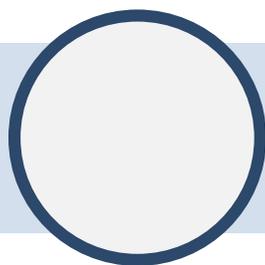
*The profile delivery for Qtr2 is reducing slowly, however more work is needed in particular around September.*



## Risks & Actions

| Key Risks at 14.09.22   | RAG   |
|---|-------|
| CIP achievement will fall short of the Targets recurrently    | RED   |
| Profile of CIP Run Rate will put pressure on in-year position | RED   |
| Progress of RAG to Green/Amber                                | RED   |
| Senior Staff Buy in for CIP development                       | AMBER |

| Action  | Progress   | By Whom                | By When             |
|---|--|------------------------|---------------------|
| <b>PRIORITY AREA</b> - Recommence Procurement Savings Boards (corporate & service group) from April 2022 including detailed saving opportunities from local and national procurement initiatives.         | Morrison Procurement Board recommended 11 <sup>th</sup> May. New procurement Dashboard developed and being rolled out in August. Dashboard has now been completed and rolled out to FBP's. | PMO & Procurement Team | 12 August. Complete |
| <b>PRIORITY AREA</b> - Lead on development of Income Group to look at income generation opportunities, particularly private patients (initial meeting set up). Link primarily to NPTS and action 2 above. | Draft notes on PP completed, Need to follow up with a paper to take PP forward across the HB. Meeting with Jan and Chris in for 22 <sup>nd</sup> Sept.                                     | PMO                    | End September 2022  |
| <b>PRIORITY AREA</b> - Focused work to support requirement to improve delivery of Recurrent and Non Recurrent Savings in NPTS and Morrison Service Groups.  | Workshops have identified a number of potential opportunities which are being evaluated.   | PMO & Service Group    | End Sept 2022       |



## Actions cont'd

| Action   | Progress  | By Whom              | By When  |
|--|---|----------------------|--|
| <b>PRIORITY ACTION</b> – Detail the profiling of the delivery of the £27M recurrent savings and to understand when this will be delivered and what mitigating actions may be required in the Q2 to ensure the savings target is addressed. | Profiling undertaken, with early months covered by NR Balance Sheet opportunities. SG's now required to look into NR opportunities to recover the BS accruals.                                | PMO                  | Profiling achieved. Risks remain on achieving CIP run rate |
| Look further into the VAULT and KPMG benchmarking and pipelines to gain traction on ones not already addressed   | PMO and BI team working together, Morriston and NPTS BI Packs completed. Evaluation now taking place to identify opportunities. Meeting arranged with BI team in October                      | PMO                  | Ongoing  |
| Work with Medical Workforce Board on medical staffing opportunities including agency, intensity bandings, PA's   | Intensity banding exercise due shortly, ongoing analysis of Agency being discussed at Morriston Workshop. 2 Workshops delivered to WOD, PID Drafted.  | PMO                  | Ongoing  |
| Continue to review and identify schemes to close shortfall NR and R for all areas  | FBP's have identified a number of NR Balance Sheet opportunities to manage In year position. PMO and SG's continue to develop schemes.  | PMO & Service Groups | Ongoing  |
| Look at Benchmarking opportunities with regard to the Corporate Directorates linking with the FDU and NHS England. Also linking with KPMG outputs  | PMO to continue to review this. Benchmarking packs for Morriston and NPTS developed and being reviewed. Workshop held in August for Workforce and OD. Opportunities from this being reviewed. | PMO                  | Ongoing  |
| PMO to develop closer links with Digital to review potential opportunities for CIP development   | Digital to send PMO Digital Programme. Review and arrange to see Nikki Ellery.  | PMO                  | Ongoing  |
| PMO to ensure there is a robust link between Business Cases and saving opportunities, with Head of PMO being member of BCSG  | Achieved. PMO now on BCSG, actively challenging and gathering potential CIPs  | PMO                  | achieved   |