

2022/23 CIP's Weekly Report at 14.09.22



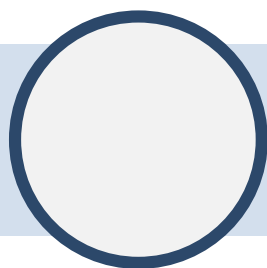
GIG
CYMRU
NHS
WALES

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
	33,642	29,451	4,191	26,026	5,616

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)

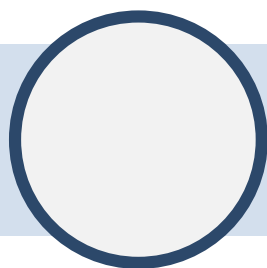
Corporate - £1.084m (£1.882m recurrently)

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

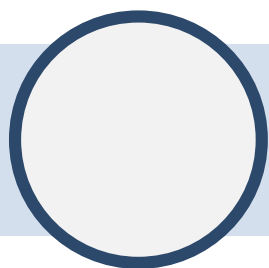
The 2022/23 savings target is now **£33.642m**. This includes a £4.642m brought figure balance from financial year 21/22 and an additional **£2m** Non-Recurrent Savings target. At 14/09/22 the total value of schemes identified to date is **£31.1m (£26.9m recurrently)**, however it is worth noting that 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>Morriston</i>		<i>NPTS</i>		<i>MHLD</i>		<i>PCC</i>		<i>Corp/Other</i>	
	22-23	FYE	22-23	FYE	22-23	FYE	22-23	FYE	22-23	FYE	22-23	FYE
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
	29,451	26,026	10,447	8,826	5,725	5,107	3,792	3,975	3,546	3,354	5,942	4,765
% of CIPS Green	72.38%	44.16%	64.07%	32.49%	52.03%	12.60%	76.20%	45.46%	96.79%	61.67%	89.61%	86.20%

Work is continuing to focus on three priority areas:

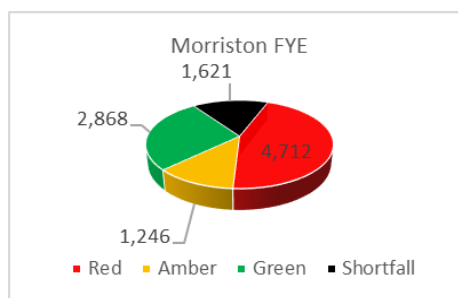
- Deep dive review of Red schemes
- PMO reviewing how to increase overall tracker achievement
- PMO and SG's reviewing how to increase value of Recurrent schemes



Detail Service Group – Morriston/ NPTS

Morriston Service Group

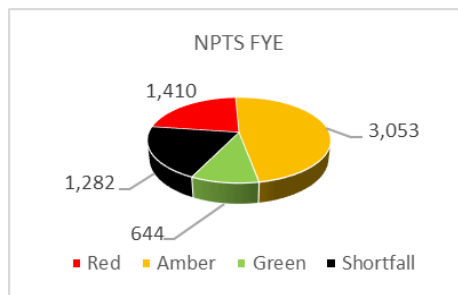
Morriston	22-23	FYE
Red	2,570	4,712
Amber	1,185	1,246
Green	6,693	2,868
	10,447	8,826
Target	10,447	10,447
Shortfall	- 0	1,621
% Green / Amber against target	75.41%	39.38%



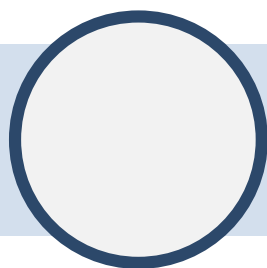
- Morriston have achieved all of their savings target for this year. However are still showing a recurrent shortfall of £1.621m.
- Morriston have £2.6m of Red schemes (£4.7m recurrently) further work is needed to try and move these schemes to Amber/Green
- Only 27% of recurrent schemes are Green, further 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
	5,725	5,107
Target	7,089	6,388
Shortfall	1,364	1,282
% Green / Amber against target	73.14%	57.87%



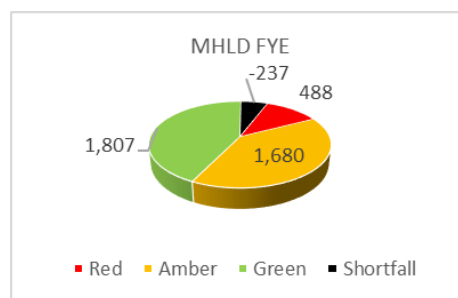
- There continues to be no movement in the NPTS position this week.
- NPTS has had an additional £701k added to their tracker this week, which is a NR savings target.
- NPTS have identified £5.7m out of their new target of £7.1m. The recurrent gap remains the same this week with a £1.3m shortfall.
- 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

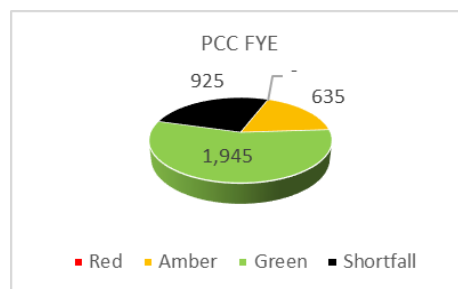
MHL D	22-23	FYE
Red	-	488
Amber	902	1,680
Green	2,889	1,807
	3,792	3,975
Target	4,188	3,738
Shortfall	396	- 237
% Green / Amber against target	90.54%	93.29%



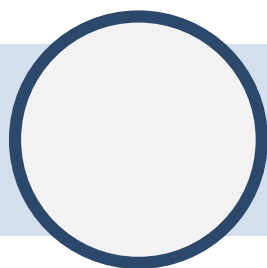
- MHL D has had an additional £450k added to their tracker this week, which is a NR savings target.
- As a result there is a shortfall of £396k against this years target.
- **MHL D have now achieved recurrent targets.**
- 48% of recurrent schemes are Green, which is an improvement on last week's reported 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
	3,546	3,354
Target	3,975	3,505
Shortfall	429	151
% Green / Amber against target	89.21%	77.43%



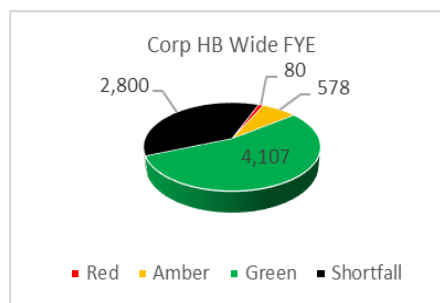
- PCC has had an additional £470k added to their tracker this week, which is NR savings target.
- As a result PCC are now showing a shortfall of £429k for this year
- There have been several Recurrent Red and Green schemes added this week, **which has reduced the recurrent shortfall reported last week 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
	5,942	4,765
Target	7,944	7,564
Shortfall	2,002	2,800
% Green / Amber against target	74.29%	61.93%

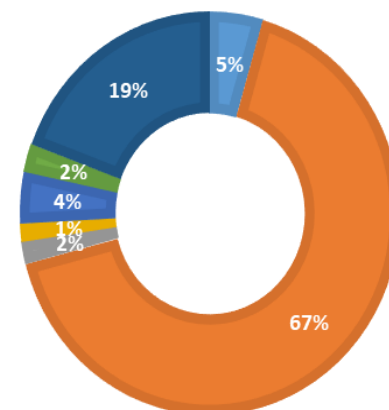


- Corporate has had an additional £380k added to their tracker this week , which is a NR savings target.
- Corporate have a shortfall of £2.002m.
- There is still a recurrent gap of £2.8m and further work is needed to try and bridge this gap.
- More work is needed to help identify new schemes for COO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

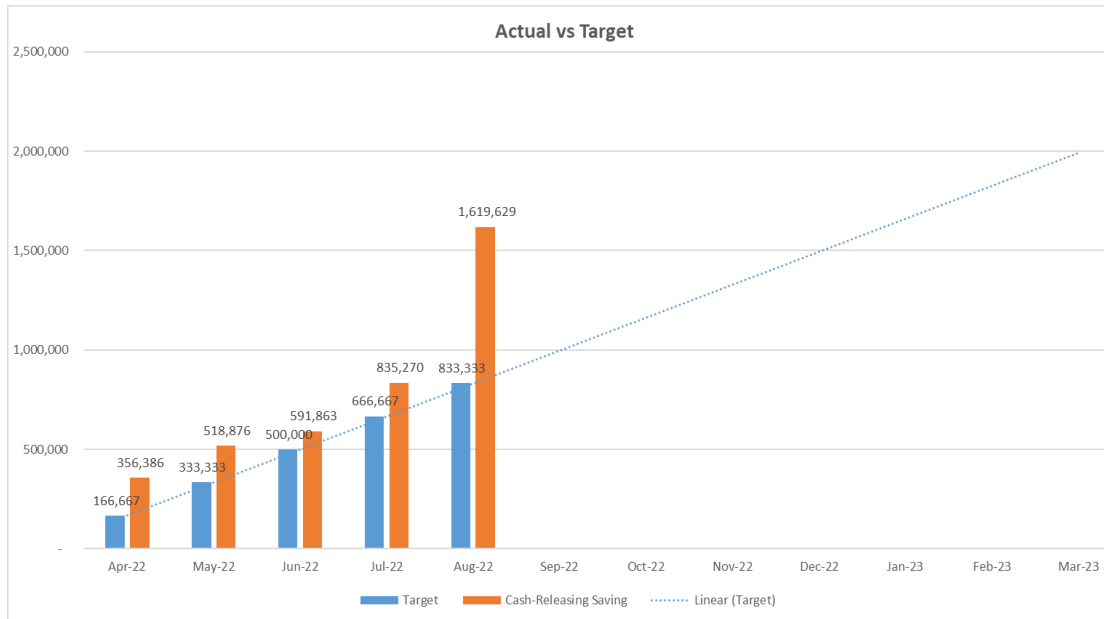
	22-23				Recurrent			
	Target (inc Bf)	Planned	Actual	Shortfall	Target	Planned	Actual	Shortfall
Target vs. Planned Delivery £000s								
Board Secretary	151	141	141	10	138	47	47	91
Chief Operating Officer	2,562	2,502	1,629	933	2,437	1,138	1,095	1,342
Digital (Infomatics)	875	935	935	- 60	805	944	944	- 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
Corporate subtotal	6,125	5,943	5,042	1,083	5,745	3,908	3,865	1,881
IMM	1,000	1,000	900	100	1,000	1,000	900	100
Health Board Wide	819	-	-	819	819	-	-	819
Other subtotal	1,819	1,000	900	919	1,819	1,000	900	919
Total Corporate/Other	7,944	6,943	5,942	2,002	7,564	4,908	4,765	2,800

% OF RECURRENT SHORTFALL BY AREA

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



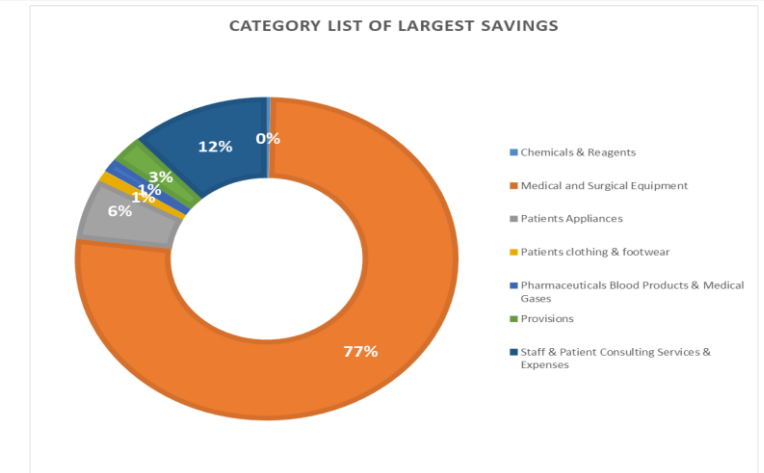
Other Opportunities and Areas of Focus - Procurement

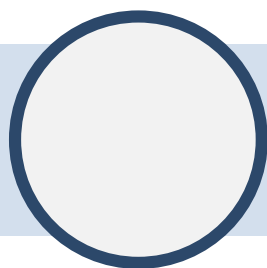


	Cash-Releasing Saving		Cost Avoidance	
	Aug-22	YTD	Aug-22	YTD
Morrison	707,419	975,357	37,243	64,454
Singleton	30,016	313,181	107,189	139,452
Neath	6,045	10,511	-	11,339
MHLD	2,479	3,457	-	2,830
PCC	32,880	198,913	58,220	78,241
Corporate	5,519	118,210	-	22,723
Total	784,359	1,619,629	202,652	319,040

Total Savings to Date is £1,938,669 of which £1,619,629 are Cash releasing. Procurement for Morrison is showing the largest savings with £975,357 to date. The headline saving for September was for Morrison, 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.

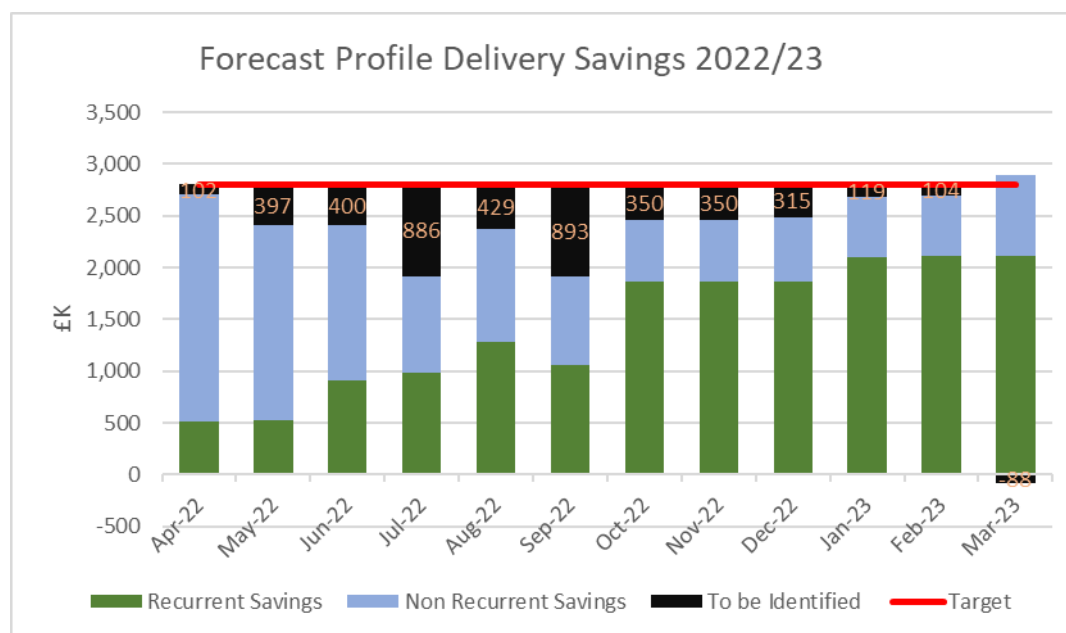
Future savings should come from the new Trauma Framework, & the new Interventional Cardiology, Radiology, Endoscopy & Urology, Product Framework. In addition, we will be looking for savings in the maintenance portfolio through economies of scale and a review of service levels.



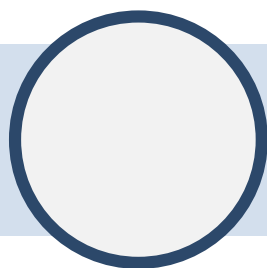


Profile of Savings

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.



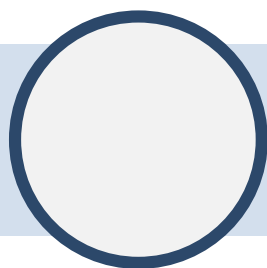
The profile delivery for Qtr2 is reducing slowly, however more work is needed in particular around September.



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
PRIORITY AREA - Recommence Procurement Savings Boards (corporate & service group) from April 2022 including detailed saving opportunities from local and national procurement initiatives.	Morrison Procurement Board recommenced 11 th 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
PRIORITY AREA - 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 nd Sept.	PMO	End September 2022
PRIORITY AREA - 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
PRIORITY ACTION – 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