



Trust Board

Group Value Transformation Programme

Purpose of the Report

This report aims to provide and update and assurance to the audiences of both committees on the Group Value Transformation Programme.

Analysis of the Issue

Following the establishment of the joint working group described in the last report, and the subsequent meetings with the NHFT and LPT Executive/Director leads from each corporate area, an outline of the opportunities agreed by both Executive/Director leads has been drafted for each area. Subsequently follow up meetings were put in place, with external support and NED support. This provided supportive and non-bias encouragement to develop the outline of opportunities further. Following these meetings draft PIDOPs (summarising the opportunities succinctly into robust project management documentation) and a “running total” of the savings opportunities are being drafted, which will be presented at the July SEBs at each organisation for approval. Following this approval the PIDOPs will then inform project plans for each area and the work will be managed via the Programme Group Meetings, which are due to take place monthly.

The first Programme Group Meeting took place on 5th June, there was good engagement and representation from all areas. The Programme will continue to be managed via these meetings, with robust Programme and Project Management methodology applied, provided by the PMO. The Programme Group Meetings will continue to track progress, action, decisions, risks and issues. The Programme Group Meetings will continue to report to SEB at both organisations via PMO highlight reports.

Proposal

The proposal is to progress as described above.

Decision Required

To support the approach and next steps as described in the report.

Governance Table

For Board and Board Committees:	Finance and Performance Committee LPT & Performance Committee NHFT	
Paper sponsored by:	Paul Sheldon, Chief Finance Officer	
Paper authored by:	Eleanor Boon, Head of PMO NHFT	
Date submitted:	25/06/24	
Name and date of other committee/forum at which this report/ issue was considered:	N/A	
Level of assurance gained if considered elsewhere:	Assured	
	Partially assured	y
	Not assured	
Date of next report:	N/A	
DIGBQ strategic alignment:	Develop	y
	Innovate	y
	Grow	
	Build	y
	Quality	
Organisational Risk Register considerations:	Risk number/title	N/A
Is the decision required consistent with NHFT's and LPT's risk appetite:	Yes	
False Or Misleading Information (FOMI) considerations:		
Positive confirmation that the content does not risk the safety of patients or the public		
Equality considerations:		

A background graphic consisting of several overlapping, stylized human figures in a light purple color. Each figure is composed of a circular head and a rounded, rectangular body, arranged in a cluster that suggests a group of people.

Paul Sheldon

Group Chief Finance Officer

Context, Approach and Key Considerations

What is the Context?

- Corporate /Enabling Services are a **critical part of the team within both NHFT and LPT and** are fundamental to achieving the vision and strategies of each Trust and the Group to support frontline staff to deliver the highest quality clinical service and deliver value for money.
- Both Trusts have underlying deficit positions and need to find further recurrent plans to inform medium term financial plans.
- As it stands both Trust have savings targets of **£20M** each = c.5% - But this **does not deliver a breakeven** position for either Trust.
- Both Trusts delivered **4%** efficiency to corporate/enabling services in 23/24 but some savings were non-recurrent.
- Corporate/ Enabling service benchmarking information indicates there are opportunities to reduce costs by £15.9m across more trusts.
- This programme aims to conduct a strategic review of Corporate/Enabling Services with a focus on making a recommendation for the **improvements and redesign** that will support **effective and efficient** services to enable delivery of **high-quality clinical services** and a **good user experience**.
- The objective is to explore opportunities to standardise, collaborate, harmonise and/or integrate functions Corporate /enabling services to deliver improvements in service quality, **user experience, value and efficiency**.
- This work will contribute to the overall savings programmes and will seek to deliver efficiency and productivity and impact upon future corporate services benchmarking.

Our Approach

- We will focus on savings in 24/25 but build a multi-year savings plan to forecast the next 3 to 5 years.
- We will conduct rapid assessments of each benchmarked corporate sub-function to agree viable group opportunities with corporate function leads.
- We will utilise PMO support from both trusts to identify and scope group value opportunities and report progress to the Strategic Executive Boards and Joint Working Group.
- We will scope and deploy consistent communication plans comprising each Trusts branding.

Key Considerations

- We should review all viable group opportunities incusing those that sit outside of the national benchmarking tool.
- We should focus on building resilience and strengthening services across the group function.
- We need to identify savings opportunities that will facilitate a dynamic group partnership.
- Levels of changes to consider;
 - Shared knowledge and best practice to maximise efficiency
 - Joint initiatives/processes/practice/procurement
 - Opportunities for shared roles and teams



Corporate Services: National Improvement Opportunities

The 2023/24 National Corporate Benchmarking tool suggests significant financial opportunity for savings if the national lower quartile (LQ) is matched;

- The Corporate Services Benchmarking return shows cost in LPT £24.37m (6.6%), in NHFT £22.3m (6.9%)
- The total expenditure on Corporate Services is £33m in LPT and £34.3m in NHFT.
- Achieving the lower quartile spend presents theoretical savings of £7.74m for NHFT and £8.13m for LPT.

Function	NHFT Cost (£m)	LPT Cost (£m)	Absolute Opportunity to national LQ (£m)	
			NHFT (£m)	LPT (£m)
Finance †	1.76	2.45	0.01	0.45
Gov & Risk	5.61	3.64	3.67	1.42
HR	5.68	5.01	2.58	1.46
Transactional D&T	5.47	9.14	0.94	3.96
Non-trans. D&T ‡	2.34	2.15	0.00	0.00
Legal	0.53	0.64	0.20	0.26
Payroll	0.54	0.62	0.34	0.38
Procurement	0.37	0.73	0.00	0.20
Total	22.30	24.37	7.74	8.13

- The theoretical joint opportunity £15.9m but further detailed financial analysis is essential before committing to any financial savings targets.
- The national benchmarking tool suggests a focus on: Finance, Governance & Risk, Human Resources, Digital Technology Services, Procurement, Legal and Payroll.
- Other areas for review outside of this benchmarking include;
 - Estates
 - Contract Management
 - Nursing & Quality
 - Health & Safety

Function	Joint Opportunity to national LQ (£m)
Finance †	0.47
Gov & Risk	5.09
HR	4.04
Transactional D&T	4.90
Non-trans. D&T ‡	0.00
Legal	0.46
Payroll	0.72
Procurement	0.20
Total	15.87

The **ambition** of this programme will be to **deliver £4m-£5m** in savings in **2024/25**

PROGRAMME:		Corporate/Enabling Services Group Programme					
Programme ID:	TBC	Date:	24/06/24	Version:	0.1	Updated by:	Eleanor Boon

Approved by:	
Date Approved:	

Group Value Programme on a Page **DRAFT**

1. Programme Governance & Key Roles

Programme Manager	Tim O'Donovan, Deputy Director Transformation (LPT) Sheena Vaghela, PMO Transformation Manager (NHFT)
Senior Responsible Officer	Paul Sheldon, Chief Finance Officer (LPT & NHFT)
Clinical Leads (if required)	There will be wider engagement with a group of clinical and operational staff – no specific lead
Quality Leads (if required)	NHFT/LPT Corporate Quality Lead
Comms and Engagement Leads (if required)	Kamy Basra, Director of Comms (LPT) Dionne Mayhew, Director of Comms (NHFT)
DTS Leads (if required)	Gareth Jones, Director of LHMIS/Group CDIO (LPT & NHFT)
Other key leads (specify)	Senior leads from all corporate areas, in both organisations, will be part of the Board. NED from NHFT (Melanie Hall) and LPT (Josie Spencer).

Reporting & Accountability Route

This Group Programme will be closely linked to, and contribute to, the Value Programme at both NHFT and LPT. The Programme Group will make recommendations to Strategic Executive Board at both organisations, for onward approval at the respective Boards.

Updates will be provided to the Joint Working Group as requested/required. Additionally, the Strategic Transformation Group (NHFT) and the Transformation and Quality Improvement Delivery Group (LPT) will be kept aware of progress as requested/required.

2. Background & Strategic Context

Background and Rationale / Evidence Base

A review and analysis of the corporate services benchmarking tool has provided opportunity across the NHFT and LPT Group to harness potential value, savings and efficiencies within a range of Corporate Services.

Strategic Context and DIGBQ (NHFT)/Step up to Great Alignment (LPT)

DIGBQ/NHFT: This is linked closely to **DEVELOP** in partnership and **BUILD** a sustainable organisation, with opportunity for joint working/initiatives across the Group, with sustainability at the forefront (where there is opportunity to add value and/or reduce cost). The Programme is directly linked to the Value Programme which is one of NHFT's "Priority Programmes". As with all transformational change **QUALITY** and **SAFETY** will be at the foundation.

Step up to Great/LPT: This links with the Step up to Great Strategy; the strategy states that LPT will deliver great care through careful use of financial resources and a resilient organisation. The programme seeks to carefully consider uses of resources (financial) and delivery within financial resources allocated, this programme is specifically in place to benefit financially and in terms of wider value and quality across the Group by embracing opportunity to joint up across corporate services.

3. Vision, Key Objectives & Scope

Vision

The vision is to, having used the corporate services benchmarking tool as a basis, create a programme of work that focusses on opportunity to add value and create savings across the NHFT and LPT Group (within corporate services). This will be achieved by working with leads to review corporate services functions and identifying potential areas for alignment, sharing best practice, harness opportunity for joint procurement, and formalising joint roles/functions.

Key Objectives

- Formalise and benefit from group working opportunities within a range of corporate areas
- Enable efficiencies by considering ways of working differently and collaboratively across the Group
- Enable value and cost savings across the Group
- Formally share best practice across a range of corporate services
- Identify areas for formalised Group roles/functions

Scope

- In scope: Human Resources, Organisational Development, Comms and Payroll; Digital; Nursing (corporate); Governance, Risk and Legal; Finance, Estates and Procurement, Health and Safety.
- Out of scope: Clinical and operational services.
- The SRO is clear that this is not a merger programme.

4. Delivery Approach / Key Milestones

- The programme will be delivered using existing programme/project management methodology.
- Formal documentation will be in place (i.e. PIDOPS, EQAs, RAID logs) and PMO support from both organisations will be in place to ensure methodology is applied and tools are utilised to drive the programme.
- There will be a programme board chaired by the SRO, the first is taking place in June 2024.
- A reporting rhythm will be in place via standard highlight reports.
- In July 2024 specific plans/areas of opportunity for each area will be approved and where further quality impact assessments are required, these will be completed.
- The programme will be divided in to 3/5 tranches across 3/5 years.

Project/Workstream	Project/Workstream Description
Digital	Proposed areas of focus: joint service desk, shared providers/contracts/procurement, joint senior roles.
Human Resources, Organisational Development, Payroll & Comms	Occupational Health joint approach/licencing, Organisational Development/joint approach/sharing best practice and already established initiatives (avoiding spend and re-work).
Finance, Estates and Procurement	Joint procurement/licencing, estates roles, sharing best practice, Estates HQ roles and processes, joint procurement resources.
Legal, Risk and Governance	Joint approach to legal advice, joint/shared Head of Risk role and approach, shared practices/procurement/licencing where possible.
Nursing (corporate) and Quality	Shared approaches/opportunities across IPC, audit, complaints and PALS.
Health and Safety	Joint Director role; therefore, not recruiting to vacant post at LPT.

5. Benefits, Outcomes & Quality Metrics

Benefits include:

- Strengthening the Group model/parentship working
- Added value and prevent further spending/re-work through shared best practice/initiatives/models
- Financial savings through shared roles, functions, processes, licences, procurement.

Initial benefits identified will be monitored regularly by the Programme Board to ensure that the programme/projects within the programme remain viable.

6. Risks, Assumptions & Dependencies

Consider the effect on programme delivery when resourcing impacted, particularly Operational resource.

Risk Description	Initial Score	Mitigation Approach	Mitigated Score
Assumption that shared roles/functions are possible	9	Thoroughly assess risk at initiation/before committing	4
Engagement and appetite from key stakeholders/staff as this could be considered a pre-cursor to a merger	16	SRO leadership, comms approach, robust stakeholder management and communication	6
Stretching resources leading to burnout and/or reduced services and moving work./issues to other areas	16	Consider with caution and thorough assessment of impacts	9
Digital limitations (i.e. separate log ons for separate organisations, access to teams)	12	Understand the limitations at the outset	6
Legal and Staff Side/Union limitations with joint roles/teams	16	Understand limitations at outset, consider approach	9
Potential for leads to focus on status quo rather than innovation	9	SRO leadership and direction of programme communication/intentions	6

Assumptions

- Assumption that there will opportunity to have shared functions and/or roles.
- Assumption that sharing roles/practices will save money.
- Digital and legal constraints of shared roles/functions

Dependencies

- The Value Programme
- Engagement and commitment from key stakeholders
- NHS Corporate Services benchmarking

7. Communication & Stakeholder Management Approach

Stakeholders:

- All corporate service leads and teams
- Clinical, operational and medical services who are the "customers" of corporate services
- Executive team and executive leads
- Staff side
- NEDs

Approach:

- A robust comms and engagement plan will be required, led by the comms team. Key personnel to be members of the Programme Board. Clear communication and leadership required from SRO.

Rapid Assessment Outputs

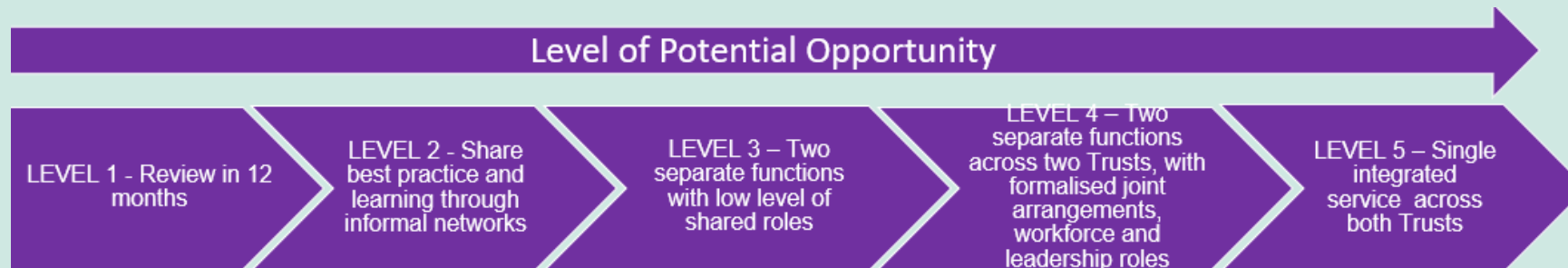
A graphic illustration of three stylized human figures in a light purple color, positioned behind the main title. The figures are composed of simple shapes: a circle for the head and a rounded rectangle for the torso. The central figure is slightly larger and more prominent than the two flanking figures.

The following slides provide a high-level overview of where there is group value opportunity within each corporate area. The information has been gathered via meetings held with leads from NHFT and LPT in each corporate area with support from Non-Executive Directors and a regional healthcare advisor.

Scoping actions will include;

1. Draft ideas/opportunities and agree proposals/commitments with each corporate area lead **COMPLETE**
2. Conduct follow up meetings during May/June to finalise the agreed opportunities for approval, along with the residual actions and any associated risks/issues for consideration **COMPLETE**
3. Compile / finalise the Programme POP (Programme on a Page) and EQIA (Equality & Quality Impact Assessment) **COMPLETE**
4. Setup the Programme Board and agree Terms of Reference **COMPLETE**
5. Agree the potential financial value and timescales for completion for each opportunity / associated action plan **IN PROGRESS**
6. Compile and finalise PIDOPs (PID on a Page) and EQIAs with each corporate area lead **IN PROGRESS**
7. Agree and commence reporting rhythm for progress highlights to the agree Board Committees **IN PROGRESS**
8. Devise action-oriented plans and business models to implement the agreed opportunities **TO DO**

The opportunity scale of 1-5 outlined below has been applied to each sub-function (as defined by the corporate benchmarking tool) within each corporate area. The following tables set out several opportunity levels to enable rapid assessment of each corporate area sub-function to reduce unwarranted variation across the partnership.



A background graphic consisting of three stylized human figures in a light purple color, arranged in a cluster. Each figure has a circular head and a rounded, rectangular body.

Human Resources, Organisational Development, Payroll and Comms

DRAFT



Opportunity Mapping Human Resources DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Core HR						Lower end of the corporate benchmarking. Continuing to explore opportunities to work together and support to each other. NHFT have supplied employee relations support and shared data to LPT	<ul style="list-style-type: none"> Any savings to be incurred would be related to a reduction in processing and the processing activity will not reduce by joining these functions. Applying a joint operating model would add an additional layer of complexity by creating a geographic distance between services and recruiting managers. There is no opportunity to reduce activity or spend by through harmonisation of functions as both Trusts are organisationally separate 	High Risk	N/A	N/A
Recruitment					Lower end of the corporate benchmarking. Will explore joint recruitment campaigns across group and system. Collaboration around Recruitment and Retention in place in system	High Risk		N/A	N/A	
Temporary Staffing					Separate approaches in both trusts, exploring opportunities for collaboration	High Risk		N/A	N/A	
Occupational Health and Wellbeing						NHFT provided in house LPT provided through UHL To explore and deploy a joint tendering process	<ul style="list-style-type: none"> Establish working group to develop plans Draft PIDOP and EQIA Establish current commitments/possibilities with existing procurement/contracts Submit proposal to the SEBs to outline the proposed plan of activity Consider the impact on staff wellbeing and staff side reaction if reduction in resources due to sharing 	Low Risk	2024/25	TBC
Psychological Wellbeing					Currently providing in house for NHFT at a higher level than other providers. Provided as an external employee assistance programme. Explore shared resource and or income generation	Low Risk		2024/25	TBC	
Organisational Development						Agreed an approach across the group that trusts will take it in turns to lead on specific development opportunities and then will share the outcomes and the benefit to be shared across both. The inclusive recruitment is a good example.	<ul style="list-style-type: none"> Deploy new operating model whereby OD support will be supplied by NHFT to LPT but they will still reside as 2 separate teams Resources may be stretched if one or other OD department undertakes a higher level of work so this will need to be monitored 	Low Risk	2024/25	TBC



Opportunity Mapping Human Resources DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Medical Staffing						Position on corporate benchmarking unclear due to lack of clarity of finance on the function. Continuing to explore opportunities to work together and support to each other. NHFT have supplied employee relations support and shared data to LPT	<ul style="list-style-type: none"> Engage with Medical Directors to ascertain opportunities Liaise with LPT lead to ascertain further information and level of PMO support required 	Low risk	2024/25	TBC
Workforce Information and Analytics						HR has historically had limited involvement in this function, and it is at the higher end of the corporate benchmarking	<ul style="list-style-type: none"> Time delays due to need for further information and analysis 	Scope Limited	2026/27	TBC
Rostering (non-medical)								Scope Limited	2026/27	TBC
Education, Learning and Development						HR has historically had limited involvement in this function, and it is at the higher end of the corporate benchmarking. Further details of the make-up of the costs.	<ul style="list-style-type: none"> Further internal benchmarking required due to the intention to move mandatory training to the Nursing and Quality directorate Need to consider CQC assurance and compliance 	Scope Limited	2026/27	TBC



Opportunity Mapping Payroll DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Core Payroll						None identified for 2024/25. With the move of workforce analytics to HR, all the related sections residing within the Payroll function are to be reviewed	<ul style="list-style-type: none"> Review payroll function in 2025/26 to understand costs, pressure and systems utilised There may be an opportunity for both Trusts to jointly procure new systems to achieve the best value 	Scope Limited	2025/26	TBC
Expenses Reimbursement					2025/26				TBC	
Payroll Service Development					2025/26				TBC	
Salary Sacrifice and Salary Deduction Schemes					2025/26				TBC	
Payroll Specific Systems and Licences					2025/26				TBC	

Opportunity Mapping Communications DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Comms						The two communications teams will continue to develop opportunities for alignment and shared working	No further action as practice/processes are currently shared and dynamically optimised across the two functions	Low risk	N/A	N/A

****INSERT PIDOPS****

Occupational Health and Psychological Wellbeing – being drafted

Human Resources – yet to be drafted

****INSERT £ SAVINGS****

Digital Technology Services

DRAFT

	FY24/25	FY25/26	FY26/27	FY27/28
Recurrent Savings	£350,000	£0	£0	£0
Nonrecurrent Savings	£50,000	£100,000	£380,000	£200,000
Full Year Total Planned Savings	£400,000	£100,000	£380,000	£200,000
4 Year Total Planned Savings				<u>£1,080,000</u>

Leicestershire Partnership and Northamptonshire Healthcare Associate University Group

Opportunity Mapping Digital DRAFT



Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Data centre/hosting						Removal of Sophos and WorkspaceOne	<ul style="list-style-type: none"> Define and implement a plan to remove Sophos and WorkspaceOne If the group shared service model continues, investigate opportunities to bring together these services in the long term 	Low Risk - disparate IT systems is a limitation for now	Q3 24/25	£50K - LPT
End point devices						Review of mobile phone procurement and process of issuing to staff	<ul style="list-style-type: none"> Continue work LPT Finance on current mobile contract. The NHFT contract is £200K - 300k cheaper and the aim is to get the same value for LPT. LPT will not be moving suppliers due to risk and minimal benefit. Define and implement a plan to move mobile phone procurement from revenue to capital Definite and implement a control process for the issuing of mobile phones – to staff to reduce the impact of unused devices incurring costs to the Trust. Savings already being made in LPT by using the NHFT Dell Savings tier. Procure smartphones together (NHFT pay £206, LPT pay £265) Potentially review building storage requirements as both have a warehouse to store equipment – this could be rationalised 	Low Risk	Q3 24/25	£350K p/a
Networks						Shared skills / knowledge / processes	<ul style="list-style-type: none"> Investigate possibility of skill sharing for efficiency and improvement of service 	Scope limited	TBC	TBC
Printers						Shared skills / knowledge / processes	<ul style="list-style-type: none"> Investigate value opportunities – pending completion of estates rationalisation 	Scope limited	TBC	TBC
IT Service Desk						Shared service desk solution	<ul style="list-style-type: none"> Review opportunity to move onto a single service desk solution and begin to align SOPs 	Low Risk	Q2 25/26	£100K
Integration						Artificial Intelligence	<ul style="list-style-type: none"> Investigate AI opportunities within NHFT 	Scope limited	Q4 27/28	TBC

Leicestershire Partnership and Northamptonshire Healthcare Associate University Group



Opportunity Mapping Digital DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Service/Operational Management						Shared senior roles	<ul style="list-style-type: none"> Continue finalisation of new DTS senior leadership structure with Dave Maher and David Williams to bring together senior teams into joint roles. It has also been noted that there are 5 senior members of staff due to imminently retire (24/25 & 25/26). HR are to evaluate the new job descriptions and then they will be advertised as secondments. Continue existing secondment of DTS Director into Director of LHis already delivering £120K saving p/a (60K each Trust) Continue secondment of DPO role already saving £80K (£40K each Trust) Sharing teams not yet viable as unions are reluctant so only SLT for now 	Low	Q4 25/26	£180K per Trust
Security						Shared skills and/or roles	<ul style="list-style-type: none"> Investigate and deploy where possible opportunities to merge both cyber security teams to have a larger central team to look after both trusts 	Low	Q4 25/26	TBC
Applications Management						None identified	<ul style="list-style-type: none"> No actions identified 	Scope Limited	N/A	N/A
Applications Development						Shared skills and/or roles	<ul style="list-style-type: none"> Investigate and deploy where possible opportunities to bring skills together after shared senior roles are in place 	Low	Q4 26/27	TBC
Digital and Technology Specific Systems and Licences						Shared systems	<ul style="list-style-type: none"> Investigate possibility of moving from local tenancy to NHS tenancy could generate approx. 200K savings which could then be shared with LPT. Rebuilding applications will be a challenge 	Low	Q4 26/27	£200k
IT Programme Management						Shared skills and/or roles	<ul style="list-style-type: none"> To be progressed over time, as opportunity through retirement occurs. informal arrangements are currently in place to support best practice This would be more of a saving to the Trusts (LPT specifically) to embed the processes around the prioritisation programme and support the PMO 	Low	Q4 25/26	TBC



Opportunity Mapping Digital DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
IT Training						Shared skills / knowledge / processes	Look at sharing training materials and potentially support training across both Trusts / LLR	Low Risk	Q4 26/27	TBC
Information Services						None identified	<ul style="list-style-type: none"> No actions identified 	Scope Limited	N/A	N/A
Telecoms / mobile phones						Shared skills / knowledge / processes	<ul style="list-style-type: none"> Potential to align contracts for Mitel / review telephony needs Centrally manage mobile phones and SIMs based on best practice used in DTS 	Low Risk	Q4 25/26	£200k
Paper Medical Records						None identified	<ul style="list-style-type: none"> No actions identified 	Scope Limited	N/A	N/A
Information Governance						Shared skills and/or roles	<ul style="list-style-type: none"> Continue the Shared DPO function. Progress shared role arrangement and investigate further opportunities to bring the two teams together – Sharon Murphy is the lead in LPT 	Low Risk	Q4 25/26	TBC
Governance and Risk Specific Systems and Licences						Shared procurement	<ul style="list-style-type: none"> Look to centralise the contracts and licensing for both Trusts to improve the utilization / management of licenses and avoid potential fines 	Low Risk	Q4 26/27	TBC

Group Value Programme Digital Technology Services PIDOP **DRAFT AND CONFIDENTIAL**

1. Project Governance & Key Roles

Project Manager	Sheena Vaghela (NHFT)
Senior Responsible Officer	Gareth Jones (NHFT & LPT)
Clinical Leads (if required)	N/A
Quality Leads (if required)	TBC
Comms and Engagement Leads (if required)	TBC
Other key leads (specify)	TBC

Reporting & Accountability Route

- Delivery will be progressed and governed via a monthly oversight board chaired by the programme SRD (Paul Sheldon) comprising membership of all key stakeholders.
- The programme will report monthly into the NHFT and LPT Strategic Executive Boards and Joint Working Group.

2. Project Description

Background and Rationale / Evidence Base

A review and analysis of the Digital Technology Services benchmarking tool has provided opportunity across the NHFT and LPT Group to harness potential value, savings and efficiencies across all benchmarked corporate services.. The NHFT and LPT Digital Technology Services have conducted a review of 18 sub areas and have identified 15 potential opportunities for exploration and implementation of these where viable.

Outline of the Project and Key Objectives

- The objective is to explore and implement opportunities to standardise, collaborate, harmonise and/or integrate DTS functions within the NHFT/LPT partnership enabling services to deliver improvements in quality, user experience, value and sustainability.
- This work will seek to deliver efficiency and productivity across the NHFT/LPT digital strategy and impact upon future corporate services benchmarking.
- The project aims to contribute to the programme savings target of £20M in each Trust with the ambition of delivering £4m-£5m savings across Corporate Services in 2024/25.

Scope

In Scope

- Investigation and implementation (where feasible) of the 15 agreed opportunities within the following sub areas (see DTS slides for actions and timescales):

<i>Data centre/ hosting</i>	<i>End point devices</i>
<i>Networks</i>	<i>Printers</i>
<i>IT Service Desk</i>	<i>Integration</i>
<i>Service/Operational Management</i>	<i>IT Training</i>
<i>Applications Development</i>	<i>Information Governance</i>
<i>Digital and Technology Specific Systems and Licences</i>	<i>Security</i>
<i>IT Programme Management</i>	<i>Telecoms / mobile phones</i>
<i>Governance and Risk Specific Systems and Licences</i>	

Out of scope

- None group level value opportunities

Dependencies

- Engagement and commitment from key stakeholders
- NHSEI Corporate Services benchmarking
- NHFT Estates Strategy
- NHFT Value Programme
- LPT financial planning
- Integrated Care Board financial planning

3. Proposed Timeline & Key Milestones

Milestone	Financial Year				
	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29
Data centre/hosting	X				
End point devices	X				
Networks (TBC)					
Printers (TBC – dependant on estates rationalisation)					
IT Service Desk		X			
Service/Operational Management		X			
Security		X			
IT Programme Management		X			
Telecoms / mobile phones		X			
Information Governance		X			
Applications Development			X		
Digital and Technology Specific Systems and Licences			X		
IT Training			X		
Governance and Risk Specific Systems and Licences			X		
Integration using Artificial Intelligence				X	

Proposed Start Month: July 2024

4. Benefits

- Approximately £1million savings to be realised across Digital Technology Services over the next 4 years (exact savings to be defined)
- Improved collaboration and coordination among Digital Technology providers to improve cost-efficiency in healthcare delivery
- Digital innovation with increased accuracy and efficiency through shared best practice/initiatives/models/processes across both Trusts
- Assists in building relationships across trusts and can help in stabilising leadership teams

5. Key Risks

Consider the effect on project delivery when resourcing impacted, particularly Operational resource.

Risk Description	Initial Score	Mitigation Approach	Mitigated Score
Digital limitations to having joint teams (i.e. separate access provisions for each organisation's accounts/systems, access to Microsoft Teams)	16	Conduct quality/equality impact assessments to fully understand and devise mitigations for any digital limitations to having centralised team functions	9
Limited resource from NHFT/LPT finance teams to support financial analysis and verification of the projected savings	12	Agree dedicated resource from finance to support	6
Disparity of job role banding across NHFT and LPT may be an issue for the implementation of joint roles	12	Understand any limitations at outset seeking advice from Human Resources and Staff Side	6
Joint roles not sustainable due to increase of workload and staff burnout	12	To be advertised as fixed term roles giving the opportunity to trail the joint role feasibility	6

6. Key Measures/KPIs

Measure Description	Data Source	Target
Initial financial savings across DTS	NHFT & LPT Financial Analytics	Approx £1million reduction by FY27/28
An increase in collaborative initiatives across the LPT/NHFT digital strategy	Joint Working Group	Increased joint digital innovation
Recurrent financial savings through central management of processes and procurement	NHFT & LPT Financial Analytics	Reduction in recurring costs e.g. mobile procurement

7. Communication & Stakeholder Management Approach

Stakeholders

- Joint Chief Digital & Information Officer DTS and senior leadership teams
- Clinical, operational and medical services who are the "customers" of corporate services
- Executive team and executive leads
- Staff side
- NEDs

Approach:

- The group lead will be a member of the Programme Board to provide regular progress updates and escalate risks/issues where necessary. Highlight updates to be provided by the leads to the NHFT and LPT Strategic Executive Boards and Joint Working Group.

8. Corporate Enablers

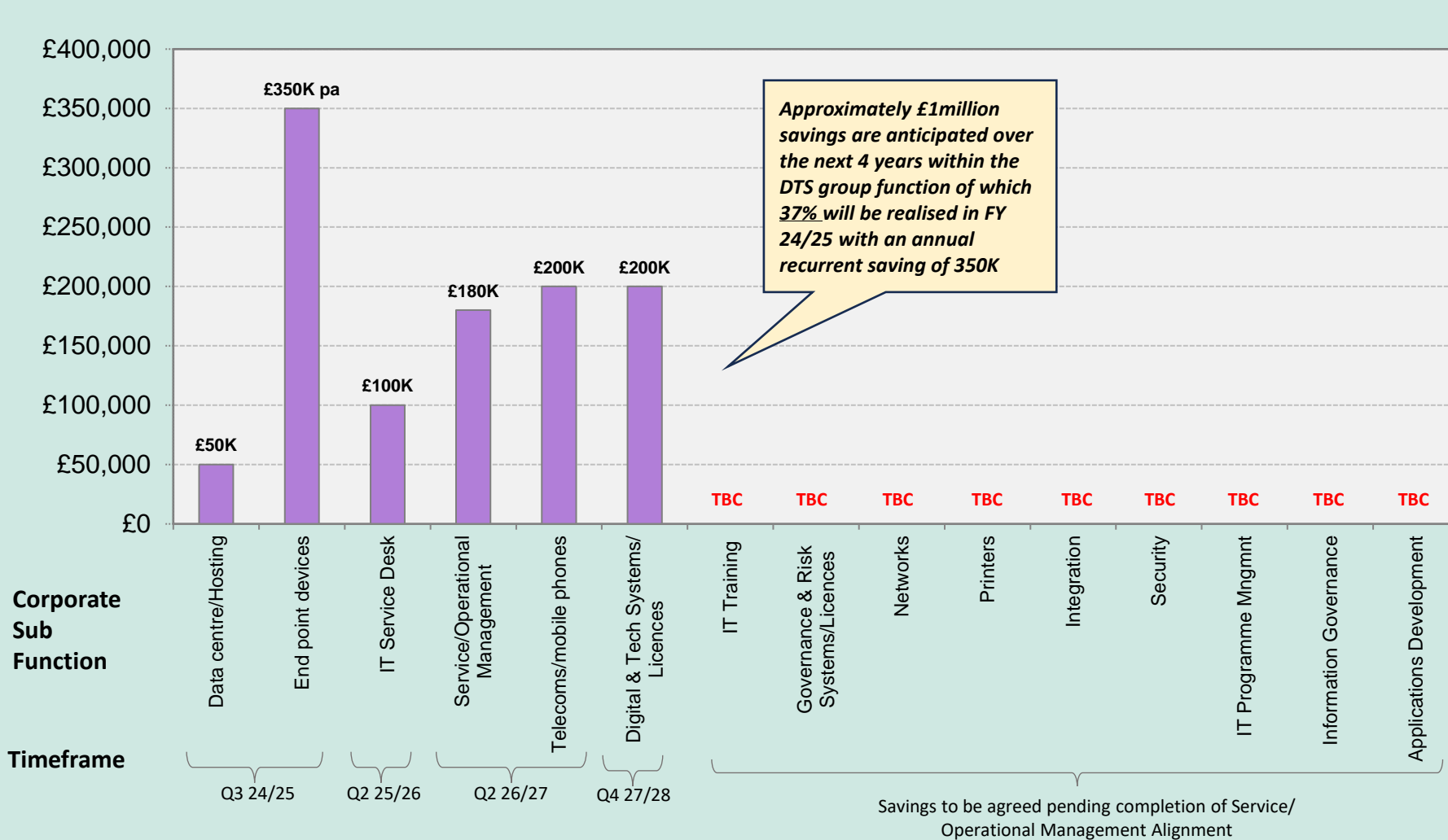
Enabler	Yes / No	Clinical Quality	Yes / No
Estates / Hotel Services	Yes / No	Clinical Quality	Yes / No
Finance / Procurement / Contracting	Yes / No	Business Intelligence	Yes / No
DTS	Yes / No	PMO	Yes / No
HR / Workforce	Yes / No	OD / L&D	Yes / No
Comms & Engagement	Yes / No	Corporate Governance	Yes / No
Workforce Systems	Yes / No	Other (specify)	Yes / No

9. Impact Assessments / Approvals

Impact Assessments	Status	Date Approved	Review Date	Key Issues Raised (if applicable)
Quality Impact Assessment (QIA) (required if no CoFE)	Draft / Approved / Not required			
Equality Impact Assessment (EIA) (required if no CoFE)	Draft / Approved / Not required			
Change of Establishment (CoFE) QJA/EIA	Draft / Approved / Not required			
Data Protection Impact Assessment (DPIA)	Draft / Approved / Not required			

Threshold Assessment		Decision – Assurance Level
Financial impact above £25k?	Yes / No	If YES to any: Executive If NO to all: Directorate
Service Line cost pressure created?	Yes / No	
Safer Staffing / staff impact?	Yes / No	

Group Value – Digital Technology Services Projected £ Savings



2024/25 Savings

Scheme	Non-recurrent Savings		Recurrent Savings	
	Planned £000s	Actual £000s	Planned £000s	Actual £000s
Data Centre/Hosting	50	TBC	0	TBC
End Point Devices	0	TBC	350	TBC
Full Year Total	50		350	

Governance, Risk and Legal

DRAFT



Leicestershire Partnership and Northamptonshire Healthcare Associate University Group

Opportunity Mapping Legal DRAFT



Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Provision of Legal Advice (In house)						Joint processes for preventing legal spend Joint procurement In house HofLS with opportunity for supporting both organisations	Utilised in house resource so no need to outsource to external legal support Legal services toolkit to be done Reducing number around ETs and claims which will be a wide Trustwide transformation – need to work closely with HR to achieve this	Low risk	TBC	TBC
Provision of Legal Advice (Outsourced)						As above		Low risk	TBC	TBC
Claims Management						Scope Limited		Scope Limited	TBC	TBC
Additional Indemnity Insurance						Scope Limited		Scope Limited	TBC	TBC
Disclosure Management						Scope Limited		Scope Limited	TBC	TBC
Legal Specific Systems and Licences						Scope Limited		Scope Limited	TBC	TBC

Leicestershire Partnership and Northamptonshire Healthcare Associate University Group



Opportunity Mapping Governance and Risk DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Risk Management Service						Joint Datix Contract Risk Manager post		Low risk	TBC	TBC
Corporate Governance						Virtual Meetings Reduce activity (i.e. committees in common, governor activities). This includes admin support and governor activity, substantial loss to current service provision if this was reduced.	Need to explore opportunities for joint committees and relay the risks/limitations if not possible	Scope Limited – This includes admin support and governor activity, substantial loss to current service provision if this was reduced	TBC	TBC

****INSERT PIDOP****

Drafted – yet to be agreed with leads

****INSERT £ SAVINGS****

To be identified by leads

A stylized graphic of three overlapping human figures, rendered in a light purple color, positioned in the background behind the text.

Estates
DRAFT

Leicestershire Partnership and Northamptonshire Healthcare Associate University Group

Opportunity Mapping Estates DRAFT



Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Estates HQ						Shared processes, licenses and contractor systems Review of structures/potential shared roles Building Managers	Need further exploration around joint roles and teams but LPT feel their level of maturity with the estate's strategy is much less than NHFT so that may be a limitation in joining workforce	Low	TBC	TBC
Portering						Scope Limited		Scope Limited	TBC	TBC
Hotel Services						Scope Limited		Scope Limited	TBC	TBC
Catering						Scope Limited		Scope Limited	TBC	TBC
Transport (Car parking, Vehicle hire, Fleets)						Joint vehicle hire		Low	TBC	TBC
Receptions						Scope Limited		Scope Limited	TBC	TBC

Leicestershire Partnership and Northamptonshire Healthcare Associate University Group

Opportunity Mapping Estates DRAFT



Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Grounds and Garden Maintenance						Scope Limited		Scope Limited	TBC	TBC
Energy (Tarif, LED Lighting, Gas/Oil/Water)						Joint procurement (e.g. energy)		Low risk	TBC	TBC
Waste (Incineration, landfill, food, recycling, confidential)						Shared processes		Low risk	TBC	TBC
Back log Maintenance						Shared processes		Low risk	TBC	TBC
Space Utilisation						Shared processes		Low risk	TBC	TBC

Group Value Programme Estates PIDOP **DRAFT**

PROJECT NAME: Group Value – Corporate Services – Estates	
Project ID: 1058	Date: 01/07/2024
Version: 0.1	Updated by: Sheena Vaghela

Approved by: Andy McLester/Richard Brown/Paul Sheldon
Date Approved: DRAFT

1. Project Governance & Key Roles

Project Manager	Sheena Vaghela (NHFT)
Senior Responsible Officer	Andy McLester (NHFT), Richard Brown (LPT)
Clinical Leads (if required)	TBC
Quality Leads (if required)	TBC
Comms and Engagement Leads (if required)	TBC
Other key leads (specify)	TBC

Reporting & Accountability Route

- Delivery will be progressed and governed via a monthly oversight board chaired by the programme SRO (Paul Sheldon) comprising membership of all key stakeholders.
- The programme will report monthly into the NHFT and LPT Strategic Executive Boards and Joint Working Group

2. Project Description

Background and Rationale / Evidence Base

A review and analysis of the corporate services benchmarking tool has provided opportunity across the NHFT and LPT Group to harness potential value, savings and efficiencies across all benchmarked corporate services to gain a target saving of £20M in each Trust. The NHFT and LPT Nursing directorates have conducted a review of 11 sub areas to identify potential opportunities for exploration and implementation of these where viable.

Outline of the Project and Key Objectives

- The objective is to explore and implement opportunities to standardise, collaborate, harmonise and/or integrate Estates functions within the NHFT/LPT partnership enabling services to deliver improvements in quality, user experience, value and sustainability.
- This work will seek to deliver efficiency and productivity across the NHFT/LPT Estates strategy and impact upon future corporate services benchmarking.
- The project aims to contribute to the savings target of £20M in each Trust with the ambition of delivering £4m-£5m savings in 2024/25.

Scope

In Scope

- Conduct a review of structures to identify the potential of shared roles across both the partnership
- Investigate opportunities and scope a business model to share processes, licenses and contractor systems where feasible
- Investigate opportunities for joint vehicle hire across the partnership
- Investigate opportunities for joint energy procurement across the partnership
- Implement shared process and practice where possible within the following sub-functions;
 - Waste (Incineration, landfill, food, recycling, confidential)
 - Back log Maintenance
 - Space Utilisation

Out of Scope

- None group level value opportunities

Dependencies

- NHFT Value Programme
- System Value Planning

3. Proposed Timeline & Key Milestones

Milestone	Financial Year				
	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29
Review Estates structure to identify joint role opportunities	TBC				
Scope and implement business model to share processes, licenses and contractor systems where feasible	TBC				
Scope and implement business model for joint vehicle hire	TBC				
Scope and implement business model for joint energy procurement	TBC				
Implement shared processes and practice where feasible	TBC				

Proposed Start Month: July 2024

4. Benefits

- A clear group wide commitment to complying with sustainable development and environmental requirements/initiatives
- An opportunity to dispose of surplus and/or poorly-used assets and reinvest released resources across the group partnership
- Greater opportunity for value with joint procurement from third party providers
- Assists in building relationships across trusts and can help in stabilising leadership teams
- Possibility for the development of a strategic estates partnership to comprise a robust partnering model with distinctive principles

5. Key Risks

Consider the effect on project delivery when resourcing impacted, particularly Operational resource.

Risk Description	Initial Score	Mitigation Approach	Mitigated Score
The target savings will not be achieved	16	Consistent re-evaluation of opportunities to dynamically ascertain value where possible	12
Limitations to joining workforce due to the differences in maturity of both estates functions within the partnership	12	Joint roles can be explored and implemented over a longer-term plan as the estates strategy evolves	8

6. Key Measures/KPIs

Measure Description	Data Source	Target
Initial financial savings across DTS	NHFT & LPT Financial Analytics	TBC
An increase in collaborative initiatives across the LPT/NHFT estates strategy	Joint Working Group Feedback	Increased innovation
Recurrent financial savings through central management of processes and procurement	NHFT & LPT Financial Analytics	Reduction in recurring costs e.g. energy procurement

7. Communication & Stakeholder Management Approach

Stakeholders:

- LPT and NHFT Head of Estates and the Group Chief Finance Officer
- Clinical, operational and medical services who are the "customers" of corporate services
- Executive team and executive leads
- Staff side
- NEDs

Approach:

- The group leads will be members of the Programme Board to provide regular progress updates and escalate risks/issues where necessary. Highlight updates to be provided by the leads to the NHFT and LPT Strategic Executive Boards and Joint Working Group

8. Corporate Enablers

Enabler	Yes / No	Enabler	Yes / No
Estates / Hotel Services	Yes / No	Clinical Quality	Yes / No
Finance / Procurement / Contracting	Yes / No	Business Intelligence	Yes / No
DTS	Yes / No	PMO	Yes / No
HR / Workforce	Yes / No	OD / L&D	Yes / No
Comms & Engagement	Yes / No	Corporate Governance	Yes / No
Workforce Systems	Yes / No	Other (specify)	Yes / No

9. Impact Assessments / Approvals

Impact Assessments	Status	Date Approved	Review Date	Key Issues Raised (if applicable)
Quality Impact Assessment (QIA) (required if no CoFE)	Draft / Approved / Not required			
Equality Impact Assessment (EIA) (required if no CoFE)	Draft / Approved / Not required			
Change of Establishment (CoE) QIA/EIA	Draft / Approved / Not required			
Data Protection Impact Assessment (DPIA)	Draft / Approved / Not required			

Threshold Assessment	Decision – Assurance Level
Financial impact above £25k?	Yes / No
Service Line cost pressure created?	Yes / No
Safer Staffing / staff impact?	Yes / No

IF YES to any: Executive
IF NO to all: Directorate

****INSERT £ SAVINGS****

To be identified by leads

A background graphic consisting of three stylized human figures in a light purple color. The figures are composed of a circular head and a rounded, rectangular body, arranged in a cluster with one figure in the foreground and two behind it.

Nursing and Quality

DRAFT



Opportunity Mapping Nursing (Corporate) DRAFT

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions	Risk	Timescale (quarter and FY)	£ Opp
Clinical Governance						Clinical governance opportunity through sharing best practice		Low risk	TBC	TBC
Infection Control Corporate Team						Shared functions across both Trusts		High risk - of destabilising smaller services at a higher cost but there is an opportunity and also ensuring clear accountability, also lots of variables e.g. what type of outbreak	TBC	TBC
Clinical Audit and Quality Corporate Team						Shared functions across both Trusts	Need to understand cost drivers for clinical quality, this is fundamental to our assurance and understanding of where we have risk	Scope limited	TBC	TBC
Formal Complaints and MP Enquiries						Shared functions across both Trusts	Need to understand cost driver and activity in more detail and the benefits of bringing teams together	Scope limited	TBC	TBC
Patient Advice and Liaison Services (PALS and Complaints) including Investigations						Shared functions across both Trusts	Scope benefits and cost driver as level of complaints/liaison may not reduce just by bringing teams together. PSIRF would only apply if we were to include patient safety teams in the conversation. The investigators could balance across both complaints and patient safety. Digital will be an enabler	Scope limited	TBC	TBC

****INSERT PIDOP****

Drafted – yet to be agreed with leads

****INSERT £ SAVINGS****

To be identified by leads

Health and Safety





Opportunity Mapping Health and Safety

Sub-Function	Level 1	Level 2	Level 3	Level 4	Level 5	Opportunity	Actions/Considerations	Risk	Timescale (quarter and FY)	£ Opp
Health and Safety Management						Joint Assistant Director role	<ul style="list-style-type: none"> Advertise and recruit joint role 	Low risk	Q2 24/25	TBC

*** This action has been implemented – no PIDOP required ***

The NHFT Chief Operating Officer has identified this saving against the Internal Corporate 5% target

A graphic of three stylized human figures in a light purple color, arranged in a cluster. The central figure is slightly larger and more prominent than the two flanking figures. The figures are composed of a circular head and a rounded, rectangular body.

Conclusions & Next Steps

****INSERT COLLECTIVE PROGRAMME £ SAVINGS AND
HIGH-LEVEL IMPLEMENTATION ROADMAP****

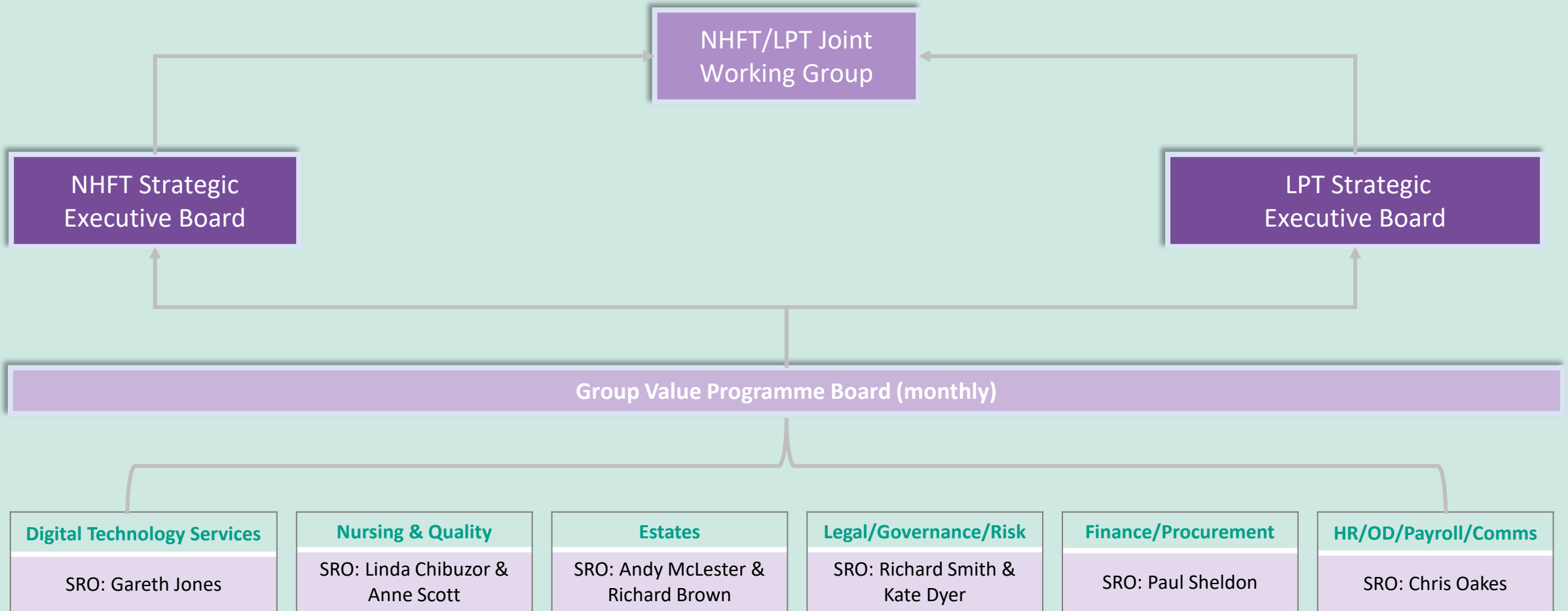
Group Value Programme – Actions delivered – June 24

Actions Taken	Status
High level analysis of Corporate Benchmarking	
Commenced discussions with NHFT and LPT Programme Management Office	
Establish Group Value Steering Group	
Meetings scheduled with owners of key areas	
Estates meeting complete and outputs agreed	
HR meeting complete with outputs being drafted	
Legal, Risk and Governance meeting complete with outputs being drafted	
Comms meeting complete with outputs being drafted	
Nursing and Quality meeting scheduled for 10/04/24	
Digital meeting scheduled for 04/04/24	
Programme on a Page daft in progress; programme design in progress	
Develop and agree Terms of Reference for Group Value Steering Group	
Update has been provided to the Joint Working Group, both SEBs (April) and to both Performance Committees.	
Rapid assessments (phase 1) produced for each area	
Input from Non-Executive Directors and an external independent resource has been identified and secured	
Finalise POP which will contain full programme structure, considerations, risks, scope, etc., establish Programme Board, roles and responsibilities and ToR	
Programme Group Board initiated (05/06/24)	

Group Value Programme – Next Steps – July 24

Next Steps	By when	Status
Follow up with leads from each area to review rapid assessment summaries (phase 2) and finalise with indicative financial values attached to each proposed project/workstream	05/07/24	
Update to SEB including proposals and financial values if ascertained	08/07/24	
Continuation of Stakeholder engagement via the Programme Board and communications plan	31/07/24	
Project Initiation Documents and Equality/Quality Impact Assessments to be finalised for each area	31/07/24	
Agreement of reporting rhythm	31/07/24	

Group Value Programme Governance Structure



Board/Committee Forum	Governance checkpoint	Reporting Method	Date	Status
NHFT Strategic Executive Board	Y	Board Paper	03/06/2024	Complete
Group Value Programme Board	N	N/A	05/06/2024	Complete
LPT-NHFT Joint Working Group	N	N/A	17/06/2024	Complete
NHFT Performance Committee	Y	Board Paper	04/07/2024	Complete
NHFT Strategic Executive Board	Y	Board Paper	08/07/2024	Complete
NHFT Strategic Transformation Group	Y	NHFT PMO submission	16/07/2024	Complete
Group Value Programme Board	N	N/A	18/07/2024	On Track
NHFT Foundation Trust Board	Y	Board Paper	25/07/2024	On Track
NHFT Strategic Executive Board	Y	Board Paper	05/08/2024	On Track
NHFT Strategic Transformation Group	Y	NHFT PMO submission	20/08/2024	On Track
NHFT Strategic Executive Board	Y	Board Paper	02/09/2024	On Track
NHFT Performance Committee	Y	Board Paper	05/09/2024	On Track
LPT-NHFT Joint Working Group	N	N/A	09/09/2024	On Track
NHFT Strategic Transformation Group	Y	NHFT PMO submission	17/09/2024	On Track
Group Value Programme Board	N	N/A	18/09/2024	On Track
NHFT Foundation Trust Board	Y	Board Paper	26/09/2024	On Track
NHFT Strategic Executive Board	Y	Board Paper	07/10/2024	On Track
NHFT Strategic Transformation Group	Y	NHFT PMO submission	15/10/2024	On Track
Group Value Programme Board	N	N/A	17/10/2024	On Track
NHFT Strategic Executive Board	Y	Board Paper	04/11/2024	On Track
NHFT Performance Committee	Y	Board Paper	07/11/2024	On Track
LPT-NHFT Joint Working Group	N	N/A	11/11/2024	On Track
NHFT Strategic Transformation Group	Y	NHFT PMO submission	19/11/2024	On Track
Group Value Programme Board	N	N/A	21/11/2024	On Track
NHFT Foundation Trust Board	Y	Board Paper	28/11/2024	On Track
NHFT Strategic Executive Board	Y	Board Paper	02/12/2024	On Track
NHFT Strategic Transformation Group	Y	NHFT PMO submission	17/12/2024	On Track
Group Value Programme Board	N	N/A	18/12/2024	On Track