

South East Coast Ambulance Service: CIP Workstream

Programme for 2017/18 to deliver a minimum of £15m savings to achieve the planned £1m control total

Programme Summary:

- Good engagement and buy in from Execs and CIP Project Leads. Execs and Project Leads are making time to participate in Financial Sustainability Steering Group meetings, and engaging with the CIP Programme and processes
- Follow-up to CIPs Governance framework and processes meeting held with NHSI on 14 June to conduct CIP pipeline review and CIP scheme deep-dive. Positive feedback received on progress made in-month (£3.3m increase in fully validated schemes), recognising the further work to be undertaken to develop detailed plans for complex schemes. NHSI plan to return in 3 weeks to review progress. Next Steps from meeting are to:
 - Agree schemes on the CIP Pipeline Tracker to the Delivery Tracker, where scheme has been fully validated and documentation complete
 - Complete validation, project mandates and QIA process for schemes with a current status of validated and scoped (excluding those complex schemes noted below)
 - Engage with senior Operations and Estates personnel to progress Operations, Estates and Make Ready Centre CIP schemes (c.£8.5m).
 - Ensure that all CIP schemes on the Delivery Tracker include a forecast monthly profile
 - Continue engagement with CIP Leads to identify additional CIP schemes and support the completion of appropriate documentation (project mandates and QIAs)
 - Monitor achievement of approved schemes on the Delivery Tracker against month end accounts
- Update: Positive meeting held to discuss benefits realisation from the Make Ready and HQ Relocation Programmes. Agreed plans in place for each programme to work through and deliver the savings
- Delivery tracker in development to monitor CIP project achievement of savings against plan. Initial review of schemes shows £1.8m savings in Month 2 against a plan of £2.1m.

CIP Opportunity Classification - KEY

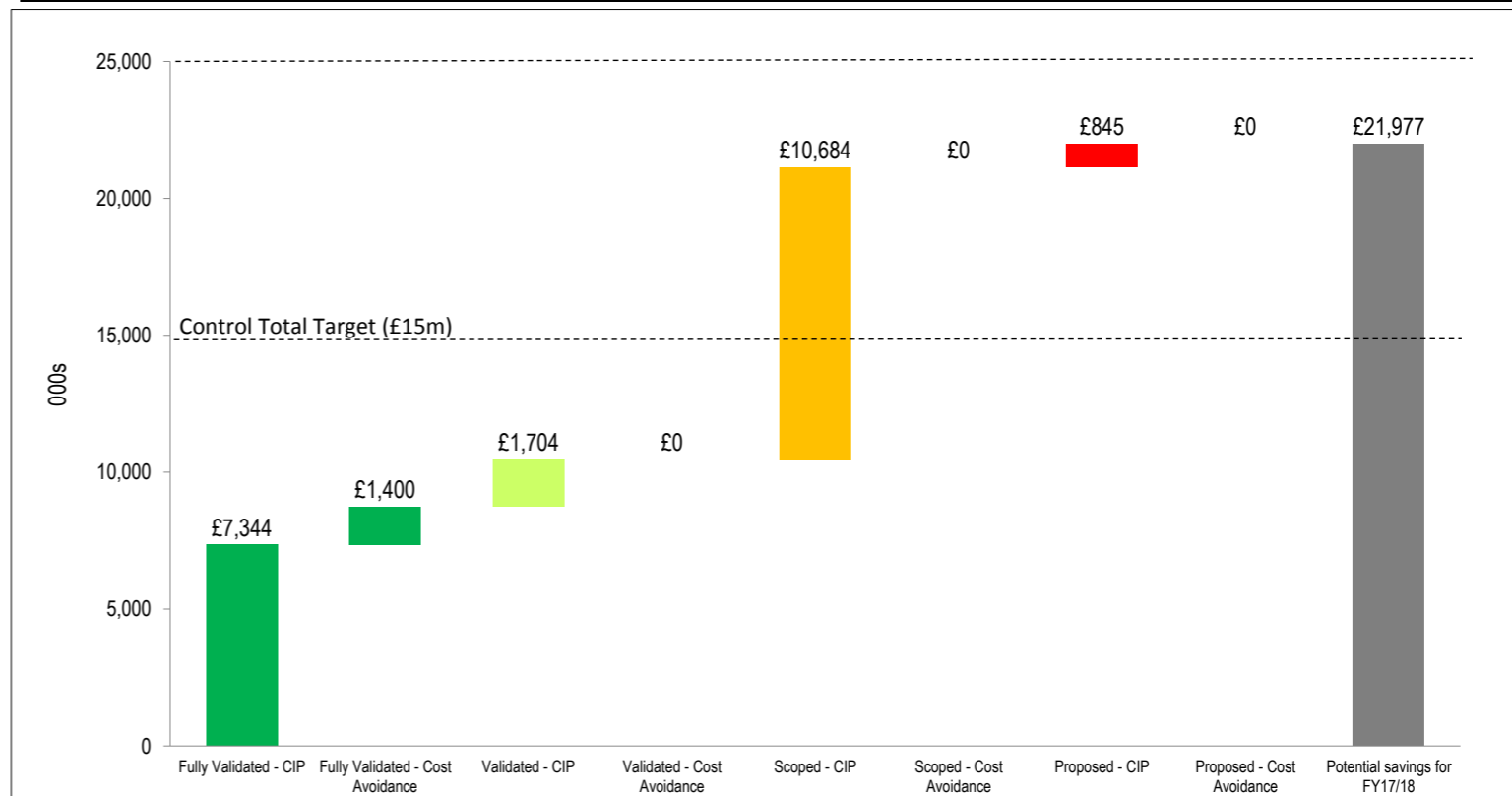
Opportunity Status	Description	Key
Fully Validated	Scheme with confirmed savings calculation prior to delivery tracking	Green
Validated	Scheme with identified benefits under development	Light Green
Scoped	Scheme to be scoped for further development	Yellow
Proposed	Proposed CIP idea in analysis	Red

Programme Risks

Risk	Mitigating action	Owner	Current RAG	Previous RAG	Date to be resolved by
1 Failure to identify and scope fully the entire planned value (£15m) CIPs schemes, impacting on the Trust's ability to achieve 2017/18 year-end control total of £1m.	Holding twice weekly FSSG meetings coupled with several budget reviews to support budget holders to drive the development and delivery of 2017/18 CIP schemes. CIP pipeline tracker in use to monitor CIP development in line with governance framework.	Kevin Hervey	Amber	Amber	30/06/2017
2 Failure to achieve / deliver the planned entire planned value (£15m) of CIPs schemes, due to part-year effect of some schemes, impacting on the Trust's ability to achieve 2017/18 year-end control total of £1m.	Aiming to identify and validate £19m of full year CIP savings to support achievement / delivery £15m of savings in year. CIP delivery tracker in use to monitor delivery of individual CIP schemes	Kevin Hervey	Red	Red	TBC
3 No formal process in place to ensure that investment projects are operating within the original budget or delivering the planned financial benefits.	Develop and implement a structured process to track programme costs and finance benefits. New business case template has been developed and signed off by the Execs and SMT. Review of the last 2 years business cases is underway to align the proposed financial benefits to the CIPs programme.	Kevin Hervey	Amber	Amber	30/06/2017

CIP Pipeline Summary

Category	Fully Validated	Validated	Scoped	Proposed	Grand Total
CIP (000s)	£7,344	£1,704	£10,684	£845	£20,577
Cost Avoidance (000s)	£1,400	£0	£0	£0	£1,400
Grand Total	£8,744	£1,704	£10,684	£845	£21,977



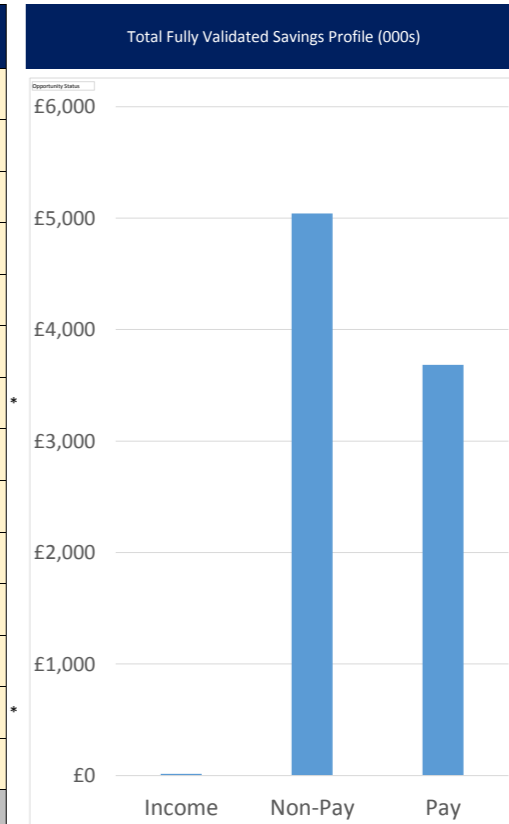
Programme Issues

Issue to be resolved	Mitigating action	Owner	Current RAG	Previous RAG	Date to be resolved by
1 Time taken to identify and agree CIPs schemes as budget leads juggle with conflicting priorities	CIP team is set up to provide support to budget / CIP project leads. Email sent by DoF to CIP leads reinforcing the need to address CIPs requirements with the PMO. Exec Sponsors and CIP Project Leads have been responsive and engaged with the CIP Programme and processes	Kevin Hervey	Amber	Amber	30/06/2017
2 Impact on FSSG and CIP Quality Assessment Process due to departure of Deputy Chief Nurse	Flagged to Interim Chief Nurse and Exec Team as an issue. Looking to rapidly replace Deputy Chief Nurse to provide input to CIP Quality Assessment and Process	Steve Lennox	Amber	Amber	30/06/2017
3 N/A	N/A	N/A	N/A	N/A	N/A

Fully Validated Schemes (greater than £100k)

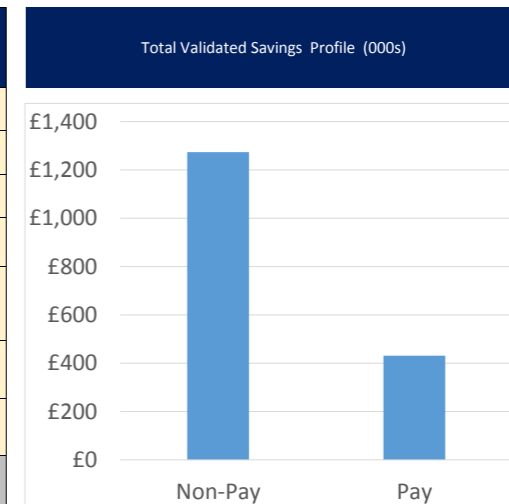
CIP / Cost Avoidance	Busines Area / Cost Centre	Exec Sponsor	Scheme Title	Scheme Description	Spend Category	Planned Savings (000s)	YTD Savings Delivered (000s)
CIP	EOC	Joe Garcia	Meal break payment - implementation of existing policy	Continued work on the Meal Break Policy in relation to the disturbance of staff to RED1 etc.	Pay	£1,560	£352
Cost Avoidance	Trust Wide	Steve Graham	Agency Premiums	Recruitment of Permanent Staff to posts currently being filled by Agency especially senior management posts. Also to resolve those on long term sick.	Pay	£1,400	£99
CIP	Corporate Expenditure	David Hammond	Reduction in PDC Dividend	Resulting from reduction in Net Relevant Assets of £36,889k due to property revaluation	Non-Pay	£1,278	£213
CIP	Finance	David Hammond	PTS vehicles	Sale of PTS Vehicles to reduce insurance premium and a reduction in depreciation on PTS vehicles	Non-Pay	£910	£133
CIP	Corporate Expenditure	David Hammond	Reduction in Buildings depreciation	Resulting from reduction in building values of £20,366k due to property revaluation	Non-Pay	£692	£115
CIP	Trust wide	David Hammond	Non-clinical vacancy	Vacancies in non-clinical posts for all or part of the financial year	Pay	£508	£272
CIP	Fleet	Joe Garcia	Fleet Telematics	Decreased fuel consumption through telematics - continued rollout of speed restrictions when not on blue light / emergency calls and reduction in idling	Non-Pay	£500	£83
CIP	Trust Wide	Joe Garcia	External Contractors	Savings on external contractor costs	Non-Pay	£418	£70
CIP	Corporate	David Hammond	NHSLA Contribution	Reduced NHSLA contributions covering CNST, LTPS and PES	Non-Pay	£379	£63
CIP	Estates	David Hammond	Facilities Management Contract Renegotiation	£96k Minor Works, £112k Staff	Non-Pay	£208	£35
CIP	KMS 111	Steve Graham	Agency Premiums (111)	Recruitment of long term agency employees, retention to increase % of core staff vs. agency	Pay	£110	£50
CIP	Procurement	David Hammond	Stationery	Rationalisation of stationery procurement	Non-Pay	£110	£18
CIP	Trust Wide	David Hammond	Clinical vacancy	Vacancies in clinical posts for all or part of the financial year	Pay	£107	£57
CIP	Combined	Combined	Combined value of fully validated schemes with planned savings of less than £100k)	Combined value of validated schemes with planned savings of less than £100k)	Combined	£564	£130
Total Fully Validated Schemes						£8,743	£1,690

Calculated as proportion of total vacancies on CIP Schedule*



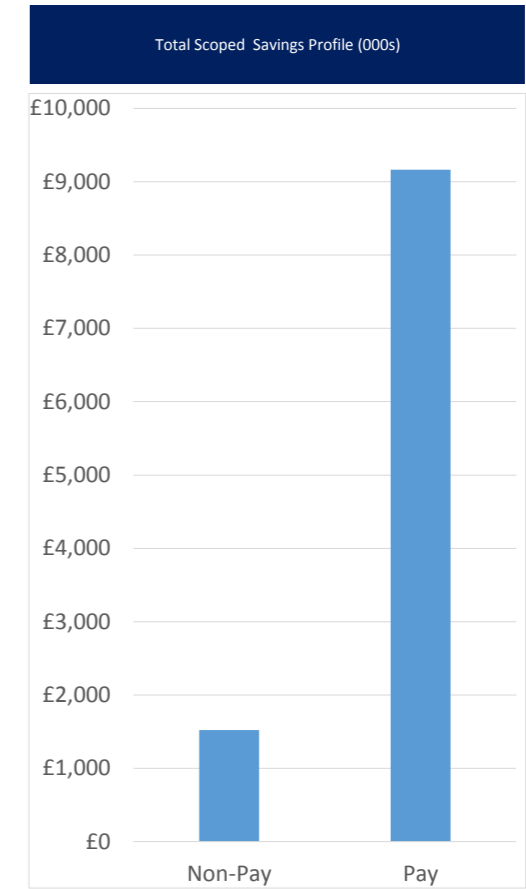
Validated Schemes (greater than £100k)

CIP / Cost Avoidance	Busines Area / Cost Centre	Exec Sponsor	Scheme Title	Scheme Description	Spend Category	Planned Savings (000s)	YTD Savings Delivered (000s)
CIP	Fleet / Estates	David Hammond	MRC Churchill contract	Renegotiation of the Churchill Make Ready Contract	Non-Pay	£300	-
CIP	Finance	David Hammond	Top Slice - 1%	Percentage top slice - non pay 1%	Non-Pay	£250	-
CIP	EPCR	David Hammond	EPCR staff cost capitalisation	EPCR staff cost and time to be capitalised and therefore to be removed from IT budget	Pay	£241	-
CIP	Fleet	Joe Garcia	Maintenance - Spares: increase in Imprest Stock	Reduction in owned spares stock from £1.2m in-house to c. £600k in house, therefore reducing stock holding	Non-Pay	£200	-
CIP	KMS 111	Steve Graham	Operational Efficiencies	Reduction in AHT from 507 secs to 472 secs means less Health Advisor resource / Agency staff made permanent eliminating Agency Premium / Better management of sub-contract with Care UK.	Pay	£190	£54
CIP	Procurement	David Hammond	Staff Uniforms - move to national contract	Implementation of the national ambulance uniform on the national contract, which will reduce costs	Non-Pay	£150	-
CIP	Combined	Combined	Combined value of validated schemes with planned savings of less than £100k)	Combined value of validated schemes with planned savings of less than £100k)	Combined	£373	£64
Total Validated Schemes						£1,704	£118



Scoped Schemes (greater than £100k)

CIP / Cost Avoidance	Busines Area / Cost Centre	Exec Sponsor	Scheme Title	Scheme Description	Spend Category	Planned Savings (000s)
CIP	Operations	Joe Garcia	Vacancy factor - non-use of PAPs and overtime	Not to cover vacancies with PAPs and overtime hours. Restrict the use of PAPs to 5%	Pay	£3,816
CIP	Operations	Joe Garcia	Reduction in Job Cycle Time	Reduce job cycle time by 6 and a half minutes (from 71.5 to 65)	Pay	£1,500
CIP	Operations / Fleet / Estates		Benefits of MRC Program	Benefits realisation as outlined in original business cases in respect to Chichester, Polegate and Gatwick	Pay	£1,177
CIP	Operations	Joe Garcia	Allocation and response ratios	Review and reduce allocation and response ratios	Pay	£1,100
CIP	Operations	Joe Garcia	Vacancy Factor - 44 CAT staff	Reduction in CAT staff numbers	Pay	£720
CIP	Estates	David Hammond	Single HQ / EOC: Benefits realisation from ongoing HQ move.	Per Business Case; Reduced Travel; EOC duplication of Posts; Staff Time Efficiencies (not detailed in case). Business case saving of £598k	Non-Pay	£598
CIP	Operations	Joe Garcia	Move PAPs hours to overtime	Reduce PAPs hours and increase overtime	Pay	£450
CIP	Procurement	David Hammond	Contracts management	Renegotiation of contracts to ensure compliance and value for money	Non-Pay	£200
CIP	Procurement	David Hammond	Internal supply chain	Move internal logistics to a just in time process where goods are delivered directly to the requesting location	Non-Pay	£200
CIP	Trust wide	Steve Graham	Releasing Operational Staff from other Directorates to Support Hours	Review of all clinical staff in support function roles; appropriateness and promotion of bank (overtime) work to keep up clinical skills etc.	Pay	£200
CIP	Operations	Joe Garcia	HART at Gatwick gate	Rent and rates reduction following the vacation of the Gatwick Gate bulling	Non-Pay	£186
CIP	Procurement	David Hammond	Staff Uniforms - review allocation	Review the allocation of staff uniforms with the view to reduce the number and range of items provided to staff as standard	Non-Pay	£100
CIP	EOC	Joe Garcia	Reduction in Meal Breaks (new policy)	Additional efficiencies realised from updated Meal Break Policy in relation to the disturbance of staff to RED1 etc.	Non-Pay	£100
CIP	Operations / Fleet / Estates		Benefits of MRC Program - Ashford	Benefits realisation at Ashford	Pay	£100
CIP	Operations / Fleet / Estates		Benefits of MRC Program - Paddock Wood	Benefits realisation at Paddock Wood	Pay	£100
CIP	Combined	Combined	Combined value of scoped schemes with planned savings of less than £100k)	Combined value of scoped schemes with planned savings of less than £100k)	Combined	£137
Total Scoped Schemes						£10,684



Proposed CIP Schemes with indicative planned savings

CIP / Cost Avoidance	Busines Area / Cost Centre	Exec Sponsor	Scheme Title	Scheme Description	Spend Category	Planned Savings (000s)
CIP	Trust wide	Daren Mochrie	Benefits realisation followed up and full accountability	Thorough review of Business Cases approved within past twelve months, with all benefits accounted for.	Non-Pay	£500
CIP	Finance	David Hammond	Dilapidations provision	Dilapidations provision - Lewes office. Ensure no duplication with HQ benefits	Non-Pay	£170
CIP	Procurement	David Hammond	Procurement / Contracts Review	Review of all existing contracts, especially where none exists, to deliver better value through re-tendering:	Non-Pay	£100
CIP	EOC	Joe Garcia	EOC office equipment	Reduction in EOC office equipment	Non-Pay	£40
CIP	EOC	Joe Garcia	EOC external consultancy	EOC external consultancy	Non-Pay	£25
CIP	Procurement	David Hammond	Procurement / Contracts Review	Equipment purchase reduction	Non-Pay	£10
Total proposed schemes						£845

