

Exec Sponsor	Priority Status	Recommendation	Delivery Status
Alan Wilson	Commence from 2025/26	NHSG should continue to expedite its review of the estate footprint to identify specific opportunities to rationalise and right-size it. There were quantified previously as a potential £3.2m to £4.8m in annual recurrent savings.	Within Value & Sustainability Plan
Alan Wilson	Commence from 2025/26	Reduce estate related maintenance cost: • Introduction of automated floor cleaners • Insource maintenance of small boilers • Increase recycling rates £0.1m - £0.1m.	Within Value & Sustainability Plan
Alan Wilson	Commence from 2025/26	Vehicle Running Costs which accounted for £3.5m in FY25 spend. A potential saving of up to £1.6m has been identified by optimising fleet utilisation, transitioning to lower-emission vehicles, and centralising fuel procurement. £0.4m - £0.7m	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	COS review. The independent professional services firm performed a review of the 2023/24 accounts payable transactions and secured VAT savings of £0.5m. In our view, with more time and access to invoices, we would expect to achieve additional savings of £0.25m -£0.4m over and above the £0.5m identified and secured for the Board.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	For Sustainability & Value reporting, consider introducing periodic reporting on “amber” rated schemes which are underperforming to provide additional information on actions being taken to address underperformance.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	Management of Invoice Register: Currently, the invoice register holds 2,829 invoices totalling £6.3m, of which only 20% are actively managed by Procurement due to limited capacity. The remaining 80% fall under departmental responsibility, where oversight is inconsistent due to the task being absorbed into already pressured roles. £1.3m - £1.9m.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	NHS Grampian should include a plan to catch-up on missed savings from prior years to support financial sustainability. Due to the Covid-19 pandemic, NHSG shifted focus to manage the pandemic and there was limited focus on recurrent savings delivery. However, this is consistent with other healthcare providers across the UK as other organisations reported little to no saving delivery during these years. However, the unfunded gap of £1.2 million in the recurrent cost base continues to create challenges to the financial sustainability	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	Procurement: Implementation of National Frameworks. A review of procurement activity highlights that out of 44 national frameworks, 15 have not been assessed locally due to limited procurement resource. Among these, 7 frameworks indicate potential price savings, however these need to be validated through local detailed analysis. For example, one single recent framework reviewed turned into a £30k cost avoidance.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	Procurement: Reduction of bespoke implants. often without consistent clinical justification or standardised governance. In FY25, the introduction of a clinical justification form within Orthopaedics delivered verified savings of £66k by strengthening oversight and ensuring appropriate use.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	Further work is recommended to understand and validate the drivers of increase in back office/administrative WTEs.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2025/26	There is an opportunity to drive cost savings by implementing policy and system controls that enforce pre-approval of purchases through PECOS and reduce retrospective ordering practices. £0.4m - £1.3m	Within Value & Sustainability Plan
Hugh Bishop	Commence from 2025/26	Medicines: Shorter TTO Packs. NHSG can implement more flexible and clinically appropriate discharge supply policies. This includes enabling tailored TTO durations (currently 14 days) based on clinical need	Within Value & Sustainability Plan
Hugh Bishop	Commence from 2025/26	Multi-Dosing from Single-Use Packs. Developing clear, evidence-based protocols that support safe and compliant multi-dosing practices in appropriate clinical areas. This includes conducting clinical risk assessments to identify where multi-dosing can be safely implemented, such as in ophthalmology, anaesthetics, or routine injections without compromising patient safety. £0.1m - £0.1m	Within Value & Sustainability Plan
Hugh Bishop	Commence from 2025/26	NHSG should continue tightening controls on Medical and Dental Locum use. While there are known vacancies against difficult to recruit areas, NHSG should undertake a review and explore options to rationalise service provision in challenged services.	Within Value & Sustainability Plan
Hugh Bishop	Commence from 2025/26	Reduced reliance on HBP prescriptions. Streamline internal medication supply processes to reduce reliance on prescriptions, ensuring that necessary medications can be provided directly through hospital systems where appropriate. £0.2m - £0.4m	Within Value & Sustainability Plan
June Brown	Commence from 2025/26	Improved Grip and Control for bank staff including looking to make permanent the longest serving agency staff, improve the effectiveness of vacancy control panels including the evidence required for submission. £0.5m - £1.9m	Within Value & Sustainability Plan
June Brown	Commence from 2025/26	Work is also recommended to independently validate if the staffing levels within wards are aligned to the requirements of Heath and Social Care staffing legislation and if there is potential for improvement in terms of standardising patient acuity assessments across different wards (if they aren't standardised already) to identify opportunities to right-size the size of Nursing staff, while also ensuring continued legislative compliance	Within Value & Sustainability Plan

Paul Bachoo	Commence from 2025/26	Further work is recommended to undertake a targeted productivity review across key specialties (particularly Acute Surgery) to identify opportunities to improve and optimise activity levels and right-size workforce levels by reducing reliance on Agency and Locum. There may be opportunities to balance staffing with the highest pressures to reduce reliance on Agency, particularly in the FY1 and FY2 doctors	Within Value & Sustainability Plan
Philip Shipman	Commence from 2025/26	Grip and control: stop all non-clinical overtime. In FY25 the overtime spend was £3.1m (1.0m in administrative services and £2.1m in support services. £0.1m -£0.5m	Within Value & Sustainability Plan
Philip Shipman	Commence from 2025/26	Improved Time to Hire: The current average time from job posting to offer is between 41 and 78 days at NHS Grampian against a target of 35 days and an average time between having a role approved and the person starting work being between 102 and 149 (across Medical and Dental, AHP, Nursing and Midwifery and Therapeutics. £1.4m - £1.9m	Within Value & Sustainability Plan
Philip Shipman	Commence from 2025/26	Training Expenses present a notable opportunity, with £3.0m spent in FY25. While essential for maintaining clinical quality, a closer examination suggests potential over-classification of general staff development costs and inconsistent application of policy. Streamlining this spend through pre-approval processes, digital delivery, and a centralised training function could unlock up to £0.2m in savings.	Within Value & Sustainability Plan
Stuart Humphreys	Commence from 2025/26	NHSG should commission a review of systems, processes and technology in the middle and back office to identify where automation can be employed to reduce staff numbers. A 30% - 40% phased reduction in back-office roles realised by investing in technology, attrition and re-organising internal roles could save £11.7 million - £15.6 million. This will require some investment in technology such as Robotic Process Automation and AI and could take approximately between 12 to 36 months (or beyond depending on pace and attrition rates) to realise.	Within Value & Sustainability Plan
Alan Wilson	Commence from 2026/27	Installation of photovoltaic (PV) solar panels. Reduce electricity consumption by installing integrated photovoltaic (PV) solar panels on the flat roofs. Feasibility studies indicate that 5 sites are available for installation, requiring an initial investment of	Within Value & Sustainability Plan
Alex Stephen	Commence from 2026/27	Contract Leakage Phase : Following the first phase of the Cognitive Contract Management (CCM) project to address contract leakage at the Health Board, the second set of contracts totalling an additional £40m of addressable spend (spend to review)has been identified. It is recommended that this moves ahead to unlock additional value from contract leakage. £1.4m - £2.1m.	Within Value & Sustainability Plan
Alex Stephen	Commence from 2026/27	Contract Leakage: Further Phases Longer term, there is a further £40m of addressable spend (spend to review) over and above the spend already reviewed in the previous phases. It is recommended that this moves to an additional phase to unlock additional value from contract leakage. £1.4m - £2.1m	Within Value & Sustainability Plan
Alex Stephen	Commence from 2026/27	Tax: VAT Improvements. There is an opportunity for NHSG to realise significant VAT savings through implementation of a subsidiary company. Setting up this subsidiary would be subject to changes in policy by Scottish Government. £25.5m - £70.4m	Within Value & Sustainability Plan
Paul Bachoo	Commence from 2026/27	A review of consultant job plans across specialties is recommended given the increase in WTE and concurrent reduction in activity	Within Value & Sustainability Plan
Philip Shipman	Commence from 2026/27	Reduced Leaver Overpayments: Reduce leaver overpayments by 75%. In FY25 £140k of overpayments were made, with only £30k repaid as at July 2025. These payments happen mostly due to late notification of termination of contract to finance, who do not stop the final payment in time. Improving	Within Value & Sustainability Plan
Philip Shipman	Commence from 2026/27	Staff Sickness Improvements: It is noted that NHS Grampian's sickness rate is the best in Scotland but still above the 4% target rate, providing an opportunity for improvement. £1.2m - £2.5m	Within Value & Sustainability Plan
Philip Shipman	Commence from 2026/27	Digital Back Office Transformation: Leveraging technology to support or replace much of the administrative work performed by staff across Bands 1-4 can drive efficiency and generate savings. £1.2m - £1.6m	Within Value & Sustainability Plan
Alan Wilson	Commence from 2025/26	Estates: Paper towel replacement. Replacement of paper towels with hand dryers. £0.1m - £0.2m.	Z- Review: duplication of narrative / amalgamation / decision to omit