

Board Meeting
14.08.25
Open Session
Item 7.2



Plan
for the
Future

NHS
Grampian

Appendix 2 – Provisional Output from Savings Review



Validation exercise of NHS Grampian £62m savings programme

- Schemes reviewed against 10 criteria across governance, written documentation and financials including Q1 delivery
- Meetings held with respective executive directors, workstream leads and finance managers
- Review covered 100% of all 106 schemes to inform worst-case, likely-case and best-case scenario
- Assessment concluded likely-case forecast in-year savings of £54.5m, predicated on increased oversight
- Requiring a minimum of £7m further savings with a good pipeline of opportunities being identified



Programme Description	IY Plan (£'000)	Worst Case (£'000)	Likely Case (£'000)	Best Case (£'000)	IY Plan gap to Likely Case (£'000)
Value and Sustainability	30,031	25,606	26,779	28,229	(3,252)
Financial Recovery Plan	23,000	18,500	22,000	24,000	(1,000)
Operational Savings	8,778	4,993	5,762	6,345	(3,016)
Total Savings	61,809	49,099	54,541	58,574	(7,268)
Scenario Case % Change		10.0%	0%	7.4%	

Strengthening the current programme governance framework

- Introduction of a monthly Financial Recovery Board to provide system-wide leadership, coordination and assurance for NHS Grampians financial recovery
- Expand the monthly Delivery Group to all workstream leads to share information, escalate concerns and maintain good communication and effective engagement
- Continue or enhance workstream meetings to support ideas generation and realise savings at pace



Remit

Oversight and assurance of the overall programme. Overall accountability.

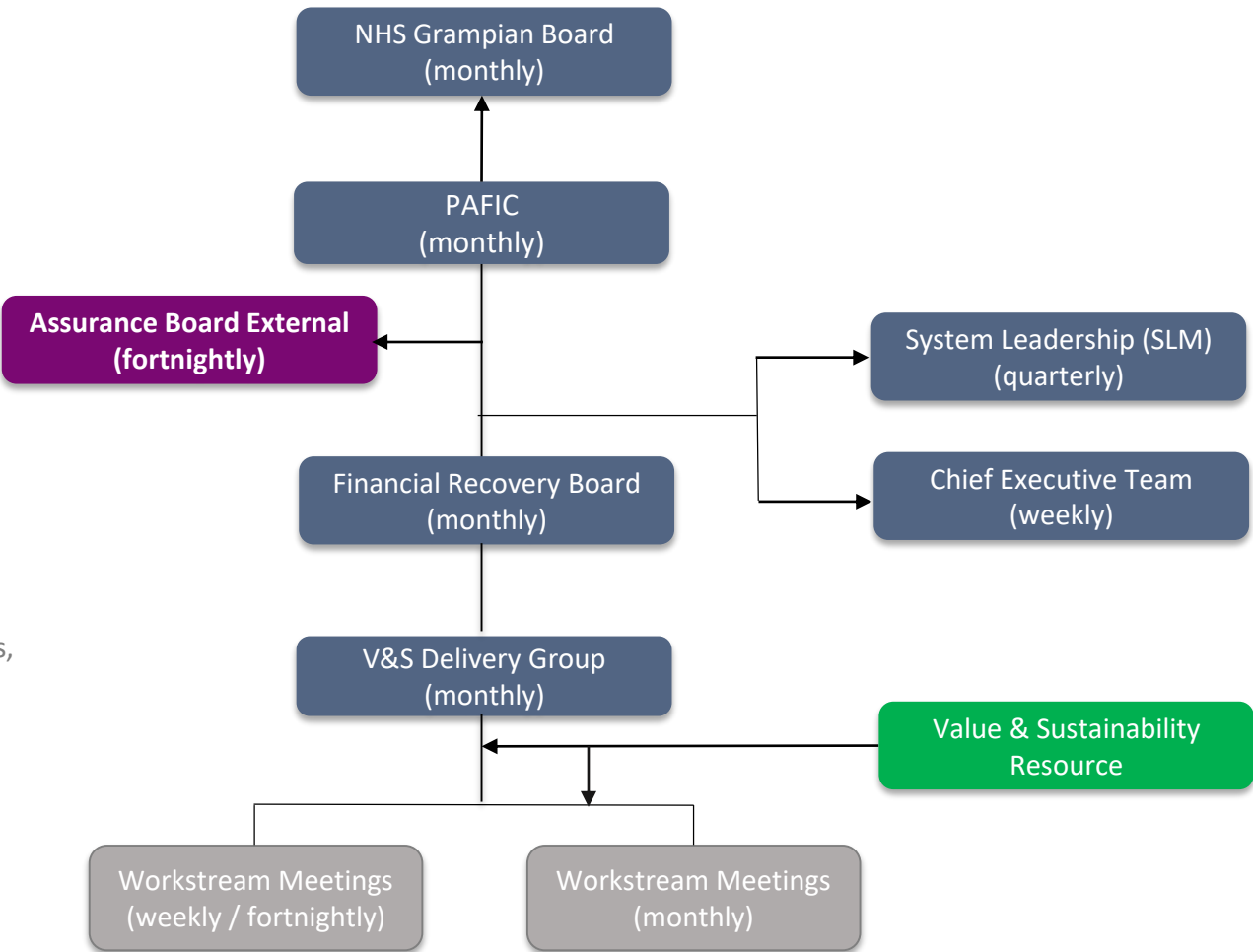
Hold to account for performance. Receives detailed reports to support effective scrutiny and challenge.

External oversight and assurance of key performance aligned to Level 4 escalation

Approves programme scope. Receives progress reports, key escalations for decision. Accountable for delivery.

Information sharing. Receives progress reports, key escalations for decision. Responsible for monitoring delivery.

Agree ToRs. Engage teams. Develop savings plans, risks and profile. Drive implementation



Remit

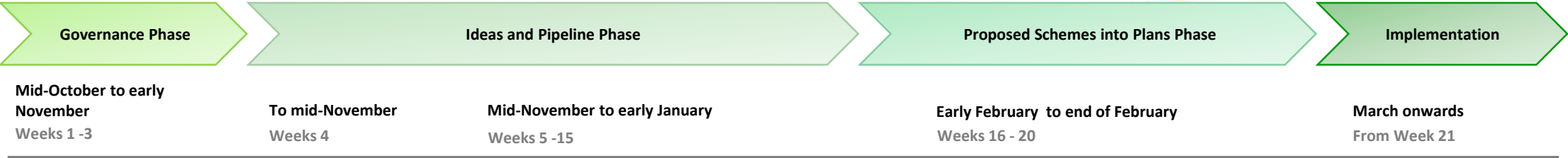
Information sharing forum.

Information sharing forum.

Dedicated resource to support programme. Monitor, report and assurance function.

Building towards the 2026/27 Value and Sustainability Programme

- A defined timetable will be set for next years programme with clear deliverables to ensure the final savings plan is approved in March to maximise in-year savings
- Current timetable is provisional subject to possible alignment to Medium Term Financial Framework (MTFF) submission deadline



- Agree governance
- Sign-off workstreams
- Develop Comms
- Apportion savings targets
- Launch programme
- Informal Board briefings
- Agree **IJB/Council** approach to savings & engagement (tbc)

- Opportunity analysis & benchmarking of workstreams including 15-box grid
- Engagement with teams and buy-in through comms plan
- Savings & QIA/IIA templates completed, and robust delivery plans developed
- High-level savings mapped to each workstream
- Implement savings approach and engagement strategy with **IJBs / Council** (tbc)

- All transactional workstreams approved **no later than 13 Feb** (or as soon as developed)
- Transformational workstreams approved **no later than 27 Feb** (or as soon as developed)
- Schemes through QIA/IIA panel

- Monitor scheme delivery & benefits realisation

- Validate any Q4 schemes
- Review difficult choices or other planning guidance from SG

- CET endorse savings plan
- Draft Savings Plan to PAFIC

- Final Savings Plan to PAFIC and NHSG Board



Continuous process



Regular reporting to CET, System Leadership Meeting, ACF, GAPF, Clinical Governance Committee, NHSG Board, informal monthly NHSG Board briefings and Scottish Government

Next steps



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Focus for Quarter 2

- Implement additional meetings for high-risk schemes and enhanced oversight for schemes with value of £1m +
- Engage staff across NHS Grampian to prioritise list of opportunities to bridge the £7m gap to target, with mitigation allowance
- Test control measures to determine, with approval from Chief Executive Team and wider clinical engagement, if strengthened controls can achieve additional savings
- Review schemes defined as Y2 (from April 2026) and assess bring-forward opportunity with additional focus

Focus for Quarter 3

- Launch the 2026/27 savings programme from October to support a final plan being submitted to Board in Q4