



NOT PROTECTIVELY MARKED

Public Board Meeting

**July 2018
Item 09**

THIS PAPER IS FOR DISCUSSION

SUMMARY FINANCIAL PERFORMANCE TO 30 JUNE 2018

Lead Director Author	Julie Carter, Interim Director of Finance and Logistics Duncan Keith, Senior Management Accountant
Action required	The Board is asked to:- 1. Note the financial position to the end of June 2018.
Key points	This paper updates the Board on the financial position at 30 June 2018. Draft June Position: <ul style="list-style-type: none"> • Revenue Resource limit : (£1.6 million) • Capital Resource limit : break even • Cash Target: £1.4 million held at end of the month <p>The paper describes the actions in place to deliver a balanced budget in line with the approved Financial Plan, with the focus on management of overtime cost pressures being higher than anticipated and putting pace and structure to deliver the agreed efficiency plans.</p>
Timing	During 2018/19 the Board will be provided with updates at each of its meetings of the financial position.
Link to Corporate Objectives	The Corporate Objective this paper relates to is Goal 6 - Develop a model that is financially sustainable and fit for purpose in 2020.
Contribution to the 2020 vision for Health and Social Care	Efficient and effective use of resources is important to the Scottish Ambulance Service to enable it to deliver change in service delivery to meet the aspirations of the 2020 vision.
Benefit to Patients	Efficient and effective use of resources enables Scottish Ambulance Service to provide the best level of safe and effective care to patients as it can within the resources available.
Equality and Diversity	An Equality Impact Assessment (EQIA) was conducted and presented to the Board in March 2018 when the budget for 2018/19 was set.

SCOTTISH AMBULANCE SERVICE BOARD

FINANCIAL PERFORMANCE TO 30 JUNE 2018

JULIE CARTER, INTERIM DIRECTOR OF FINANCE AND LOGISTICS

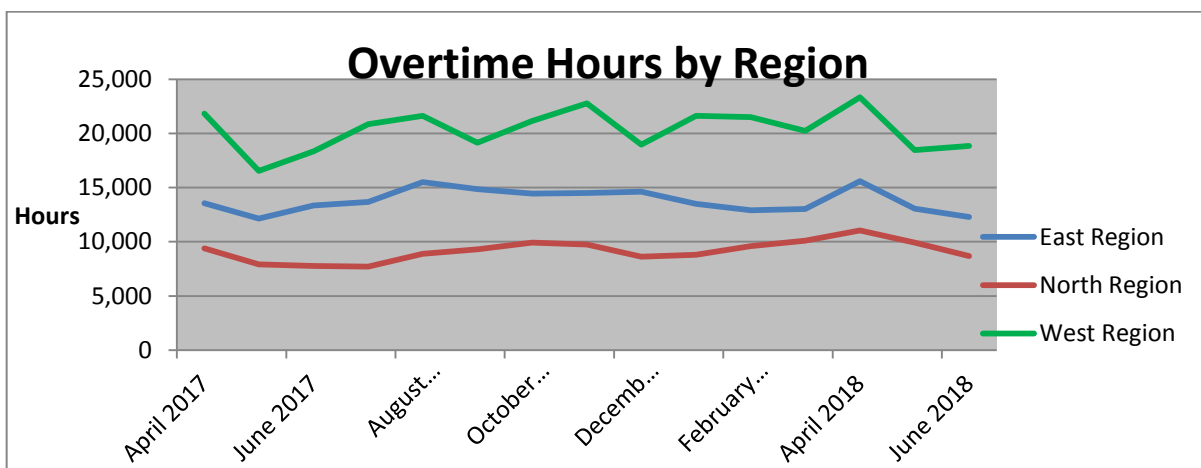
This paper sets out the financial position at 30 June 2018 for the Scottish Ambulance Service. The Board is asked to note the financial position to the end of June 2018.

CORE REVENUE RESOURCE ANALYSIS

The revenue position for the financial year to the end of June is a deficit of £1.6 million as a result of the Service incurring higher than planned overtime costs and delays in implementing efficiency plans. The savings target has been phased on an equal 12 months basis with anticipation at this stage of delivery of £1.5 million of savings against actual savings of £0.6m for the first quarter. Significant work is underway in creating a pipeline of improvement plans with updates on progress described below.

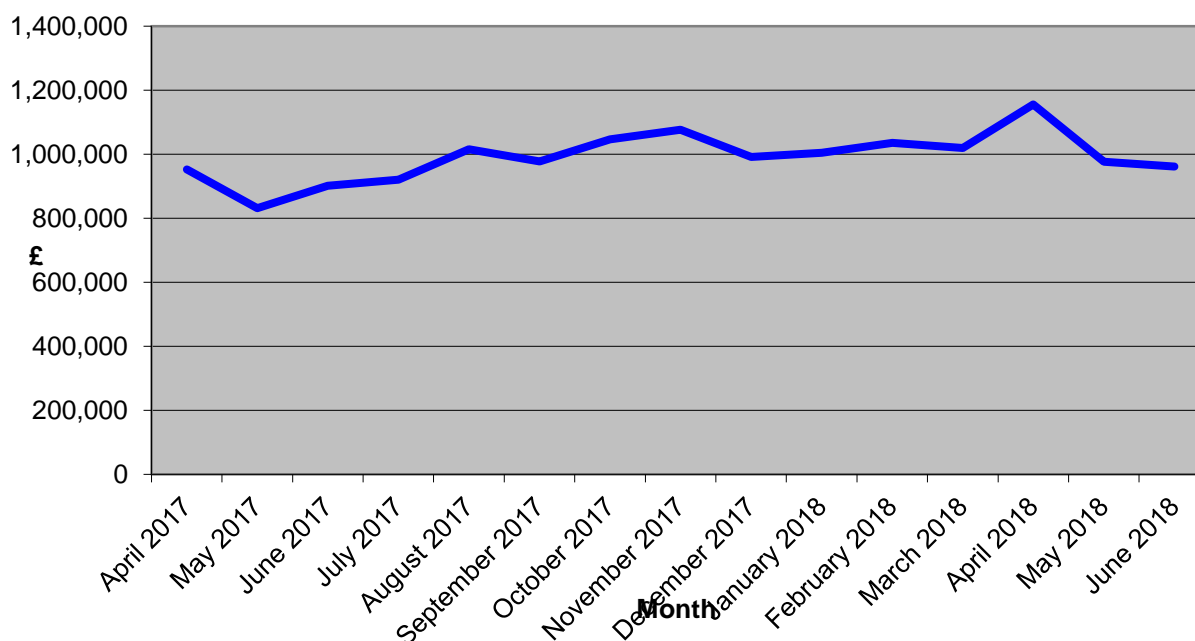
There are several other key factors impacting on the financial performance of the Service in this first quarter. On a positive basis the number of operational vacancies has fallen compared with last year with approx 4,602 WTE staff on payroll compared with 4,479 WTE for the equivalent period last year. However at the same time, overtime hours paid has risen by 9% compared to 2017/18. The combination of these factors has resulted in a £1.2 million cost pressure to date. In addition, fuel prices are 8% higher than last year and diesel usage is 9% higher, together these add £0.35 million to our cost base.

The unusually high trend in overtime hours is demonstrated in the graph below



This trend is mirrored in the costs of overtime, which in addition, is reflecting a 10% increase in the cost base due to the regradings and 2018/19 pay award.

Scottish Ambulance Service Overtime Spend



This position is being reviewed with operational managers to identify recovery actions and work has been commissioned to undertake detailed pay budget forecasts to allow managers to project financial out turn month on month and for years ahead, taking account of patient demand predictions, forecast vacancies, training, abstractions and related overtime pressures.

Progress on Efficiency Plans

The Board approved financial plan agreed the requirement to deliver £9.9 million of savings as noted in the table below:

Efficiency savings required to cover the in year cost pressures	£9.94 million
c/fwd and new schemes already agreed	£1.8 million
Pay award to be fully funded. SG have confirmed this should be assumed with final confirmation due in summer 2018	£2 million
Local efficiency plans – assumed at 1%	£2.5 million
Unidentified savings assumed to be delivered by year end through the Best Value Programme	£3.64 million (<i>equates to approx 35% of schemes not yet identified</i>) and 1.4% of the service cost base

With regard to progress against these areas – this is noted as follows:

Carry forward schemes from 2017/18

Description	c/fwd full year savings identified	Progress update
Introduction of telematics on the service fleet and lease vehicles.	£0.75 million	There have been some delays within National Procurement and this project will now be managed through Best Value Programme.
Review of accident insurance	£0.25 million	An implementation paper has been approved by the Best Value Group and Staff side representatives. This is being progressed.
Review of use of the regional logistics staff to engage in the review of appropriate stock and replacement of medical consumable supplies and medical gases	£0.65 million	Regional leads appointed and working to appropriate stock levels. Management Information is being produced to monitor the impact of this. In relation to medical gases a paper is being presented to the Clinical Governance Group for final approval
Continued focus of fuel card and refuel location good practice.	£0.18 million	Regions are receiving management information and have identified savings and controls
Total	£1.83 million	

Local Operational Efficiency Plans

As approved in the Service Financial Plan, operational and corporate teams have been allocated a 1% efficiency target. A total annual target of £2.5 million has been allocated with £2.1 million full year savings proposed to date. A detailed review of the plans is ongoing identifying key benefits, risks and approval milestones.

Unidentified Balance of Savings – Best Value Programme

The Service financial plan agreed a new efficiency savings approach through the Best Value Programme. This is a service wide transformation and efficiency programme which aims to use innovation and improvement methodology to drive systematic change and transform services to deliver better value, cost efficient services for the organisation whilst continuing to delivery high quality care. The programme crucially will also be responsible for promoting forward thinking within the Service, horizon scanning and capitalising on best practice across the wider NHS, Public and Private sectors to create a pipeline of future efficiency opportunities to inform the build of a 3-5 year sustainable financial plan.

The Service launched the Best Value Group in May 2018 to provide a leadership and commissioning role in developing a 3-5 year savings plan that is critically linked and underpinned by robust quality improvement plans.

The balance of savings schemes, required to be delivered by the Best Value Group by year end, to ensure a sustainable recurring financial position into 2019-20 is £3.64 million. This relates to approx 35% of our efficiency target and 1.4% of our overall cost base.

Since the launch of the Best Value group, the Executive Team have acknowledged that the number of concurrent and future work streams and scope of work required to deliver the savings targets in 2019-20 and beyond, is a major programme in its own right, that requires dedicated programme leadership, structure and governance.

A detailed programme framework including this leadership, structure and governance has been developed with full details on the programme being presented to the Board development session on 30th August 2018.

Included within this programme is the Pipeline Idea Tracker which has been developed to track progress of ideas from initial brainstorming through to benefits and risk appraisal, approval to progress and to track the efficiency forecast value. It is important to note at this stage that not all ideas on this tracker are agreed projects or work streams with the majority still requiring to be assessed through the benefits, risk appraisal and approval process. Appendix A attached details the current pipeline ideas.

It is also acknowledged that a number of ideas generated in 2018/19 will not be completed in 2018/19 but will form part of a 3-5 year plan to deliver better value services.

To support this, a communications and staff engagement strategy has also been developed to ensure internal and external engagement with staff and stakeholders, to promote innovation and collaboration in generating efficiency ideas for the 3-5 year pipeline, to keep people informed about the agreement and success of ideas and to ensure stakeholder wide awareness of the overall performance of the programme.

The Board will receive further detail on these projects at the Board workshop in August and then reported thereafter at each Board meeting.

There is very detailed work ongoing to ensure the efficiency savings can be tracked and monitored against each agreed workstream and crucially to ensure no risk of double count against each of the categories above. To date £0.6 million of savings have been recognised in the first quarter but this work will be updated over the next month to reflect the agreed workstreams and the pipeline development of ideas.

Doc: 2018-07-18 March Financial Performance V1	Page 5	Author: Director of Finance & Logistics
Date 2018-07-18	Version 1.0	Review Date: September 2018

Next Stages

The next stages are as follows:

- a draft programme plan for approval of the Best Value Group and Executive Team will be presented to the August Board workshop.
- by the end of July 2018 it is expected that all current ideas on the idea pipeline tracker will have been formally appraised and risk assessed and the financial benefit and timescales clarified. These will be presented to the Best Value Group for agreement to progress as work streams on the programme.
- In support of improvements in cost control and recognition of the significant overtime pressure year to date, work is also ongoing with Operational Directors throughout July and August to set up pay budget forecasts to allow directors to project financial out turn month on month and for years ahead, taking account of forecast vacancies, training, abstractions and related overtime pressures.
- Pipeline idea generation meeting terms of reference and group will be established in August 2018, this will ensure staff side engagement at the earliest opportunity of discussion.

Doc: 2018-07-18 March Financial Performance V1	Page 6	Author: Director of Finance & Logistics
Date 2018-07-18	Version 1.0	Review Date: September 2018

Table 1 – Scottish Ambulance Service high level overview

**SCOTTISH AMBULANCE SERVICE BOARD
REVENUE RESOURCE ANALYSIS
PERIOD TO 30 JUNE 2018**

	Full Year Budget £'000	Year to Date			Current Month		
		Budget £'000	Actual £'000	Variance £'000	Budget £'000	Actual £'000	Variance £'000
Income							
Revenue Allocation	248,765	60,419	60,419		20,434	20,434	
Health Board	4,002	1,071	1,077	6	331	341	10
Other Healthcare	753	196	171	(25)	70	59	(11)
Fleet	206	52	25	(27)	17	7	(10)
Staff Car Deductions	310	78	63	(15)	26	21	(5)
Other Operating	1,497	525	465	(60)	166	186	20
Total Income	255,533	62,341	62,220	(121)	21,044	21,048	4
Expenditure							
Accident & Emergency	169,293	42,371	43,457	(1,086)	14,035	14,482	(447)
Non Emergency Service	22,368	5,632	5,703	(71)	1,874	1,872	2
Air Ambulance	13,848	3,500	3,676	(176)	1,157	1,181	(24)
Overheads	50,024	10,838	10,984	(146)	3,978	3,695	283
Total Expenditure	255,533	62,341	63,820	(1,479)	21,044	21,230	(186)
Core Expenditure Variance			(1,600)			(182)	
Non Core Expenditure							
Depreciation (DEL)	13,000		3,035			1,023	
Depreciation (Donated)							
Non Cash DEL							
Impairments (AME)							
Provisions (AME)	-----		-----			-----	
Total Non Core	13,000		3,035			1,023	

INCOME AND EXPENDITURE BY REGION

Tables 2 – 4 show the high level outturn for each Region and Directorate.

Table 2 – Income and Expenditure

**SCOTTISH AMBULANCE SERVICE BOARD
INCOME AND EXPENDITURE SUMMARY
PERIOD TO 30 JUNE 2018**

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
Service Delivery Directorate	Income	(1,523)	(1,472)	(51)	-3%	(490)	(508)	18	4%
	Salaries	45,735	45,752	(17)	0%	15,102	15,154	(52)	0%
	Supplies	8,868	9,181	(313)	-4%	2,970	3,089	(119)	-4%
	Sav Target	(985)		(985)	-100%	(328)		(328)	-100%
	Sav Realised	0		0		0		0	
				(1,367)					(481)
Support Services Directorates	Income	(371)	(295)	(76)	-20%	(120)	(101)	(19)	-16%
	Salaries	4,484	4,385	99	2%	1,429	1,442	(12)	-1%
	Supplies	7,774	7,507	267	3%	2,691	2,555	136	5%
	Sav Target	(1,203)		(1,203)	-44%	(473)		(473)	42%
	Sav Realised	673		673		673		673	
				(239)					305
SCOTTISH AMBULANCE SERVICE	Income	(1,893)	(1,767)	(127)	-7%	(610)	(609)	(1)	0%
	Salaries	50,219	50,137	82	0%	16,531	16,595	(64)	0%
	Supplies	16,642	16,688	(46)	0%	5,661	5,644	17	0%
	Sav Target	(2,189)		(2,189)	-69%	(801)		(801)	-16%
	Sav Realised	673		673		673		673	
				(1,606)					(176)

Table 3 – Service Delivery

Service delivery is £1.4m over budget at 30 June. The savings target for Quarter 1 is just under £1million but we have not presented any savings realised within this report as the reporting and tracking of savings is being developed and will be enhanced during July so that the position will be clearer for the August development session.

Pay costs are overspent due to reduced vacancies coupled with higher volumes of overtime, table 3a provides more detail. Non pay costs are £0.7 million higher compared with June 2017. This is comprised of £0.3 million air ambulance costs; £0.2 million fuel costs; £0.1 million in staffing costs and £0.1 million in other operating costs.

Air ambulance cost increase is a combination of the change in exchange rates that impacted on the contract last year, an increase in fuel costs and an increase in usage compared with last year.

Fuel prices have risen by 8% and diesel usage has gone up 9% resulting in the rise in fuel costs.

The increase in staff costs is a combination of travel, accommodation and uniforms with cost increases of £40,000, £30,000 and £30,000 respectively.

Other operating cost increase consists of £75,000 in medical claims and £25,000 for the provision of bad debt.

Table 3

SCOTTISH AMBULANCE SERVICE BOARD
INCOME AND EXPENDITURE - SERVICE DELIVERY
PERIOD TO 30 JUNE 2018

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
NORTH REGION	Income	(180)	(180)	(1)	0%	(42)	(49)	7	17%
	Salaries	7,754	7,687	67	1%	2,563	2,541	22	1%
	Supplies	854	911	(57)	-7%	291	311	(20)	-7%
	Sav Target	(235)	0	(235)	-100%	(78)	0	(78)	-100%
	Sav Realised			(226)				(69)	
EAST REGION	Income	(309)	(307)	(2)	-1%	(107)	(102)	(4)	-4%
	Salaries	12,140	12,415	(275)	-2%	4,050	4,121	(71)	-2%
	Supplies	1,441	1,521	(80)	-6%	507	541	(34)	-7%
	Sav Target	(283)	0	(283)	-100%	(94)	0	(94)	-100%
	Sav Realised			0				0	
			(641)				(203)		
WEST REGION	Income	(855)	(820)	(34)	-4%	(291)	(261)	(29)	-10%
	Salaries	17,521	17,627	(106)	-1%	5,838	5,819	19	0%
	Supplies	1,899	1,931	(32)	-2%	639	679	(40)	-6%
	Sav Target	(336)	0	(336)	-100%	(112)	0	(112)	-100%
	Sav Realised			0				0	
			(509)				(161)		
NATIONAL OPS	Income	(178)	(165)	(13)	-7%	(51)	(95)	45	88%
	Salaries	8,321	8,024	297	4%	2,650	2,673	(23)	-1%
	Supplies	4,674	4,818	(143)	-3%	1,532	1,560	(27)	-2%
	Sav Target	(132)	0	(132)	-100%	(44)	0	(44)	-100%
	Sav Realised			9				(49)	
TOTAL SERVICE DELIVERY	Income	(1,523)	(1,472)	(51)	-3%	(490)	(508)	18	4%
	Salaries	45,735	45,752	(17)	0%	15,102	15,154	(52)	0%
	Supplies	8,868	9,181	(313)	-4%	2,970	3,089	(119)	-4%
	Sav Target	(985)	0	(985)	-100%	(328)	0	(328)	-100%
	Sav Realised			0				0	
			(1,367)				(481)		

Table 3a

**SCOTTISH AMBULANCE SERVICE BOARD
STAFF AND OVERTIME SUMMARY
PERIOD TO 30 JUNE 2018**

		East Region	North Region	West Region	National Ops	Service Delivery
Current Year	Average WTE	1,196	670	1,677	698	4,241
	Overtime Hours	40,943	29,684	60,676	17,144	148,447
	Overtime Cost (£'000)	903	653	1,310	297	3,163
Prior Year	Average WTE	1,155	651	1,657	654	4,117
	Overtime Hours	39,075	25,056	56,742	14,988	135,861
	Overtime Cost (£'000)	787	493	1,123	231	2,634
Variance	Average WTE	41	19	20	44	124
	Overtime Hours	1,868	4,628	3,934	2,156	12,586
	Overtime Cost (£'000)	116	160	187	66	529

The above table shows that the average WTE has increased by 124 on the same period last year. Approximately a third of the increase relates to additional resources funded with additional monies e.g. Enhanced Capability, Major Trauma and Strategy. It is estimated that the reduction in vacant posts adds approx £0.7 million to pay costs. Despite the increase in WTE, overtime hours have increased by 9% which accounts for half the £0.5 million cost increase, the balance is the result of regradings and the pay award.

Table 4 – Support Services Directorates

Support services are being reported as £0.2 million over budget. This is primarily because the Finance & Logistics directorate includes an estimate for annual anticipated vacancy factor savings of £2 million that is currently £0.2 million behind target.

**SCOTTISH AMBULANCE SERVICE BOARD
INCOME AND EXPENDITURE BY DIRECTORATE
PERIOD TO 30 JUNE 2018**

		Cumulative to Date				Current Period			
		Budget £'000	Actual £'000	Variance £'000	Variance %	Budget £'000	Actual £'000	Variance £'000	Variance %
BOARD AND CHIEF EXECUTIVE	Income	(4)	(3)	(2)	-38%	(1)	(1)	(1)	-45%
	Salaries	367	356	12	3%	93	113	(20)	-22%
	Supplies	45	42	2	5%	15	21	(6)	-39%
	Sav Target	(2)	0	(2)	-100%	(1)	0	(1)	-100%
	Sav Realised			0				0	
				10					(27)
FINANCE AND LOGISTICS	Income	(320)	(264)	(57)	-18%	(103)	(91)	(12)	-12%
	Salaries	2,075	2,056	18	1%	656	676	(20)	-3%
	Supplies	7,041	6,758	283	4%	2,440	2,275	165	7%
	Sav Target	(1,176)	0	(1,176)	-43%	(464)	0	(464)	45%
	Sav Realised	673	0	673		673	0	673	
				(258)					343
HUMAN RESOURCES	Income	(11)	(13)	2	16%	(4)	(4)	1	20%
	Salaries	503	482	21	4%	168	161	7	4%
	Supplies	229	266	(37)	-16%	80	114	(33)	-41%
	Sav Target	(6)	0	(6)	-100%	(2)	0	(2)	-100%
	Sav Realised			0				0	
				(21)					(28)
MEDICAL	Income	(8)	(4)	(5)	-58%	(3)	(1)	(1)	-53%
	Salaries	275	268	7	3%	92	82	10	11%
	Supplies	85	107	(22)	-26%	29	38	(9)	-33%
	Sav Target	(4)	0	(4)	-100%	(1)	0	(1)	-100%
	Sav Realised			0				0	
				(23)					(2)
CARE QUALITY AND STRATEGIC DEVLOPMENT	Income	(28)	(11)	(16)	-59%	(9)	(4)	(5)	-58%
	Salaries	1,263	1,222	40	3%	421	411	10	2%
	Supplies	375	333	43	11%	127	108	20	15%
	Sav Target	(16)	0	(16)	-100%	(5)	0	(5)	-100%
	Sav Realised			0				0	
				51					19
TOTAL SUPPORT SERVICES	Income	(371)	(295)	(76)	-20%	(120)	(101)	(19)	-16%
	Salaries	4,484	4,385	99	2%	1,429	1,442	(12)	-1%
	Supplies	7,774	7,507	267	3%	2,691	2,555	136	5%
	Sav Target	(1,203)		(1,203)	-44%	(473)		(473)	42%
	Sav Realised	673		673		673		673	
				(239)					305

Table 5 – Strategy Investment

The Scottish Government is investing an additional £6.7 million in 2018/2019 to support the delivery of “Towards 2020: Taking Care to the Patient” bringing the total investment to date to £18 million.

This will allow the Service to continue enhancements within Ambulance Control Centres, take forward Specialist and Advanced Paramedic recruitment and the implementation of enhanced Developing Future Leaders and Managers (DFLM) time.

The table below provides a breakdown of the full investment along with the expenditure committed and anticipated in 2018/19.

SCOTTISH AMBULANCE SERVICE BOARD
STRATEGY INVESTMENT REPORT
PERIOD TO 30 JUNE 2018

	Previous Investment £'000	2018/19 Investment £'000	Total Investment £'000	Released to Date £'000	Anticipated Spend £'000	Variance fr Investment £'000
Divisions Low Acuity	833		833	833		
ACC Low Acuity	255		255	255		
ACC Urgent Tier desk	120		120	120		
ACC Additional Call takers	330		330	330		
Ambulance Control Centres	1,185	1,655	2,840	2,284	556	
Out of Hospital Cardiac Arrest	199	11	210	183	27	
DFLM	323	327	650	323	327	
Training - additional training staff	600		600	600		
Training - additional non pay costs	312		312	312		
Specialist Paramedics B6	2,258	4,650	6,908	3,100	3808	
Implementation Support	392		392	392		
Workforce Development	4,400		4,400	4,400		
Telehealth	93	57	150		150	
Total Strategy Investment	11,300	6,700	18,000	13,132	4,868	

CAPITAL

Table 6 shows the Capital Expenditure report for the year.

Table 6 – Capital Expenditure

**SCOTTISH AMBULANCE SERVICE BOARD
CAPITAL EXPENDITURE REPORT
PERIOD TO 30 JUNE 2018**

	Planned Budget £'000	Actual to Date £'000	Forecast Variance £'000	Status
CAPITAL RESOURCE FUNDING				
Formula Allocation	1,794	41		
Project Specific Funding	10,538	1,309		
Other Central Funding (ScotSTAR)	200			
Capital Receipts				
Total Capital allocation	12,532	1,350		
EXPENDITURE				
Building Projects				
Lerwick Station	400			
Cumnock Refurbishment	100			
Norseman - Phase 2	320	41		
SORT Bases	300			
Co-Locations	100			
Stirling Car Village	46			
Electric Charging Points	10			
	1,276	41		
Equipment				
Enhanced Capability	2,300			
Defibrillator Replacement	2,000			
Medical Equipment	150			
ScotSTAR	200			
	4,650			
ICT Projects				
Telephony Infrastructure				
Network Infrastructure	360			
eHealth	50			
	410			
Vehicle Replacement	5,938	1,309		
Unallocated	258			
Capital Receipts				
Total Capital expenditure	12,532	1,350		

BALANCE SHEET

Table 7 shows the Balance Sheet, with cash balance at £1.4 million.

Table 7 – Balance Sheet

SCOTTISH AMBULANCE SERVICE BOARD
BALANCE SHEET
AT 30 JUNE 2018

	Opening Balance £'000	Balance as at 30 Jun £'000	Month Change £'000	Forecast as at 31 Mar £'000
Non-Current Assets				
Property, Plant & Equipment	85,609	84,051	341	85,500
Intangible Fixed Assets	2,803	2,668	(47)	2,200
Financial Assets	3,661	3,653	32	500
Total non-current assets	92,073	90,372	326	88,200
Current Assets				
Assets held for sale	115	115		
Inventories	126	119	(16)	120
Trade & other receivables	21,899	24,301	(6)	27,000
Cash	60	1,364	(2,239)	60
Total current assets	22,200	25,899	(2,261)	27,180
Total assets	114,273	116,271	(1,935)	115,380
Current Liabilities				
Provisions	-	-		3,500
Trade & other payables	19,339	15,687	1,988	16,000
Total current liabilities	19,339	15,687	1,988	19,500
Non-Current Liabilities				
Provisions	17,771	17,771		14,200
Trade & other payables	60	60		
Total non-current liabilities	17,831	17,831	0	14,200
Total net assets	77,103	82,753	(3,923)	81,680
Taxpayers Equity				
General Fund	72,977	78,658	(3,913)	77,680
Revaluation Reserve	4,126	4,095	(10)	4,000
Total reserves	77,103	82,753	(3,923)	81,680

(a)

Notes

(a) *Accrued insurance recovery income from CRU plus non-current reimbursement of provisions debtors.*

CONCLUSION

The reported financial position of £1.6 million over budget after the first quarter reflects an unfavourable position greater than planned at this early stage in the financial year. The key contributors to this have been described above with corrective actions noted.

Whilst it was always likely that some of the savings plans would be delivered later in the year, the £0.6 million savings achieved to date is lower than planned. Significant work has commenced to strengthen and put pace into the Best Value Programme and a pipeline of projects is in place providing assurance of additional efficiency schemes being implemented throughout the year. Work has also commenced in understanding the impact of the increased overtime costs, some due to annual training, and plans are being developed to manage this over the remainder of the year. A high level forecast has been completed and anticipates a break even position for the year end, in line with the Board financial plan.

A Board workshop focusing on the efficiency plans and detailed year end forecasts is organised for 30th August 2018.

Doc: 2018-07-18 March Financial Performance V1	Page 15	Author: Director of Finance & Logistics
Date 2018-07-18	Version 1.0	Review Date: September 2018

Appendix A details below the current Ideas in the efficiency plans pipeline

Appendix A

Project Category	Project Pipeline Code	Best Value Programme Pipeline Idea
Cost Control	CC- 2018-01	Phone Contract Review <ul style="list-style-type: none"> • Eligibility • Commercials
	CC- 2018-02	VPN Access Review <ul style="list-style-type: none"> • Usage • Eligibility • Options • Commercials
	CC- 2018-03	Pager Requirements Review
	CC- 2018-04	Royal Mail Print & Post Option
	CC- 2018-05	Travel Management Contract Review
	CC- 2018-06	PECOS Review <ul style="list-style-type: none"> • Users/Requisitions and Authority • Process & Criteria
	CC- 2018-07	Improved approval and feedback process for UK/European events for staff
Estates, Logistics & Infrastructure	ELI –2018-01	Collaboration on estate with Blue Lights/Health boards
	ELI –2018-02	Motion Sensor Lights
	ELI –2018-03	Fuel Cost Reduction improvement plan
	ELI –2018-04	Lease Car Review
	ELI –2018-05	Accident & Insurance
	ELI –2018-06	Carbon Trust

Digital Transformation – releasing time and resource	DT-2018-01	Data Transfer benefits with partner agencies
	DT-2018-04	Timecard Module/Interface with payroll
	DT-2018-05	Electronic Payslips
Clinical Transformation and Operational Improvement	CT/OI -2018-01	Hear & Treat improvement plans
	CT/OI-2018-02	Demand Management - Frequent Callers
	CT/OI -2018-04	See & Treat Improvement Plan Regions
	CT/OI -2018-05	Management of Staff Absence Improvement Plan
	CT/OI -2018-06	Shift Over run reduction
	CT/OI -2018-07	Medical Gases
	CT/OI –2018-08	PTS Journey Planning Improvements
	CT/OI –2018-09	Scheduled Care same day PTS improvements
Hr, OD & Workforce	OD –2018-01	Contract Review
	OD –2018-02	Specialist Contribution during training period
	OD –2018-03	Shared Services/Collaboration Opportunities