

Corporate Services CIP Opportunity List

Corporate Services Productivity Programme

January 2018

Version one

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1 – Scope and objectives

Scope and objectives

This work forms part of the Corporate Services Productivity Programme (CSPP) in response to the Lord Carter report of February 2016. The list of CIP opportunities has been collected from NHS Improvement's work in this field along with drawing on the experience of trusted suppliers.

Scope of this work

This document contains 37 corporate services CIP opportunities and a proposed approach to assessing whether you should consider pursuing these as part of your 18/19 CIPs. We have tested these opportunities and the approach with trusts from different sectors. All of these trusts have been able to add some of these opportunities to their CIPs, and they are currently working up detailed plans to implement.

The corporate services functions included within this work are as follows:

- Finance
- Human Resources
- Payroll
- Informatics
- Legal
- Procurement
- Governance and Risk

Objective of sharing our work with you

The Corporate Services CIP opportunity list is intended to:

- Introduce a standard list of Corporate Services CIP opportunities that has been developed with and for the benefit of trusts
- Provide you with a method by which you can assess whether any of these opportunities could be added to your 2018/19 CIP programme. This will either be because you have not yet attempted to deliver a opportunity and you feel that you are in a good position to do so or because you have attempted to deliver it before with varying degrees of success and want to revisit to derive the described benefits

Scope and objectives

Process

NHS Improvement has tested both this approach and materials with 'test trusts' from each sector. Feedback has been positive with all test trusts finding opportunities which they have added to their CIP plans. This has led us to the belief that sharing this work will be beneficial and supportive to trusts on a national scale.

We recommend that each trust Director responsible for the respective functions outlined above should use the list to consider delivery to date against each opportunity, ultimately allowing the trust to create a list of priority opportunities for inclusion in their 2018/19 CIP programme. A scoring sheet - summary output table - is provided for this purpose.

Your results

Once you have completed the review and populated the summary output table, then we would appreciate it if you would send a copy to the CSPP team (nhsi.corpservices@nhs.net), so that we can continue to build the national picture.

Your feedback

Please pass on any feedback to the same address or via your Regional Productivity Director.

We are in the process of scheduling conference calls and drop-in sessions over the next few weeks to answer any queries that you might have regarding your report. Please look out for dates in the coming weeks and in the meantime please contact us via the mailbox (below) with any urgent questions.

Our thanks

We are grateful to the test trusts with whom we have worked to develop this work, your frank and honest feedback has helped us to shape the output and we hope to continue our work with you now that you are in receipt of your benchmarking report. We are also grateful to our delivery partners and other contributing organisations and individuals for the time they have taken in supporting this work.

2 – Summary of the opportunities

Cash out versus enabler opportunities (1/3)

Not all of the opportunities included in the opportunity list will lead to cost reduction as a primary benefit for corporate services functions. Fifteen opportunities enable change and are recognised amongst high-performing organisations as forming part of the foundations for robust processes supporting wider transformation which ultimately leads to cost reduction. The amount of money able to be saved will vary across each organisation and as such a cash value has not been included below.

The table below summarises by function how we categorise each of the opportunities:

Function	Opportunity	Cash Out	Income Generator	Enabler
Finance	Simplify chart of accounts			✓
	Implement a robust journal policy			✓
	Consolidating the level at which budget holder support is provided			✓
	Accounts payable automation and e-invoicing to accelerate invoice processing and approval time	✓		
	Sharing ledger cost with other neighbouring trusts and renegotiating with the vendor	✓		
	Enforcing compliance with policies and procedures			✓
	Review financial reporting ability and systems	✓		✓
Human Resources	Review spending in learning & development	✓		
	Review learning & development catalogue	✓		
	Roll-out of ESR self-service	✓		
	Roll-out of alternative systems in recruitment			✓

Cash out versus enabler opportunities (2/3)

Improvement

Function	Opportunity	Cash Out	Income Generator	Enabler
Human Resources (cntd)	Self-service and intranet refresh			✓
	Review of occupational health against demand and forecast	✓		
	Implement e-rostering for A&C staff	✓		
	Review policies			✓
Payroll	Introduce e-forms for all payroll input data			✓
	Introduce e-payslips for viewing and personal payroll account to view information			✓
	Move to e-expenses	✓		
	Mandate use of all ESR modules available			✓
Informatics	External hosting	✓		
	Direct a shift from calls and emails to web forms to access support			✓
	Capitalisation of project posts	✓		
	Commoditise technical solutions and review partnership options		✓	
	Review licences and contracts for software and services	✓		
	Team consolidation	✓		
	Annual review of all contracts alongside performance review of VFM	✓		

Cash out versus enabler opportunities (3/3)

Improvement

Function	Opportunity	Cash Out	Income Generator	Enabler
Legal	Provide a single point of contact/authorisation for queries to be passed to external legal advisors	✓		
	Develop a frequently asked questions (FAQs) reference point to help reduce avoidable contacts to Legal	✓		
	Standardise operating procedures to collaborate across regional or national footprint		✓	
	Contract reviews	✓		
Procurement	Centralise all Procurement roles	✓		
	Create an integrated Procurement and Contract Management function management	✓		
	Clinical procurement specialist	✓		
	Widening access to and adoption of e-catalogues			✓
	Adoption of electronic P2P solutions	✓		
	Expanded use of e-tendering			✓
Governance and Risk	Sharing of complaints, clinical governance, health and safety and fire officers across partner organisations	✓		

Opportunity by time to implement

The table below summarises the corporate services opportunities by the estimated time to implement.

You are encouraged to please use this table as a guide when determining the priority of schemes, and in particular whether their impact could be wholly in year if started early enough and therefore positively impact your 2018/19 CIP.

Function	Up to 3 months	3 – 6 months	c.6 months	6-12 months
Finance		F1, F2, F3	F4, F5, F6	F7
HR		HR1, HR3, HR4, HR5, HR6, HR7, HR8		HR2
Payroll		P1, P2, P3, P4		
Informatics	I3	I5	I7	I1, I2, I4, I6
Legal	L1, L2, L4	L3		
Procurement		PR3, PR4, PR5, PR6		PR1, PR2
Governance and Risk				G1

3 – Reviewing the opportunities

Reviewing the opportunities: output

The next section of this document contains the corporate services opportunities for your review. We have included a suggested approach to assist your review, which allows you to produce a summary output table to score and prioritise each opportunity. The purpose of this output is to allow you to review at a glance those areas which might require focus (see example below).

Ref	Function	Scheme	High Priority	Low Priority	1	2	3	4	N/A	RAG
F1	Finance	Simplify chart of accounts		✓			✓			Yellow
F2		Implement a robust journal policy		✓			✓			Yellow
F3		Consolidating the level at which budget holder support is provided	✓		✓					Red
F4		Accounts payable automation and e-invoicing to accelerate invoice processing and approval time		✓			✓			Yellow
F5		Sharing ledger cost with other neighbouring trusts and renegotiating with the vendor	✓		✓					Red
F6		Enforcing compliance with policies and procedures		✓				✓		Green
F7		Review financial reporting ability and systems		✓			✓			Yellow
HR1	HR	Review spending in learning & development	✓		✓					Red
HR2		Review learning & development catalogue		✓			✓			Yellow
HR3		Roll-out of ESR self-service	✓		✓					Red
HR4		Roll-out of alternative systems in recruitment	✓		✓					Red
HR5		Self-service and intranet refresh	✓			✓				Yellow
HR6		Review of occupational health against demand and forecast		✓	✓					Red
HR7		Implement e-rostering for A&C staff		✓				✓		Green
HR8		Review policies		✓			✓			Yellow
P1	Payroll	Introduce e-forms for all payroll input data		✓			✓			Yellow
P2		Introduce e-payslips for viewing and personal payroll account to view information		✓				✓		Green
P3		Move to e-expenses		✓	✓					Red

If you would like to return the summary output table to us along with any feedback, that will help us to understand how it has been used and whether this work has been helpful to you, please send to nhsi.corpservices@nhs.net.

Creating a summary output table

The trust should consider each of the 37 opportunities outlined within the pack, with the trust self-assessing their progress against each.

A straightforward scoring mechanism has been developed, so that all of the opportunities can be scored using one of the following four potential options:

1. **Not considered or currently considering:** *the opportunity has not been considered to date, or is under consideration currently*
2. **Attempted, not delivered:** *we have unsuccessfully attempted to deliver this opportunity*
3. **Plan to deliver:** *we have a current plan to deliver this opportunity*
4. **Delivered:** *we have successfully delivered this opportunity*

The 'summary output table' should be populated by entering a 'tick' (✓) symbol into the relevant scoring box for all opportunities, then formatting the final RAG column to show the colour (Red, Red-Amber, Amber-Green, or Green).

Prioritisation of opportunities

Cost improvement plans relating to Corporate Services remain a low percentage of trust overall CIP plans. Based upon the experience of NHS Improvement, each scheme should be carefully considered by all trusts, but a consideration of effort exerted to potential benefit should be exercised in all instances.

The summary output table has two columns available for trusts to enter their view of whether each scheme is considered to be a 'high' or 'low' priority.

A process should be included within the trust annual CIP planning cycle, whereby this list is refreshed and reviewed, as low priority schemes can increase in importance in later years.

How to use the summary output table

The assessed list of opportunities contained with the summary output table can form the basis by which these opportunities can be considered and prioritised for inclusion in the trust's 2018/19 CIP opportunities. The table also provides the Executive team with an 'at a glance' view of which opportunities have been considered and prioritised based upon the self-assessment.

Within the test trusts, it has been observed that even where an opportunity has been marked as 'green' (delivered) sometimes revisiting the original plan and assessing whether the planned benefits have been delivered has resulted in trusts deciding to augment delivery to meet the original plan or deliver more and ahead of plan.

Within the test trusts, it has been normal for trusts to investigate all opportunities assessed as anything other than 'green' and we suggest that all trusts do this where capacity allows to maximise the potential benefits from undertaking the assessment.

Summary output table (1/2)



Improvement

Key

- 1. Not considered, or currently considering
- 2. Attempted, not delivered
- 3. Plan to deliver
- 4. Delivered

Ref	Function	Scheme	High Priority	Low Priority	1	2	3	4	N/A	RAG
F1	Finance	Simplify chart of accounts								
F2		Implement a robust journal policy								
F3		Consolidating the level at which budget holder support is provided								
F4		Accounts payable automation and e-invoicing to accelerate invoice processing and approval time								
F5		Sharing ledger cost with other neighbouring trusts and renegotiating with the vendor								
F6		Enforcing compliance with policies and procedures								
F7		Review financial reporting ability and systems								
HR1	HR	Review spending in learning & development								
HR2		Review learning & development catalogue								
HR3		Roll-out of ESR self-service								
HR4		Roll-out of alternative systems in recruitment								
HR5		Self-service and intranet refresh								
HR6		Review of occupational health against demand and forecast								
HR7		Implement e-rostering for A&C staff								
HR8		Review policies								
P1	Payroll	Introduce e-forms for all payroll input data								
P2		Introduce e-payslips for viewing and personal payroll account to view information								
P3		Move to e-expenses								

CIP opportunity review: Finance function

F1: Simplify chart of accounts

Opportunity objective

The delivery of this opportunity results in simplification of the chart of accounts structure to reduce reconciliations, budget support and reporting. Changes can include:

- Review and 'clean-up' of codes to remove codes that are no longer required and reduce duplication
- Structural changes to cost centre
- Reduction in number of cost centres
- Simplified workflow between costing and budgeting

Type of opportunity

This opportunity is an **enabler** to the wider transformation of the Finance function, and whilst it would not necessarily lead to cost reduction, it will add enhanced discipline and focus on value-adding output and therefore contribute to delivering efficiencies.

Implementation steps

(Duration: 3-6 months)

- Analysis of the current number of cost centres
- Implement de minimis limits for cost centre value (£)
- Agree a plan to consolidate the number of cost centres and budget holders
- Develop a plan to align Finance team support to the consolidated structure as appropriate
- Agree the expected benefits and how to track these
- Implement the plan and track the derived benefits

F2: Implement a robust journal policy

Opportunity objective

This opportunity requires a review of the monthly journal policy to ensure that the Management Accounts team is only required to enter journals that lead to the production of 'fit for purpose' management accounts.

Depending on the materiality level agreed within the trust (this should be reviewed in line with the findings), the opportunity derived would be a reduction in the volume of 'low value' journals, for example, those journals posted under £500.

Equally, the value-add of 'in-year' budget virement journals should also be challenged to encourage an approach of an annual plan being set and not subsequently being changed.

Type of opportunity

This opportunity should be considered as a time-releasing efficiency – **enabling** capacity to be released within the team to concentrate on value adding tasks. This could equally be considered alongside other opportunities as a contribution towards re-defining the workload of the finance team, enabling a re-structure to take place, potentially contributing to a reduction in required capacity in the long term.

Implementation Steps

(Duration: 3-6 months)

- Analyse the volume of journals entered each month end and stratify by value (i.e. 1p to £500)
- Use the same approach to analyse the number of budget virement journals, for both volume and value
- Agree a sensible and acceptable level of materiality
- Design future processes and monitoring mechanisms
- Plan the required changes to implement and determine how the benefits will be delivered and tracked
- Communicate and test with budget holders to understand where legitimate concerns or exceptions may exist
- Implement and track benefits delivery

F3: Consolidating the level at which budget holder support is provided

Opportunity objective

Consolidating reporting and budget holder support to an aggregate level, through the review of the cost centre structure, materiality level and number of associated budget holders in order to reduce demand for support from the Finance function.

Aggregation will be informed by factors such as the relative volatility of budgets. Stopping in-year budget revisions i.e. treating budgets as annual plans with variance from this being reported, should be considered in order to reduce the levels of activity required.

Type of opportunity

This opportunity should be considered as a time-releasing efficiency - **enabling** capacity to be moved to value adding tasks. This could equally be considered alongside other opportunities as a contribution towards re-defining the workload of the finance team, potentially contributing to a reduction in required capacity in the long term.

Implementation Steps

(Duration: 3-6 Months)

- Map out the 'as is' situation, i.e. the varying degrees of support offered to budget holders
- Finance and Operational teams to review the cost centre structure and determine where budget support should be provided, and who the budget holders for each cost centre should be
- Seek input from current budget holders to understand their concerns and/or exceptions
- Test and communicate to all budget holders the proposed changes and plan for implementation
- Amend the scheme of delegation to reflect the new agreement
- Consider budget holder self-service access to budget statements. This will require technology development, financial management training ("budget holder responsibilities") and Executive support to drive compliance
- Implement and track benefits of delivery

F4: Accounts payable automation and e-invoicing to accelerate invoice processing and approval time

Opportunity objective

Automation of accounts payable and e-invoicing accelerates invoice processing and approval time, enabling the ability to exploit the potential from discounts offered for early or prompt payment.

The objective is to have a fully electronic process for receiving and paying all invoices. The following benefits can be achieved:

- Reduction in processing time. A paper process can take up to 10 days, e-invoicing 1-2 days
- Reduction in administration costs, for example, postage
- Free up resources in Accounts Payable and Account Receivable teams
- Reduce queries from suppliers, the most frequent call received in finance teams is 'Have you got my invoice?'
- Improved cash management and forecasting

Type of opportunity

- **Cash out** is possible, as a result of right-sizing the Accounts Payable and Accounts Receivable teams based on reducing the transactional work required
- **Cost avoidance** from using e-invoicing can enable the trust to take advantage of supplier discounts by offering faster invoice payment. It will also reduce spend by the department and trust on processing, for example, postage and paper.

Implementation steps

(Duration: 6 months)

- Process mapping of the current workflow with roles and against benchmarking
- Design of preferred process for AP and AR
- Design the right size teams against new process
- Procure and test e-invoicing solution
- Engagement with providers and suppliers
- Phased plan and implementation of solution and transition to new team and ways of working
- Ensure that benefits are planned and tracked accordingly

F5: Sharing ledger cost with other organisations and renegotiating with the vendor

Opportunity objective

This opportunity promotes a single finance and accounting system for more than one organisation, and therefore allows costs to be shared through economies of scale and leveraging the best value from the supplier.

Organisations with similar systems and suppliers could renegotiate their contracts together and would not necessarily need to wait for the contract end dates.

Approximately one third of all NHS trusts currently contract with SBS for their finance ledger and there are a number of other relatively high volume service providers where scale could be advantageous to the buyer.

Type of opportunity

Cash out through the renegotiation of contracts and the sharing of costs with neighbouring organisations will reduce current vendor costs.

Implementation steps

(Duration: c.6 months)

- Review of systems and suppliers of ledgers amongst known / neighbouring organisations
- If agreement can be made between two or more organisations to commence the opportunity, then governance arrangements, the scope of work and desired outcomes should be agreed
- Design a shared system specification and plan for delivery (including expected benefits)
- Market test the system specification and modify if required following
- Commence procurement
- Re-design sub-function structures and roles across the organisations
- Select provider
- Agree the switch over plan – including commencement date, consultation period if required etc.
- Implement switch over and monitor the delivery of defined benefits

F6: Enforcing compliance with policies and procedures

Opportunity objective

Finance teams typically invest significant time in resolving unmatched supplier invoices, even where there is an automated purchase-to-pay process.

Enforcing compliance around policies, such as raising purchase orders can reduce effort substantially.

Type of opportunity

This opportunity **enables** capacity to be released to focus on value adding activities and improves process efficiency.

Supporting budget holders to develop a deeper understanding of your policies and processes, and adhere to the guidance which is set out within them, including Standing Financial Instructions (SFIs). Where policies and procedures are not followed there must be a clear escalation route to both capture the fact and address the issue.

Implementation steps

(Duration: c.6 months)

- Review existing SFIs
- Create a plan for revision and implementation
- Launch to budget holders
- Gain sign-off from each budget holder that they understand and agree to SFIs
- Create performance management process to wrap around compliance to the SFIs
- Enforce performance management around non-compliance
- Update SFIs annually
- Track and monitor benefits

F7: Review financial reporting ability and systems

Opportunity objective

This opportunity reviews the Financial reporting ability of the trust in order that it can be changed to serve its customers better i.e. budget holders of all disciplines (managers, nurses, clinicians).

The areas of reporting to be understood and explored include:

- Budget reporting
- Self-service reports for budget holders
- SLR
- Board reporting

Type of opportunity

This opportunity has resulted in **cash out** in some organisations, in particular where automation has been introduced to replace manual processes. However, in most cases, this opportunity is an **enabler** for the delivery of improved financial information to inform timely and insight driven decision making, potentially leading to cash out in other areas of the system rather than in the Finance function.

Implementation steps

(Duration: c.6-12 months)

- Map out the vision for reporting requirements and objectives
- Capture feedback from budget holders
- Review existing systems
- Understand offerings in the market
- Options appraisal to define solution and implement
- Create plan for implementation and track benefits

CIP opportunity review: Human Resources function

HR1: Review spending in Learning & Development

Opportunity objective

This opportunity requires the function to review spending on Learning & Development and consider where learning can be delivered in a more cost-effective way.

Considerations should be given to:

- reducing or if possible stopping external venue hire
- reducing or if possible stopping external spend on learning where it is assessed as being more expensive than and of inferior quality to in house delivery

Type of opportunity

Cash out – stop services and spend on support which could either be provided through alternative means or could be discontinued.

Implementation Steps

(Duration: 3-6 months)

- Review of all outgoing spend
- Review the effectiveness of L&D services and assess what is mandatory
- Identify what is available through alternative means
- Where expenditure exists, this opportunity could be coordinated across local trusts
- Create an implementation plan
- Plan and monitor benefits

HR2: Review Learning & Development catalogue

Opportunity objective

Undertake a review of the courses available and the process through which these are managed, in particular consideration should be given to:

- Governance determining the content of the catalogue
- The methods by which the training is delivered, its efficacy, frequency and associated costs
- The feedback received about the training and associated trends
- Undertake / review the trust Training Needs Analysis (TNA) and determine whether identified gaps are addressed through then available learning and development catalogue
- Incorporate pre and post assessments to determine whether or not the training has been successfully delivered and retained by the participant

Type of opportunity

Cash out through: reduction in the volume and variety of courses / training offered which are not directly related to the services and functions delivered by the organisation; and, face to face training being prioritised for practical or complex content or to suit individuals with specific learning needs, with the remainder remote or web-based.

Implementation Steps

(Duration: 6-12 months)

- Review governance and L&D catalogue (assessing efficacy, delivery method, frequency, associated costs and recipient feedback)
- Review trust TNA to identify both unmet and over-prescribed need and plan to adjust the L&D catalogue accordingly
- Redesign governance and L&D catalogue with reference to the reviews
- Plan to deliver the redesigned governance approach and L&D catalogue, including benefits realisation
- Commence implementation and measure the identified benefits

HR3: Roll-out of ESR self-service

Opportunity objective

Implementation of this opportunity will provide clear access to key HR information for all employees, therefore reducing the demand for information to be provided by the HR function.

This opportunity requires the use of electronic forms, online completion of submissions supported by approval flows to save time and improve service to the employee. Examples of process areas include personal data changes, requests for leave and general HR enquiries.

Type of opportunity

- **Cash out** can be achieved as the different uses of ESR can mean workforce reductions and savings in redundancy costs through vacancy control, redeployment and the use of attrition.
- Equally, this scheme can be linked to a restructuring programme, with costs being taken out of HR teams. An increase in self service can reduce reliance on the transactional based teams.

Implementation Steps

(Duration: 3-6 months)

- Requires data cleansing and an individual with a track record of successful implementation
- Create an implementation plan
- Pilot and roll-out implementation
- ESR team support functionality design and implementation
- Plan and track benefits

HR4: Roll-out of alternative systems in Recruitment

Opportunity objective

This opportunity requires trusts to consider the use of alternative recruitment systems, which may save money and/or reduce wider delays in the recruitment process. An improved recruitment solution would deliver benefits including: greater control of vacancies; reduction of time to hire; and, reduction of administration costs.

The organisational demands on the recruitment team would be reduced through the implementation of an improved system and more efficient processes, potentially resulting in a reduction in capacity required.

Neighbouring trusts with the same systems could potentially share systems, processes and teams, generating a capacity saving for multiple organisations.

Type of opportunity

- This opportunity improves visibility and control of vacancies and the overall recruitment process, freeing up time for the recruitment team and the recruiting manager through easily available information
- This opportunity can also deliver **cash out** through re-defining the processes and workload of the Recruitment team and potentially result in a merger of the sub-function across multiple organisations.

Implementation Steps

- **(Duration: 3-6 months)**
- Review the existing system provision and value gaps in terms of delivery
- Explore the market for similar systems
- Conduct an options appraisal
- Create an implementation plan
- Plan and track benefits

HR5: Self-service and intranet refresh

Opportunity objective

Through the implementation of this opportunity, there is the potential to reduce the demand placed on HR advisory time from responding to HR queries. Providing self-service access to HR policies, procedures, guidance, advice and knowledge portals with a clear method of escalation frees up the HR team to focus on complex and strategic rather than general day to day queries.

This opportunity is enabled by the introduction of (or improvement to if the facility already exists) HR self-service via the trust intranet through enhanced user-interfaces and effective content drafting and management.

Type of opportunity

This opportunity generates time efficiency, releasing capacity that **enables** the HR team to focus on tactical and strategic work as well as more complex issues rather than general operational queries. Ultimately a **cash out** saving could be generated, dependent upon the volume of demand currently managed through first line support and how effectively this has been diverted.

Implementation Steps

(Duration: 3-6 months)

- Request feedback from employees, as the customers of the Intranet, about what works well, what could be improved
- Each function tasked to work with IM&T or Comms (depending on Intranet responsibility) to update the Intranet to enable self-service wherever possible
- Each function should create a project which is managed through an overall programme plan
- Benefits planned and tracked

HR6: Review of Occupational Health against demand and forecast

Opportunity objective

This opportunity requires the trust to review current and expected demand for their Occupational Health (OH) service and either reduce this to meet demand, or seek to offer the service to other organisations. The size of the OH team needs to be reviewed against planned and actual demand.

Often, forecasted demand is over estimated due to high rates of service users who fail to attend their appointments. A strict appointment management process should be in place with clear consequences for non-attendance.

Trusts who consider their OH service to be efficient and capable of at least covering its costs, should consider expanding into a commercial model and offer the service to other organisations.

Type of opportunity

Depending on the scale of either team size reduction or potential for expansion, this scheme can feasibly result in **cash out** or be cash generating.

Implementation Steps

(Duration: 3-6 months)

- Review actual and forecasted demand against team size which is in place to supply the service
- In addition, develop a vision for Occupational Health and decide whether it is a core business which could be grown, or an area to consider outsourcing
- Create an implementation plan
- Outline and track expected benefits

HR7: Implement e-rostering for A&C staff

Opportunity objective

This opportunity requires a shift away from manual timesheets and annual leave processes for A&C staff towards the use of electronic systems, similar to those required for most nursing staff.

Although many A&C staff aren't rostered, moving A&C staff to an e-rostering system gives the trust the opportunity to gain a greater grip of their A&C contracted hours, annual leave, sickness and absence, all of which can result in better management and use of this staff group.

Type of opportunity

This scheme will enable multiple benefits, including an opportunity for **cash out**, depending on the size of the team currently responsible for A&C staff and enable improvements leading to cash out in the A&C teams across the trust not just in the function.

Implementation Steps

(Duration: 3-6 months)

- Replicate the roll-out of e-rostering for A&C staff in order to better manage annual leave, and timecard records
- Review the teams currently responsible for manually driven processes, and consider how staff can be restructured
- Create an implementation plan
- Outline and monitor benefits

HR8: Review policies

Opportunity objective

This opportunity requires the HR function to review existing policies and act to ensure that these are both timely and sufficiently brief and clear, allowing staff to understand and adhere to them without further guidance from HR in the majority of cases.

Trusts should review their HR policies with a view to, for example: reduce their length to no more than ten pages; include flow diagrams where a process must be followed to clearly show the steps and the order in which they must occur; and, to provide interpretable guidance rather than include actions tailored to a variety of situations.

This opportunity could be delivered across multiple organisations and derive further benefits including harmonisation of practices whereby staff might more easily move between trusts – e.g. learning passport, sickness and absence management.

Type of opportunity

This scheme would create a time-efficiency to the HR department, and support a wider self-service strategy across Corporate Services. It will **enable** efficiencies across the trust as less time will be spent on queries with HR. Clearer policies in absence management for example lead to a reduction in cost on temporary staffing across the whole organisation and this should be tracked across the organisation.

Implementation steps

(Duration: 3-6 months)

- Create design principles
- Review existing policies
- Seek best practice examples
- Create new policies
- Implement and track associated benefits

CIP opportunity review: Payroll function

P1: Introduce e-forms for all payroll input data

Opportunity objective

This opportunity requires trusts to implement e-forms to replace manual entry and data capture for example for timecards or leavers/joiners and thereby reducing the requirement to re-key data. This has the added benefit of improving data accuracy.

Type of opportunity

This opportunity **enables** the release of capacity in the Payroll function and would only result in **cash out** if this capacity could be removed entirely.

Implementation Steps

(Duration: 3-6 months)

- Review requirements and current process
- Engage with suppliers
- Tender and procure
- Create an implementation plan
- Optimise and track benefits

P2: Introduce e-payslips for viewing and personal payroll account to view information

Opportunity objective

This opportunity requires the introduction of e-payslips allowing staff to electronically view their payslip, employee benefits statements and P11D. This would reduce the need for trusts to send out printed payslips.

The trust should also move towards paperless working, and encourage staff not to print off their payslips.

Type of opportunity

This opportunity **enables** the release of capacity within the Payroll function and should be seen as a time-saving efficiency but only leading to **cash releasing** opportunities if substantive posts are removed, and where payslips are no longer sent or printed.

Implementation Steps

(Duration: 3-6 months)

- Review requirements and current process
- Engage with suppliers
- Tender and procure
- Create an implementation plan
- Stop printed payslips being sent to employees
- Optimise and track benefits

P3: Move to e-expenses

Opportunity objective

Expenses can be a manual and time-consuming task for all involved in the process.

By moving to e-expenses, staff should be able to easier claim, including uploading of receipts to the system via smartphone.

This should result in an easier automated and standardised payment process for payroll.

Type of opportunity

This opportunity delivers **cash out** savings, dependent upon the existing process in place, and cost of implementing a new system or module.

Implementation Steps

(Duration: 3-6 months)

- Typically 3-6 months
- Review requirements and current process
- Engage with suppliers
- Tender and procure
- Create an implementation plan
- Optimise and track benefits

P4: Mandate use of all ESR modules available

Opportunity objective

Implementation of this opportunity automates the time and absence, personal data and expense provision for a trust via ESR. Many of the benefits of the wider ESR modules are not well-known across trusts, and therefore engagement with the supplier is fundamental to the success of this initiative.

Trusts need to explore the wider ESR offerings, and consider the potential benefits which would be presented to the trust at often no or minimal additional cost.

Type of opportunity

This opportunity **enables** time-saving and can only result in **cash out** if substantive capacity can be reduced.

Implementation steps

(Duration: 3-6 months)

- Engage with ESR team
- Learn about opportunities through use of wider modules
- Create training programme
- Create an implementation plan and roll out
- Plan and monitor benefits

CIP opportunity review: Informatics function

I1: External hosting

Opportunity objective

This opportunity requires trusts to consider a move away from expensive Data Centres, where appropriate, and towards an external / cloud-based hosting arrangement.

The benefits derived from this opportunity manifest in the release of physical space that can be used for other value add purposes. In addition, management time can be reduced, including supervision of physical infrastructure, and associated resource.

Type of opportunity

This opportunity will lead to **cash out**. Reducing the cost of data centres through a move to a cheaper cloud hosting agreement.

Implementation Steps

(Duration: 6-12 months)

- Review existing data centre provision contracts
- Engage with suppliers of external-hosting
- Understand the quality, risks and cost of the service
- Create business case for Board approval
- Create an implementation plan
- Commence delivery
- Track benefits

I2: Direct a shift from calls and emails to web forms to access support

Opportunity objective

This successful delivery of this opportunity requires the encouragement of behavioural change in the ways in which staff access support. The objective is to reduce the level of support demand coming into the IT function through the use of web forms and self directed search. It is essential to ensure that any e-enablement is user friendly, for example, the identification of demand that could be met through better use of self serve e.g. password re-set.

Chat-bots could be considered to reduce frequent queries therefore reducing the demand on IM&T. Chat-bots could also lead to an efficiency through extending operating hours into the evening and weekends without associated 'on-call' arrangements.

Type of opportunity

This opportunity will be an **enabler** to efficiency with the potential of **cash release**, but only if substantive posts are removed.

Implementation Steps

(Duration: Greater than 6 months)

- Review telephony data in conjunction with IT helpdesk staff
- Undertake process mapping to reflect 'as is' position
- Create web forms
- Create an implementation plan
- Communicate to staff and implement
- Track benefits

I3: Capitalisation of project posts

Opportunity objective

This opportunity requires trusts to review their existing IM&T project posts and associated costs which could be capitalised as they are non-substantive and directly linked to the life of the associated project. IM&T and Finance must work together to ensure that the capitalised posts fit with the accountancy rules which govern this process.

There may be posts such as project posts which are, by definition, temporary, but these must be redundant as soon as the approved project is completed.

This opportunity if implemented reduces the overall pay budget in IM&T or the associated host function for the project, allowing substantive posts to be right-sized and focused on planned operations rather than projects.

Type of opportunity

The primary cost for delivery would remain in the organisation but will be switch from revenue to capital, leading to cash out from a revenue perspective. Over time, better management of project resources prevents the establishment growth post project closure, keeping substantive posts focused on core business delivery where possible..

Implementation Steps

(Duration: 3 months)

- Review project posts
- Consider accountancy rules for capitalising such posts to determine whether these can be applied
- If capitalisation can be applied, move expenditure and budget accordingly
- Create a process by which project funding is assessed on this basis at the point of business case development and sign-off
- Track benefits

I4: Commoditise technical solutions and review partnership options

Opportunity objective

Where the service offered within IM&T is scalable and of sufficient quality, there may be an opportunity to commercially offer the service to other organisations.

The trust should also consider the opportunity to bring 'in-house' services that are being provided externally, only where it is considered that there might be a financial or quality benefit to service delivery. This should be considered especially with regards to legacy and end-of-life systems where suppliers could be charging high margins for a low volume service.

Type of opportunity

As a result of offering service(s) to other trusts, this opportunity would be classified as an **income** opportunity.

Implementation Steps

(Duration: 6-12 months)

- Review performance of current technical solution
- Consider ability to scale
- Create business case for Board Approval regarding expansion of technical solution provision to other trusts
- Create and implementation plan
- Track benefits

I5: Review licences and contracts for software and services

Opportunity objective

This successful implementation of this opportunity requires that trusts review licences for software and services to assess over/under commitment, including rationalisation (substitution) of underutilised software or services.

The review should include all contracts with external suppliers (related to corporate services) on an annual basis and conduct performance reviews to see whether value for money is still being achieved. This will include checking whether appropriate discounts have been applied throughout the life cycle of the contract, particularly as new volumes trigger increased discounts.

Contracts that automatically renew should be market tested.

This opportunity is focused on corporate services, however the same rigour should be applied to all licences and contract held by the organisation with the benefits captured in the respective functions or services.

Type of opportunity

This opportunity would expect to deliver **cash out**, as a review of contracts enable decisions to be made on which contracts are no longer needed, whether value for money is being achieved or going out to market will drive further value.

Implementation steps

(Duration: 3-6 months)

- Review number of licences against usage monitoring data
- Consider the impact of reducing the number of licences
- Review of all 'per user' licenses and create a process to automatically de-register staff who leave from systems log-ins
- Track benefits

I6: Team consolidation

Opportunity objective

This opportunity looks to consider the strategic review of aspects of IM&T where teams could be consolidated, for example, Desktop and Technical teams.

The concept of 'shadow' IT can be a significant issue if historically IT has poorly performed. If the substantive aspect of someone's role is in the administration, support and/or configuration of systems or technology they should be in IT. Once consolidated into IT the trust can determine the overlap in skills and capabilities in order to rationalise.

Traditional roles would include server management, database management, 2nd/3rd line applications support, network support and desktop engineers.

Type of opportunity

The objective of this opportunity should be to deliver **cash out**.

Implementation Steps

(Duration: Greater than 6 months)

- Review roles and experience of both IT and non-IT staff
- Develop target operating model based on leading practice
- Decide on the size of establishment required
- Review risks in potential changes to the model
- Mitigate and create implementation plan
- Track benefits

I7: Annual review of all contracts alongside performance review of VFM

Opportunity objective

Reviewing all contracts in IM&T on an annual basis to test for value for money (VFM) alongside the implementation of a Performance Management Framework, where appropriate.

Type of opportunity

The contract may have an option to renegotiate and therefore achieve a **cash out** saving.

Implementation Steps

(Duration: 6 months)

- Establish a performance driven measurement regime with enhanced reporting for performance monitoring, and provide general oversight of vendor activities focused on continual service improvement and benefit realisation
- Undertake a cost transparency review to look at the cost of delivering services and to understand where it is misaligned with actual customer need. Savings to be identified through the following opportunities:
 - Remove gold plating - visibility into the costs, utilisation and operations of all services
 - Reduce business demand – cost and consumption data to business managers in the form of a ‘Bill of service’ (true business needs)
 - Efficient risk management - underlying sources of costs and performance

CIP opportunity review: Legal function

L1: Provide a single point of contact/authorisation for queries to be passed to external legal advisors

Opportunity objective

The successful implementation of this scheme requires trusts to review and assess their extant legal service provision, seeking to eliminate expensive advice where it is deemed to be unnecessary. This can be achieved through stricter controls being applied when employees are seeking legal advice.

The appointment of responsibility to a single point of authorisation within the existing team to vet and approve all requests for legal advice prior to engaging and committing to external support has been successful in a number of organisations in the reduction of the legal bills.

Type of opportunity

This opportunity would lead to **cost avoidance and/or cost reduction**.

Implementation Steps

(Duration: Less than 3 months)

- Appoint a role responsible for authorising expenditure with legal firms
- Create the policy
- Implement and monitor the benefits

L2: Develop a frequently asked questions (FAQs) reference point to help reduce avoidable contacts to Legal

Opportunity objective

This opportunity requires trusts to invest some internal capacity to develop and build upon a set of frequently asked questions (FAQs) from the pool of organisational knowledge and experience as well as received external advice that is transferrable. Providing FAQs either through the circulation of a document via email or preferably via the intranet as a first line tool for managers reduce the volume of requests for support, freeing capacity to focus on the more complex issues in house and in turn right sizing the volume of requests to external legal advisors.

This opportunity in conjunction with the introduction of a single point of authorisation for legal advice will reduce the external legal bill for clinical and employment matters.

Type of opportunity

This opportunity offers potential for quality improvement and **cost avoidance, and/or reduction.**

Implementation Steps

(Duration: Less than 3 months)

- Create a list of FAQs generally experienced when requesting legal advice
- Work with the internal legal department to agree suggested answers
- Communicate alongside the single point of authorisation
- Implement and track benefits

L3: Standardise operating procedures to collaborate across regional or national footprint

Opportunity objective

For a mature and high quality legal department, there may be an opportunity to commercially offer their existing service to other organisations.

Type of opportunity

This opportunity can ultimately **enable income** generation.

Implementation Steps

(Duration: 3-6 months)

- Review and update standard operating procedures for the Legal department
- Gauge interest regarding expansion across local geography to serve a wider population of trusts
- Create implementation plan with interested parties
- Agree gain share arrangements
- Track benefits on a macro and micro level

L4: Contract reviews

Opportunity objective

This opportunity promotes contracts being regularly reviewed against a performance framework to ensure that the trust is receiving value for money from external provision of legal services.

Type of opportunity

This opportunity normally results in **cash out**.

Implementation Steps

(Duration: Less than 3 months)

- Review all legal contracts and annual expenditure
- Create a VFM matrix
- Performance manage the contracts, making use of the previous two solutions
- Monitor the benefits

CIP opportunity review: Procurement function

PR1: Centralise all Procurement roles

Opportunity objective

Procurement roles may exist outside of the Procurement department. Where all roles are not professionally led from the Procurement function, there is a risk that agreed procurement policies and procedures will not be closely followed, resulting in potential cost increases.

This opportunity therefore considers whether by bringing such roles into the central Procurement function or aligning professional responsibility, standardisation can be better achieved.

Type of opportunity

By centralising all Procurement roles, there will be an opportunity for economies of scale and therefore **cash out** through a greater pool of resource to share tasks across. There will also be a benefit to other budget holders where procurements are more closely controlled, as well as ensuring overall trust contracts are considered before small deals are sought in isolation that may jeopardise these.

Implementation Steps

(Duration: 6-12 months)

- Capture each role associated with Procurement, which may sit outside of the Procurement department
- Consider the cost-benefit of centralising these roles into the Procurement function
- Create and implementation plan
- Review the structure of the Procurement department, standardising policies and procedures to incorporate the new roles
- Track benefits

PR2: Create an integrated Procurement and contract management function management

Opportunity objective

This opportunity requires trusts to consider integrating with or delivering the procurement function for other trusts. These are ordinarily based on an operating model leading with category management, where for example, a particular trust may be responsible for purchasing orthopaedic equipment on behalf of other organisations.

This would lead to greater purchasing power and economies of scale through increased volumes. There would also be an opportunity to review the impact upon the separate Procurement team structures.

Type of opportunity

This opportunity would lead to **cash out**, as a result of collaboration.

Implementation Steps

(Duration: 6-12 months)

- Engage neighbouring trusts
- Compare Procurement approach
- Agree common ways of working regarding Contract management
- Create an implementation plan
- Create a gain share agreement
- Implement and monitor benefits

PR3: Clinical Procurement specialist

Opportunity objective

Clinical Procurement Specialists are increasingly common in the NHS, with significant ability to influence clinician behaviours and reduce cost.

The role should be monitored against an expected ROI in terms of cost reduction, but has been noted to generate significant savings in the short to medium term.

The post should also be considered against extant national contracting policy in order to assess ongoing cost effectiveness as more products are negotiated centrally.

Type of opportunity

Through working better with and positively influencing clinicians, **cash out** should be readily achieved.

Implementation Steps

(Duration: 3-6 months)

- Gain approval for creation of the role
- Recruit and appoint
- Communicate and enforce the process around the role's responsibilities
- Monitor delivery and benefits realisation
- Consider the case for an increased number of equivalent roles

PR4: Widening access to and adoption of e-catalogues

Opportunity objective

This opportunity seeks to explore the availability of the e-catalogue across all products, and the potential to extend product lines included, along with benchmarking uptake rates against other trusts.

This allows users to search in a more rapid and effective way, and equally for the trust to capture as much spend 'on-catalogue' as possible. There is an obvious benefit in that the online catalogue will always be up to date and provide full information at the touch of a button.

Trusts should seek to move as much spend as possible to catalogue and enforce through policies and procedures, where appropriate.

Type of opportunity

By using the e-catalogue, trusts will be **enabled** to better control spend as well as influence negotiations through analysis.

Implementation Steps

(Duration: 3-6 months)

- Review existing e-catalogue
- Consider opportunities for expansion of the e-catalogue
- Communicate changes and enforce through policies and procedures
- Implement and monitor benefits

PR5: Adoption of electronic P2P solutions

Opportunity objective

The trust should consider the adoption of electronic P2P solutions. The efficiency is derived via the '3-way matching process', i.e.:

- Purchase Order
- Invoice
- Receipt (Good received)

This will ensure that the trust pays what they expected to, for what they have received, to the correct supplier.

Type of opportunity

This opportunity presents and **enabler** of time and quality efficiency along with potential **cost reduction** as a result of not overpaying suppliers.

Implementation Steps

(Duration:3-6 months)

- Understand exceptions to the PO process
- Mass-communicate the policy to all staff
- Enforce compliance and monitor through performance management
- Track benefits

PR6: Expanded use of e-tendering

Opportunity objective

This opportunity promotes the expanded use of e-tendering across the trust wherever possible.

As a result of implementing an electronic process, manual processes will be eliminated and present an opportunity to review the capacity required to deliver the function.

Type of opportunity

Depending upon the size of the team currently responsible for managing the tender process, **cash out** can be achieved through implementation of a slicker, electronic process.

Implementation Steps

(Duration: 3-6 months)

- Review the current tendering process
- Seek opportunities to implement e-tendering
- Create an implementation plan
- Track benefits

CIP opportunity review: Governance and Risk function

G1: Sharing of complaints, clinical governance, health and safety and fire officers across partner organisations

Opportunity objective

All trusts tend to have standardised teams with regards to complaints, clinical governance, health and safety, fire officers, and risk. This opportunity encourages trusts to consider where elements of these teams could be shared across a wider geography than just one trust, in a shared network.

Feedback from test trusts has suggested that complaints could be a difficult area, where a patient pathway may cross a number of trusts within a potential shared network. This could lead to a potential solution where there is an initial assessment around first line complaints to understand whether multiple trusts are implicated in a complaint.

Type of opportunity

This opportunity should present a way of ensuring **cash out**, however the impact of increased travel expenses should be carefully considered.

Implementation Steps

(Duration: Greater than 6 months)

- Review and compare neighbouring departments for the above functions
- Agree the best-practice model
- Determine location and hosting arrangements
- Agree policies and approach, captured within service level agreements (SLAs)
- Communicate and roll-out
- Implement

4 – Common questions

Common questions (1/2)

The following are some of the common questions which the team have encountered during the work so far:

Trust question / observation	Response
Is NHS Improvement mandating that each opportunity be implemented?	No. NHS Improvement recognises that trusts have to address the challenge of reducing the cost of Corporate Services within a challenging timeframe. These are a collection of opportunities which have been identified and implemented successfully to reduce cost and enable change in provider organisations.
What level of support can I expect from NHS Improvement?	The NHS Improvement Corporate Services Productivity Programme team is small. The team are working with a number of trusts to collect case studies on many opportunities, and will be sharing the output of this work on an iterative basis. The team are happy to be contacted either directly or via the Regional Productivity Directors (RPD) for further support.
This is nothing new!	Feedback from the test trusts with whom we've piloted this work has been that all of them have found opportunities that they have not previously attempted. This ranged from ten to thirty of the opportunities, and as such if your trust has implemented all these opportunities then we are keen to work with you to capture your approach and the benefits in case studies as part of our wider support package for all trusts.
I am considering one / more of these opportunities, but have no idea where to start. What do you suggest?	Please contact your RPD or the central team, who will be happy to talk to you and to potentially put you in touch with a buddy trust who has successfully delivered the opportunity(s).
What role will NHS Improvement play in monitoring these opportunities?	NHS Improvement does not intend to monitor every opportunity with every trust across the country. However, progress of opportunities should feed into your regional meetings with NHS Improvement. The delivery of Corporate Services CIP opportunities will be monitored on a national basis, centrally.
How do the opportunities relate to the benchmarking data which NHS Improvement have shared?	Your trust's benchmarking report directs trusts towards the areas of greatest opportunity, and this might help your trust to decide which opportunities you might like to prioritise, although we suggest that all are reviewed in the first instance and assessed.

Common questions (2/2)

Trust question / observation	Response
<p>I consider this list to be a collection of fundamental / basic opportunities, and whilst useful I want to transform Corporate Services in my trust. Do you have anything that addresses this?</p>	<p>We are running pilots looking at robotic process automation (RPA), good practice operating model redesigns and detailed process standardisation/re-mapping. Findings and guidance from these pilots will be published to help trusts deliver service transformation and efficiency savings. Please get in touch if you would like to discuss this with the team.</p>
<p>How does this work fit in with STP plans?</p>	<p>All STPs are working with Corporate Services in various ways, with some plans more advanced and collaborative than others. We recommend that you share your individual trust plans with your STP. NHS Improvement are happy to provide input to STPs for particular opportunities and initiatives in corporate services.</p>

Glossary of terms

- **Accounts Payable (AP)** – the function within Finance responsible for the paying of invoices
- **Accounts Receivable (AR)** – the function within Finance responsible for the invoicing, and collection of, money owed to the Trust
- **Budget Holder** – the title of those responsible for a specific cost centre
- **Capitalisation** – moving expenditure to the capital budget from the revenue budget
- **Chart of Accounts** – hierarchy of cost centres
- **Chat bot** – computer program which conducts a conversation by text to simulate human interaction
- **CIP** – Cost Improvement Programme
- **Cost Centre** – specific budget code where expenditure is allocated to (e.g. a ward / a department)
- **Cost Reduction** – reducing expenditure by a Trust
- **DNAs** – Did Not Attend for Occupational Health appointments
- **E-catalogue** – Ability for organisations to search and display product data, along with online ordering capabilities
- **E-expenses** – The ability to electronically enter expense claims
- **E-forms** – The ability to electronically enter a request to the IT function, rather than a phone call
- **E-Invoicing** – the replacement of paper invoices with electronic
- **E-Roster** – a system to replace manual paper based rosters to reflect staff shift times and availability, along with recording absence, annual leave and training
- **ESR** – Electronic Staff Record, contracted to IBM – the Payroll system of the NHS
- **ESR Modules** – Optional ‘add-ons’ to the core payroll system, such as recording training, absence and expenses
- **E-Tendering** – The ability to electronically share invites for tenders
- **FAQ** – Frequently Asked Questions
- **General Ledger** – an electronic system to capture the main accounting records of an organisation
- **Journal** – an electronic entry to move expenditure, income or budget on the general ledger
- **L&D Catalogue** – List of training course
- **P2P** – ‘Purchase to Pay’ process
- **PO** – Purchase Order
- **ROI** – Return on Investment
- **SBS** – Shared Business Services
- **Self-Service** – Allowing the end user to undertake tasks rather than requesting that these go through a Corporate Service function
- **SFI** – Standing Financial Instructions
- **SLR** – Service Line Reporting
- **Time-releasing efficiency** – an opportunity which may reduce the effort or time associated with a task to allow those responsible to make better use their time
- **TNA** – Training Needs Analysis
- **VFM** – Value for Money

5 – Your results and feedback

Results and feedback submission

Your results

Once you have completed the review and populated the summary output table, then we would appreciate it if you would send a copy to the CSPP team (nhsi.corpservices@nhs.net), so that we can continue to build the national picture.

Your feedback

Please pass on any feedback to us at the same address or via your Regional Productivity Director.

Our thanks

We are grateful to the test trusts with whom we have worked to develop this document. Your frank and honest feedback has helped us to shape the output, and we hope to continue our work with you now that you are in receipt of your benchmarking report.

We are also grateful to our delivery partners, other contributing organisations and individuals for the time you have taken in supporting this work.