

# **Brent teaching Primary Care Trust**

## **Turnaround Programme**

### **Board Report**

**(November 2007)**

[Version 0.2]

## 1. INTRODUCTION

This report provides an update on the progress of the Turnaround programme for 2007/08 at the end of Q2. Details are provided of the forecasted savings for each of the work streams that are included in the programme in 2007/08. Due to on-going review and amendments to the savings plan, there are currently 78 active projects within the Turnaround programme for this year and a first view of the actual savings at month 6 is outlined in this report.

At month 6 the plan shows that we have delivered £12m, 48% of the total. We are therefore currently ahead of plan, which had forecasted that we would achieve 43% of the years savings by month 6.

<b>Planned Year to date (07/08) Savings (£000's) - Unweighted</b>	<b>23,086</b>
<b>Forecasted Year to Date (07/08) Savings (£000's) - Unweighted</b>	<b>13,341</b>
<b>Actual Year to Date (07/08) Savings (£000's)</b>	<b>11,971</b>
<b>Planned Full Year (07/08) Savings (£000's) - Unweighted</b>	<b>49,796</b>
<b>Forecasted Full Year (07/08) Savings (£000's) - Unweighted</b>	<b>30,149</b>

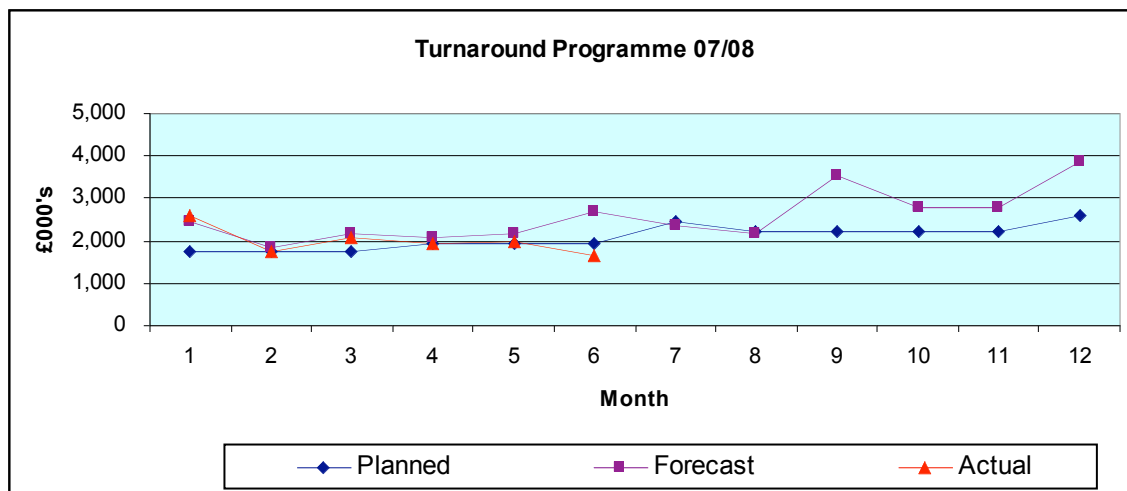
The latest re-forecast of anticipated savings indicates that the tPCT may fall slightly short of the £25Mm target in 2007/08 – with an expected delivery of £24.8m by the end of the financial year. We are working with executive management team members and project managers to address all risks to the plan.

This report is made up of four main sections:

- Summary of the 2007/08 planned savings for each Cluster.
- The detail of each work stream by Cluster Group and exception reporting of any risk areas within each Cluster.
- Overview of the high-level risks to the Turnaround Programme for 2007/08
- Details of the recently removed savings schemes

## 2. SUMMARY 2007/08 SAVINGS PLAN

CLUSTER	2007/2008			07/08 Phasing												
	Annual savings	Impl Costs	Net savings	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
A - Commissioning	16,737	0	16,737	Planned	1,260	1,260	1,261	1,262	1,262	1,262	1,470	1,474	1,475	1,475	1,476	1,803
	18,450	45	18,405	Forecast	1,590	1,262	1,427	1,299	1,300	1,662	1,512	1,364	1,845	1,364	1,364	2,088
				Actual	1,615	1,287	1,593	1,313	1,312	981	0	0	0	0	0	0
B - Demand Management	9,202	70	9,132	Planned	10	10	10	73	73	73	98	102	103	104	104	119
	5,915	70	5,845	Forecast	402	277	446	416	416	575	446	446	901	706	707	1,038
				Actual	313	191	203	313	308	327	0	0	0	0	0	0
C - Provider Services	5,166	440	4,726	Planned	50	23	23	41	46	47	61	63	65	66	66	94
	3,211	(28)	2,877	Forecast	369	151	151	170	225	226	232	233	235	243	243	244
				Actual	553	151	151	170	205	209	0	0	0	0	0	0
D - Internal PCT	6,603	0	6,603	Planned	435	430	430	547	557	557	815	565	565	565	566	566
	3,047	(25)	3,022	Forecast	107	135	136	178	210	211	147	147	534	473	476	476
				Actual	107	135	136	122	138	138	0	0	0	0	0	0
Turnaround Programme TOTALS	37,707	510	37,197	Planned	1,755	1,723	1,724	1,923	1,938	1,939	2,444	2,204	2,208	2,210	2,212	2,582
	30,623	62	30,149	Forecast	2,468	1,825	2,160	2,063	2,151	2,674	2,337	2,190	3,515	2,786	2,790	3,846
				Actual	2,588	1,764	2,083	1,918	1,963	1,655	0	0	0	0	0	0



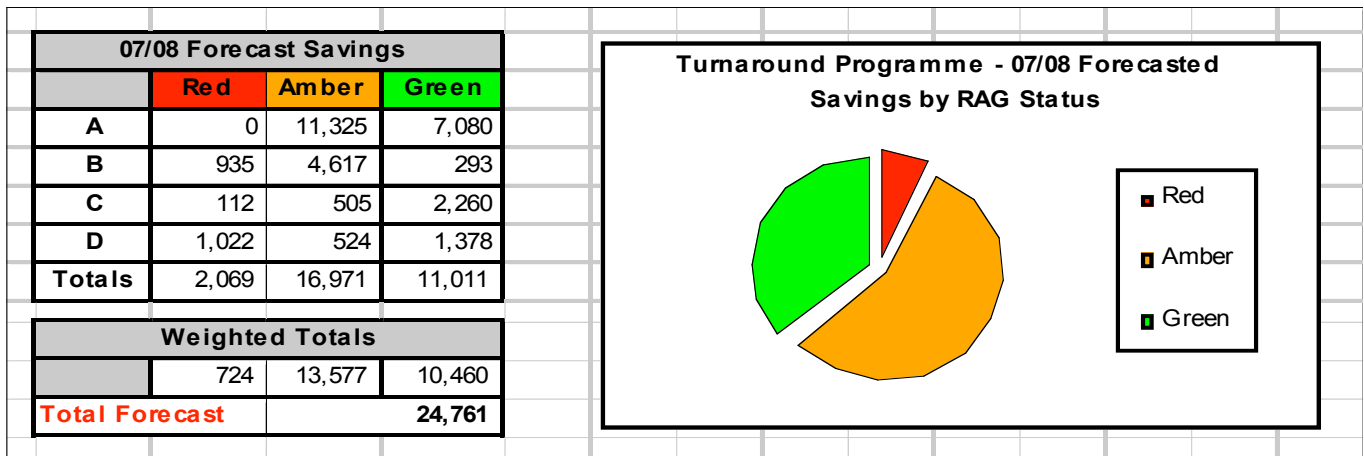
**Risk Status:**

The Turnaround Programme applies a consistent risk weighting to all savings schemes to provide a more realistic view of potential saving outturns from the plans. The definition of each status is given below, along with the corresponding weighting which is applied to the financials. The management team is tasked with delivering the higher numbers but savings schemes of this sort traditionally deliver around two thirds of the gross values targeted. Our totals for 2007/08 at a gross and risk-weighted level are consistent with that approach.

**RAG Status Definitions:**

- RED** - Significant risk of widescale underdelivery (35%)
- AMBER** - Some risk, (to timescale or finance) but that we believe can be managed (80%)
- GREEN** - Achieved, or plan in place and delivery secured (95%)

The latest breakdown of the Turnaround Plan for 2007/08 by RAG status is shown below – the weighted forecasted target for the full year is now £24.8million.



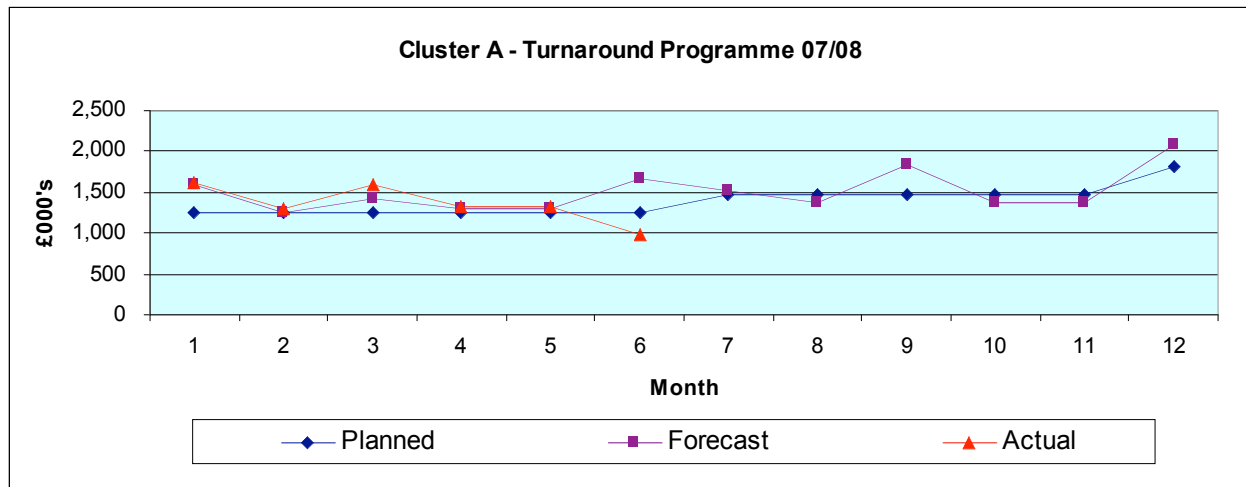
### 3. POD DETAIL BY CLUSTER

#### 3.1 CLUSTER A – COMMISSIONING

A - COMMISSIONING		Board Champion - Sarah Thompson																	
POD Name	RAG	2007/2008			07/08 Phasing														
		Annual savings	Impl Costs	Net savings	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar			
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
A1	Outpatient Follow Up Rates	Recuring	G	1,376		1,376	Planned	115	115	115	115	115	115	115	115	115	115	115	
				700	0	700	Forecast	0	0	0	0	0	150	0	0	170	0	0	410
	PM - Meredith Collins						Actual	0	0	0	0	0	120						
A2	Excess bed days	Recuring	A	1,076		1,076	Planned	90	90	90	90	90	90	90	90	90	90	90	90
				70	0	70	Forecast	0	0	21	0	0	16	0	0	16	0	0	16
	PM - Meredith Collins						Actual	0	0	0	22	0	16						
A3	Homoeopathic SLA reduction	Recuring	G	142		142	Planned	11	11	12	12	12	12	12	12	12	12	12	12
	COMPLETED			142	45	97	Forecast	8	8	8	8	8	8	8	8	8	8	8	9
	PM - Sarah Thompson						Actual	8	8	8	8	8	8						
A4	Lowering of enhanced floor	Recuring	G	326		326	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				310	0	310	Forecast	310	0	0	0	0	0	0	0	0	0	0	0
	PM - Sena Shah						Actual	310	0	0	0	0	0						
A5i	Reduction in LDP expenditure	Recuring	G	93		93	Planned	8	8	8	8	8	8	8	8	8	8	8	8
	COMPLETED			93	0	93	Forecast	8	8	8	8	8	8	8	8	8	8	8	8
	PM - Sarah Thompson						Actual	8	8	8	8	8	8						
A6	Reduction in Out of Hours expenditure	Recuring	G	57		57	Planned	4	4	4	5	5	5	5	5	5	5	5	5
	COMPLETED			57	0	57	Forecast	4	4	4	5	5	5	5	5	5	5	5	5
	PM - Sena Shah						Actual	4	4	4	5	5	5						
A8	Tertiary referrals	Recuring	A	400		400	Planned	33	33	33	33	33	33	33	33	33	33	33	33
				280	0	280	Forecast	0	0	0	0	0	133	0	0	70	0	0	70
	PM - Meredith Collins						Actual	0	0	0	0	0	140						
A9	Brent Adolescent Music Therapy	Recuring	G	9		9	Planned	1	1	1	1	1	1	1	1	1	1	1	1
				9	0	9	Forecast	9	0	0	0	0	0	0	0	0	0	0	0
	PM - Sarah Mansurali						Actual	9	0	0	0	0	0						
A10	Voluntary Sector	Recuring	G	241		241	Planned	20	20	20	20	20	20	20	20	20	20	20	20
				241	0	241	Forecast	20	20	20	20	20	20	20	20	20	20	20	21
	PM - Parin Robbins						Actual	20	20	20	20	20	20						
A15	Brent Carers	Recuring	G	77		77	Planned	6	6	6	6	6	6	6	6	6	6	6	6
				27	0	27	Forecast	2	2	2	3	2	2	2	3	2	2	2	3
	PM - Parin Robbins						Actual	2	2	2	3	2	2						
A18	Learning Disabilities Spot 1	Recuring	G	164		164	Planned	14	14	14	14	14	14	14	14	14	14	14	14
				164	0	164	Forecast	13	13	13	13	14	14	14	14	14	14	14	14
	PM - Karen Ahmed						Actual	13	13	13	13	14	14						

A20	Learning Disabilities Spot 3	Recurring	G	154		154	Planned	13	13	13	13	13	13	13	13	13	13	13
				154	0	154	Forecast	12	12	13	13	13	13	13	13	13	13	13
<b>PM - Karen Ahmed</b>							Actual	12	12	13	13	13	13					
A22	CAMHS Learning Disabilities	Recurring	G	179		179	Planned	15	15	15	15	15	15	15	15	15	15	15
				179	0	179	Forecast	15	15	15	15	15	15	15	15	15	15	15
<b>PM - Sarah Mansurali</b>							Actual	15	15	15	15	15	15					
A23	Review of Continuing Care Caseload	Recurring	A	5,330		5,330	Planned	444	444	444	444	444	444	444	444	444	444	444
	Now including A40 & A61			9,500	0	9,500	Forecast	791	791	791	791	792	792	792	792	792	792	792
<b>PM - Parin Robbins</b>							Actual	791	791	791	791	792	0					
A25	Procurement for Con Care Provision	Recurring	G	1,325		1,325	Planned	110	110	110	110	110	110	110	110	110	110	110
				1,500	0	1,500	Forecast	125	125	125	125	125	125	125	125	125	125	125
<b>PM - Parin Robbins</b>							Actual	125	125	125	125	125	125					
A26i	Mental Health Core Services	Recurring	G	628		628	Planned	52	52	52	52	52	52	52	52	52	52	52
				1,500	0	1,500	Forecast	125	125	125	125	125	125	125	125	125	125	125
<b>PM - Sarah Nyandoro</b>							Actual	125	125	125	125	125	125					
A29	Positive Women - HM post	Recurring	G	0		0	Planned	0	0	0	0	0	0	0	0	0	0	0
				9	0	9	Forecast	9	0	0	0	0	0	0	0	0	0	0
<b>PM - Anjum Fareed</b>							Actual	9	0	0	0	0	0					
A30	Harrow Beds	Recurring	A	1,000		1,000	Planned	83	83	83	83	83	83	83	83	83	83	83
				600	0	600	Forecast	0	0	0	0	0	0	0	150	0	0	150
<b>PM - Phil Church</b>							Actual	0	0	150	0	0	150					
A33	Kingbury Hospital	Recurring	G	799		799	Planned	67	67	67	67	67	67	67	67	67	67	67
				799	0	799	Forecast	67	67	67	67	67	67	67	67	67	67	67
<b>PM - Parin Robbins</b>							Actual	67	67	67	67	67	67					
A35	Cancelled Operations	Recurring	A	362		362	Planned	30	30	30	30	30	30	30	30	30	30	30
				200	0	200	Forecast	0	0	43	0	0	43	0	0	55	0	55
<b>PM - Meredith Collins</b>							Actual	0	0	55	0	0	55					
A38	QOF Validation	Recurring	A	30		30	Planned	3	3	3	3	3	3	3	3	3	3	3
				150	0	150	Forecast	0	0	0	0	0	0	150	0	0	0	0
<b>PM - Sena Shah</b>							Actual	0	0	0	0	0	0					
A39	Family Planning Services	Recurring	G	159		159	Planned	13	13	13	13	13	13	13	13	13	13	13
				60	0	60	Forecast	0	0	0	0	0	20	0	0	20	0	20
<b>PM - Anjum Fareed</b>							Actual	0	0	0	0	20	0					
A41	West Hertfordshire Contractual Agreements	Recurring	G	230		230	Planned	19	19	19	19	19	19	19	19	19	19	19
				230	0	230	Forecast	19	19	19	19	19	19	19	19	19	19	19
<b>PM - Karen Ahmed</b>							Actual	19	19	19	19	19	19					

A43	Rationalisation of Mental Health Services	Recurring	G	313		313	Planned	26	26	26	26	26	26	26	26	26	26	26	26
				246	0	246	Forecast	20	20	20	20	20	20	21	21	21	21	21	21
PM - Sarah Nyandoro							Actual	20	20	20	20	20	20						
A48	CNWL - DAT Funding reduction	Recurring	G	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8	8
				100	0	100	Forecast	0	0	100	0	0	0	0	0	0	0	0	0
PM - Andy Brown							Actual	0	0	100	0	0	0						
A62	High Cost Drugs / Tariff Exclusions	Non-recurring	G	400		400	Planned	33	33	33	33	33	33	33	33	33	33	33	33
				300	0	300	Forecast	0	0	0	33	33	33	25	25	25	25	25	25
PM - Meredith Collins							Actual	25	25	25	25	25	25						
A64	PMS Practices Review	Recurring	G	92		92	Planned	8	8	8	8	8	8	8	8	8	8	8	8
Review of the PMS Growth Money				170	0	170	Forecast	0	0	0	0	0	0	28	28	28	28	28	28
PM - Sena Shah							Actual	0	0	0	0	0	0						
A67	Cessation of NHSD OOH Integration	Recurring	G	80		80	Planned	0	0	0	0	0	0	13	13	13	13	14	14
Plan B - 07/08 only				119		119	Forecast	0	0	0	0	0	0	19	20	20	20	20	20
PM - Sena Shah/Claire Cheshire							Actual	0	0	0	0	0	0						
A68	Review Payments of some LESs	Recurring	A	750		750	Planned	0	0	0	0	0	0	125	125	125	125	125	125
Plan B - 07/08 only				525		525	Forecast	33	33	33	34	34	34	54	54	54	54	54	54
PM - Sena Shah							Actual	33	33	33	34	34	34						
A70	Community Provision of anticoagulation service	Recurring	G	20		20	Planned	0	0	0	0	0	0	4	4	4	4	4	4
Plan B - 07/08 only				16		16	Forecast	0	0	0	0	0	0	2	2	3	3	3	3
PM - Amit Shah							Actual	0	0	0	0	0	0						
CLUSTER A TOTALS				16,737	0	16,737	Planned	1,260	1,260	1,261	1,262	1,262	1,262	1,470	1,474	1,475	1,475	1,476	1,803
				18,450	45	18,405	Forecast	1,590	1,262	1,427	1,299	1,300	1,662	1,512	1,364	1,845	1,364	1,364	2,088
						8,101	Actual	1,615	1,287	1,593	1,313	1,312	981	0	0	0	0	0	0



## Exception Reporting:

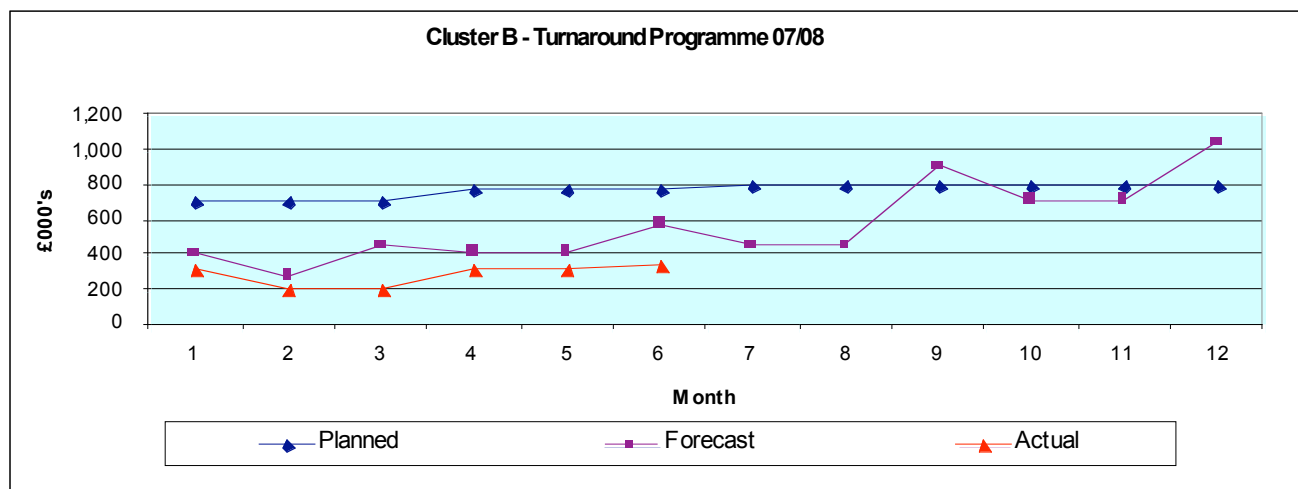
The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- **A1, A2, A8, A35** Acute Commissioning related savings  
Savings reductions have been incorporated in the Service Level Agreements with each of our main Acute Trusts for each of these schemes. The PCT is now enforcing contract clauses with NWLHT and therefore we are now on track with these savings
- **A23** Continuing Care Reviews  
The PCT is in the advanced stages of negotiation meetings with the London Borough of Brent to agree the continuing care costs that they will pick up in 2007/08. As stated in previous reports, the dependence upon delivery of those continuing care costs reductions has increased from our original forecasts. Dependence on any one element of the programme has an obvious impact on overall risk.
- **A30** Harrow Beds  
Redirection of elderly care activity from Northwick Park Hospital to Central Middlesex Hospital has reduced the overall spend with Harrow PCT and we are now on track to deliver £600K against this SLA for 2007/08

### 3.2 CLUSTER B – DEMAND MANAGEMENT

B - Dem and Management			Board Champion - Sarah Thompson															
			2007/2008			07/08 Phasing												
POD Name	RAG	Annual savings £'000	Impl Costs £'000	Net savings £'000		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
B1a	BECAD Pathway - CHD/Cardiology	Recurring	A	188	188	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				79	0	79	Forecast	16	16	16	16	16	10	10	10	10	10	10
	PM - Jenny Worthington					Actual	0	0	5	0	4	10						
B1b	BECAD Pathway - Dermatology	Recurring	A	248	70	178	Planned	0	0	0	0	0	0	0	0	0	0	15
				82	70	12	Forecast	4	4	8	8	8	8	2	2	2	2	2
	PM - Jenny Worthington					Actual	0	0	0	0	0	0						
B1c	BECAD Pathway - Diabetes	Recurring	A	482		482	Planned	0	0	0	0	0	0	0	0	0	0	0
				136	0	136	Forecast	29	29	29	29	29	10	10	10	10	10	10
	PM - Jenny Worthington					Actual	10	13	20	16	7	10						
B1d	BECAD Pathway - Respiratory	Recurring	A	219		219	Planned	0	0	0	0	0	0	0	0	0	0	0
				30	0	30	Forecast	0	0	0	0	0	0	0	10	10	10	10
	PM - Jenny Worthington					Actual	0	0	0	0	0	0						
B2	Wembley walk in centre	Recurring	G	525		525	Planned	0	0	0	0	0	0	0	0	0	0	0
	Co-dependancy with B10			168	0	168	Forecast	14	14	14	14	14	14	14	14	14	14	14
	PM - Anne Daley					Actual	14	14	14	14	14	14						
B3	ECP-Effect on A&E Attendances	Recurring	G	102		102	Planned	0	0	0	0	0	0	0	0	0	0	0
				125	0	125	Forecast	125	0	0	0	0	0	0	0	0	0	0
	PM - Gloria Jones					Actual	125	0	0	0	0	0						
B4	Clinical Procedures - Limited Clinical Value	Recurring	A	250		250	Planned	0	0	0	0	0	0	0	0	0	0	0
				660	0	660	Forecast	0	0	165	0	0	165	0	0	330	0	0
	PM - Sim on Bowen					Actual	0	0	0	0	0	0						
B5	Prescribing	Recurring	A	1,969		1,969	Planned	0	0	0	0	0	0	0	0	0	0	0
				2,860	0	2,860	Forecast	164	164	164	164	164	164	263	263	263	263	264
	PM - Rashmi Rajyaguru					Actual	164	164	164	263	263	263						
B9	Referral Management Scheme	Recurring	A	2,250		2,250	Planned	0	0	0	0	0	0	0	0	0	0	0
				250	0	250	Forecast	50	50	50	50	50	50	30	30	30	30	30
	PM - Jenny Worthington					Actual	0	0	0	20	20	30						
B10	Urgent Care Centre - A&E front of House	Recurring	R	1,100		1,100	Planned	0	0	0	0	0	0	0	0	0	0	0
				560	0	560	Forecast	0	0	0	62	62	62	93	93	93	93	94
	PM - Anne Daley					Actual	0	0	0	0	0	0						
B13	Smoking/Obese Patients	Recurring	R	400		400	Planned	0	0	0	0	0	0	0	0	0	0	0
				375	0	375	Forecast	0	0	0	0	0	0	0	0	125	125	125
	PM - Sim on Bowen					Actual	0	0	0	0	0	0						

<b>B19</b>	Central Referral Management System	Recurring	<b>A</b>	120		120	Planned	10	10	10	10	10	10	10	10	10	10	10	10
Plan B - 07/08 only				90		90	Forecast	0	0	0	10	10	10	15	15	15	15	15	15
PM - Jo Ohlson							Actual	0	0	0	0	0	0						
<b>B20</b>	Admission Avoidance Scheme	Recurring	<b>A</b>	570		570	Planned	0	0	0	63	63	63	63	63	63	64	64	64
Plan B - 07/08 only				500		500	Forecast	0	0	0	63	63	63	0	0	125	125	125	125
PM - Debbie Breen							Actual	0	0	0	0	0	0						
<b>CLUSTER B TOTALS</b>				9,202	70	9,132	Planned	10	10	10	73	73	73	98	102	103	104	104	119
				5,915	70	5,845	Forecast	402	277	446	416	416	575	446	446	901	706	707	1,038
						1,655	Actual	313	191	203	313	308	327	0	0	0	0	0	0



### Exception Reporting:

The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

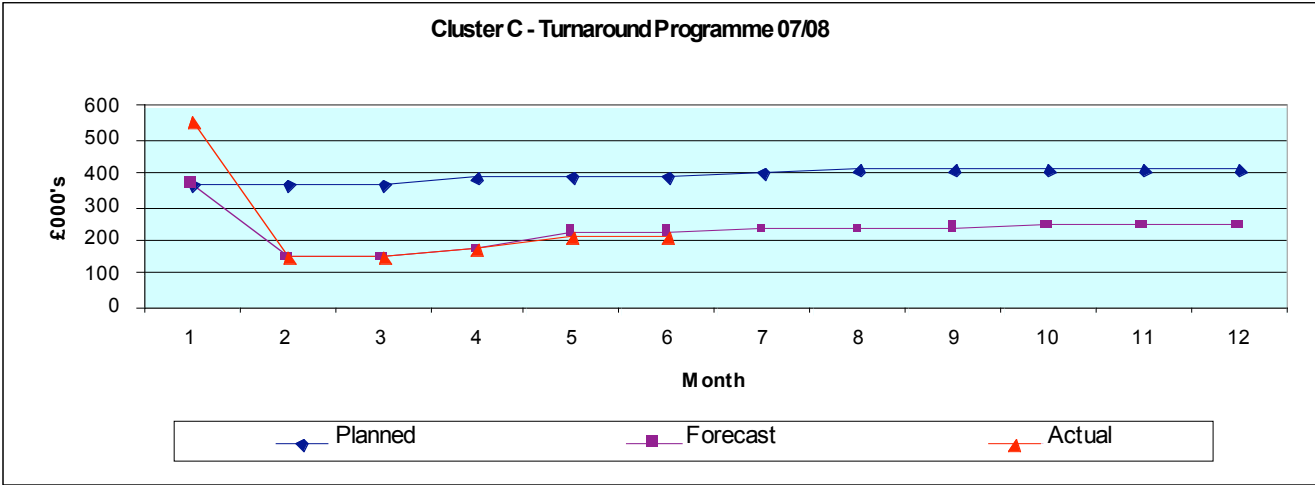
- **B1a, B1b, B1c, B1d** Integrated Care Pathways  
Savings reductions related to all of the existing care pathways is dependant on activity moving from secondary care to the PCT primary care clinics. Our reporting and monitoring of this shift has improved greatly over the past three months. However, activity levels are increased across most specialities when taking into account first and follow-up appointments. Therefore, savings here are significantly below those originally planned.
- **B6** Prescribing  
Prescribing has benefited from a re-pricing of generic drugs and is forecast to exceed the original savings total by £900K this year.
- **B9** Referral Management Scheme  
GP returns under the peer review system currently in operation have shown reductions in first referrals to the acute sector. These have yet to be evidenced by an overall reduction in elective activity and therefore total actual savings cannot be attributed at this time.

- **B10 A&E Front of House**  
The primary care front of house service started later than planned and is taking longer to achieve the activity volumes that were forecasted. Therefore, no saving has been achieved here to date.
  
- **B20 Admissions Avoidance**  
A dedicated team has considered a range of short term admission avoidance schemes, a number of which are being implemented in November and are forecast to deliver savings in the final quarter of 2007/08.

### 3.3 CLUSTER C – PROVIDER SERVICES

C - Provider Services			Board Champion - Bashir Arif															
POD Name	RAG	2007/2008			07/08 Phasing													
		Annual savings	Impl Costs	Net savings	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
C1 & C32 Integrated Community Nursing Pathway	Recurring	G	500		500	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			405	0	405	Forecast	33	33	33	34	34	34	34	34	34	34	34	34
PM - Bashir Arif						Actual	33	33	33	34	34	34						
C5 OOH - review of service currently in place	Recurring	G	90	70	20	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			90	20	70	Forecast	7	6	6	6	6	6	6	6	6	5	5	5
PM - George Bandasoa						Actual	7	6	6	6	6	6						
C6 Children's services - Phase 1	Recurring	G	98	200	(103)	Planned	0	0	0	0	0	0	0	0	0	0	0	0
Linked to C21			100	0	100	Forecast	0	0	0	11	11	11	11	11	11	11	11	12
PM - Ingrid Marriott						Actual	0	0	0	11	11	11						
C7 & 8 Temporary ward closure - Willesden Hospital	Recurring	G	548		548	Planned	0	0	0	0	0	0	0	0	0	0	0	0
COMPLETED			800	0	800	Forecast	66	66	66	66	66	66	66	66	66	66	66	66
PM - Ingrid Clarke						Actual	66	66	66	66	66	66						
C13 Continence services	Recurring	G	118		118	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			50	43	7	Forecast	7	0	0	0	0	0	0	0	0	0	0	0
PM - Rod Goodyer						Actual	7	0	0	0	0	0						
C19 Dietetics Review	Recurring	G	21		21	Planned	1	1	1	2	2	2	2	2	2	2	2	2
			57	0	57	Forecast	57	0	0	0	0	0	0	0	0	0	0	0
PM - Rod Goodyer						Actual	57	0	0	0	0	0						
C20 Podiatry	Recurring	G	95	40	55	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			95	40	55	Forecast	55	0	0	0	0	0	0	0	0	0	0	0
PM - Rod Goodyer						Actual	55	0	0	0	0	0						
C21 Review of Children Services - Phase 2	Recurring	A	371		371	Planned	0	0	0	0	0	0	0	0	0	0	0	0
Linked to C6			368	(181)	187	Forecast	15	15	15	15	15	16	16	16	16	16	16	16
PM - Ingrid Marriott						Actual	15	15	15	15	15	16						
C22 CCT and Speech Language Therapy	Recurring	G	65		65	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			99	0	99	Forecast	5	5	5	5	11	11	11	11	11	11	11	11
PM - Ingrid Clarke						Actual	5	5	5	5	5	8						
C23 Musculoskeletal review	Recurring	G	117		117	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			47	0	47	Forecast	3	4	4	4	4	4	4	4	4	4	4	4
PM - Margaret McLennan						Actual	3	4	4	4	4	4						
C24 & C27 School Nursing	Recurring	A	765		765	Planned	0	0	0	0	0	0	0	0	0	0	0	0
			158	0	158	Forecast	0	0	0	0	19	19	20	20	20	20	20	20
PM - Bashir Arif						Actual	0	0	0	0	19	19						

C28a	Community Team for people with LD	Recurring	G	391	130	261	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				240	0	240	Forecast	20	20	20	20	20	20	20	20	20	20	20	20
<b>PM - Lynda Greenhill</b>							Actual	20	20	20	20	20							
C28b	Neasdon Resource Centre	Recurring	G	327		327	Planned	27	0	0	0	0	0	0	0	0	0	0	27
				27	0	27	Forecast	0	0	0	0	0	0	0	0	0	0	9	9
<b>PM - Kathy Claydon</b>							Actual	0	0	0	0	0							
C31	Smoking Cessation	Recurring	A	73		73	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				35	0	35	Forecast	0	0	0	3	4	4	4	4	4	4	4	4
<b>PM - Rod Goodyer</b>							Actual	0	0	0	3	4	4						
C34	Community Matrons	Recurring	R	167		167	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				112	0	112	Forecast	0	0	0	0	14	14	18	18	19	19	19	19
<b>PM - George Bandesoah</b>							Actual	0	0	0	0	0							
C36	Child Health Medical Review	Recurring	A	100		100	Planned	0	0	0	0	0	0	0	0	0	0	0	0
				125	0	125	Forecast	0	0	0	0	15	15	15	16	16	16	16	16
<b>PM - Ingrid Marriott</b>							Actual	0	0	0	0	15	15						
C37	Re-focus Brent Rehab Service	Recurring	G	40		40	Planned	0	0	0	4	4	4	4	4	5	5	5	5
	Plan B - 07/08 only			40		40	Forecast	0	0	0	4	4	4	4	4	5	5	5	5
<b>PM - Ingrid Clarke</b>							Actual	0	0	0	4	4	4						
C40	Reduce CHD Nurse Post	Recurring	G	37		37	Planned	3	3	3	3	3	3	3	3	3	3	3	4
	Plan B - 07/08 only			37		37	Forecast	37	0	0	0	0	0	0	0	0	0	0	0
<b>PM - Margaret McLennan</b>							Actual	37	0	0	0	0	0						
C41	Review LD Nursing Mix	Recurring	G	30		30	Planned	2	2	2	2	2	2	3	3	3	3	3	3
	Plan B - 07/08 only			30		30	Forecast	2	2	2	2	2	2	3	3	3	3	3	3
<b>PM - Lynda Greenhill</b>							Actual	2	2	2	2	2	2						
C43	Productivity Mgt for Clinical Staff	Recurring	G	50		50	Planned	0	0	0	5	5	5	5	6	6	6	6	6
	Plan B - 07/08 only			46		46	Forecast	46	0	0	0	0	0	0	0	0	0	0	0
<b>PM - Bashir Arif</b>							Actual	46	0	0	0	0	0						
C44	Restructure Site Support Teams	Recurring	R	50		50	Planned	0	0	0	5	5	5	5	6	6	6	6	6
	Plan B - 07/08 only			50	50	0	Forecast	0	0	0	0	0	0	0	0	0	0	0	0
<b>PM - Bashir Arif</b>							Actual	0	0	0	0	0	0						
C45	Review Smoking Cessation	Recurring	G	204		204	Planned	17	17	17	17	17	17	17	17	17	17	17	17
	Plan B - 07/08 only			200		200	Forecast	16	0	0	0	0	0	0	0	0	0	0	0
<b>PM - Rod Goodyer</b>							Actual	200	0	0	0	0	0						
<b>CLUSTER C TOTALS</b>				5,166	440	4,726	Planned	50	23	23	41	46	47	61	63	65	66	66	94
				3,211	(28)	2,877	Forecast	369	151	151	170	225	226	232	233	235	243	243	244
						1,439	Actual	553	151	151	170	205	209	0	0	0	0	0	0



**Exception Reporting:**

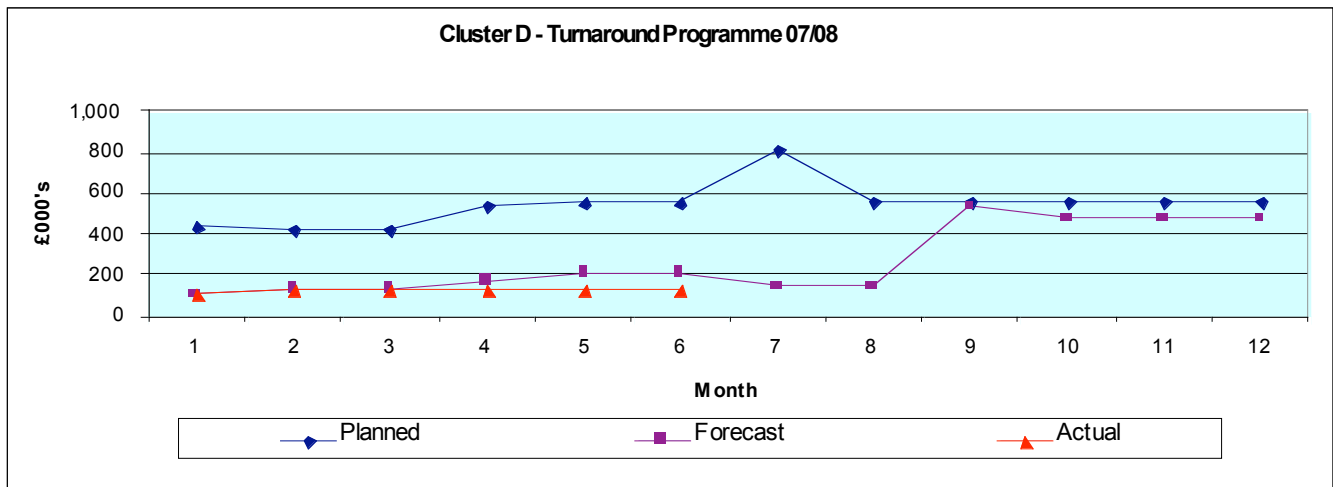
The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- **C28b** Neasden Resource Centre  
 Extended consultation with carers and staff, together with delays in identifying a suitable alternative base has meant that the new service model is now being implemented and the new base will be in use from early December.

### 3.4 CLUSTER D – INTERNAL PCT

D - Internal PCT			Board Champion - Patricia Atkinson															
			2007/2008			07/08 Phasing												
POD Name	RAG	Annual savings £'000	Impl Costs £'000	Net savings £'000		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
						£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
D1i Non pay spend	Recuring	A	68		68	Planned	6	6	6	6	6	6	6	6	6	6	6	
			68	0	68	Forecast	6	6	6	6	6	6	6	6	6	6	6	
PM - Tom Theron						Actual	6	6	6	6	6							
D1ii Non pay spend	Non-recuring	A	15		15	Planned	1	1	1	1	1	1	1	1	1	1	1	
			15	0	15	Forecast	1	1	1	1	1	1	1	1	1	1	1	
PM - Tom Theron						Actual	1	1	1	1	1							
D2 Management costs	Recuring	G	527		527	Planned	44	44	44	44	44	44	44	44	44	44	44	
COMPLETED			527	0	527	Forecast	44	44	44	44	44	44	44	44	44	44	44	
						Actual	44	44	44	44	44							
D5ai ESTATES 1 - Campbell House and 5 clinics	Recuring	G	300		300	Planned	25	25	25	25	25	25	25	25	25	25	25	
			106	0	106	Forecast	8	8	9	9	25	25	9	9	9	9	9	
PM - Neil O'Farrell						Actual	8	8	9	9	9							
D5b ESTATES 2 - Neasdon (& originally Stag Lane)	Recuring	G	721		721	Planned	60	60	60	60	60	60	60	60	60	60	60	
			111	0	111	Forecast	0	0	0	0	0	0	0	0	37	37	37	
PM - Neil O'Farrell						Actual	0	0	0	0	0							
D5c ESTATES 3 - Kingsbury Transfer	Recuring	G	570		570	Planned	48	48	48	48	48	48	48	48	48	48	48	
			570	(25)	545	Forecast	23	48	48	48	48	48	48	48	48	48	48	
PM - Neil O'Farrell						Actual	23	48	48	48	48							
D8 Reduce advertising	Recuring	G	170		170	Planned	14	14	14	14	14	14	14	14	14	14	14	
COMPLETED			42	0	42	Forecast	14	14	14	14	14	0	0	0	0	0	0	
PM - Jane Busby						Actual	14	14	14	0	0	0						
D17 Willerden FM Contract - reduction in cost	Recuring	A	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8	
			96	0	96	Forecast	0	0	0	0	16	16	16	16	8	8	8	
PM - Neil O'Farrell						Actual	0	0	0	0	16	16						
D18 Review of all tenants rent	Recuring	A	100		100	Planned	8	8	8	8	8	8	8	8	8	8	8	
			98	0	98	Forecast	0	0	0	0	0	0	0	0	32	33	33	
PM - Neil O'Farrell						Actual	0	0	0	0	0							
D22 K&C SLA reduced	Recuring	A	75		75	Planned	6	6	6	6	6	6	6	6	6	6	6	
			175	0	175	Forecast	14	14	14	14	14	15	15	15	15	15	15	
PM - Neil O'Farrell						Actual	14	14	14	14	14							
D23 Wembley Nursery	Recuring	G	39		39	Planned	3	3	3	3	3	3	3	3	3	3	3	
			(3)	0	(3)	Forecast	(3)	0	0	0	0	0	0	0	0	0	0	
PM - Karen Wise						Actual	(3)	0	0	0	0	0						

D24	Management costs	Recurring	R	1,828	1,828	Planned	152	152	152	152	152	152	152	152	152	152	152	152	
				1,022	0	1,022	Forecast	0	0	0	0	0	0	0	0	255	255	256	256
PM - Phil Church						Actual	0	0	0	0	0	0	0	0					
D27	Business Rates Reduction & Rebate	Recurring	G	50	50	Planned	0	0	0	0	0	0	8	8	8	8	9	9	
	Plan B - 07/08 only			50	50	Forecast	0	0	0	0	0	0	8	8	8	8	9	9	
PM - Neil O'Farrell						Actual	0	0	0	0	0	0							
D33	Shared Posts with other trusts	Recurring	A	80	80	Planned	0	0	0	0	10	10	10	10	10	10	10	10	
	Plan B - 07/08 only			30	30	Forecast	0	0	0	0	0	0	0	0	0	10	10	10	
PM - Phil Church						Actual	0	0	0	0	0	0							
Non-recurring Savings related to Building Sales/Refinancing																			
D5a ii	ESTATES 1 - Campbell House and 5 clinics	Non-recurring	A	0	0	Planned	0	0	0	0	0	0	0	0	0	0	0	0	
				140	0	140	Forecast	0	0	0	0	0	0	0	0	140	0	0	0
PM - Neil O'Farrell						Actual	0	0	0	0	0	0							
CLUSTER D TOTALS				6,603	0	6,603	Planned	435	430	430	547	557	557	815	565	565	565	566	566
				3,047	(25)	3,022	Forecast	107	135	136	178	210	211	147	147	534	473	476	476
						776	Actual	107	135	136	122	138	138	0	0	0	0	0	0



### Exception Reporting:

The forecasted savings for the following schemes represent the major variances from the original plan and require further explanation:

- D24 Management Costs**  
 The implementation of the restructuring agreed in July is still ongoing and the need for additional staff consultation in several directorates has added to the delay. The costs of delivering the headcount reductions are not included here and are the subject of separate discussion with the Strategic Health Authority.

#### 4. RISKS 2007/08

The main risks to delivery of the 2007/08 Turnaround Programme are:

- Legal or clinical challenge to the outcome of the Continuing Care Assessments
- Delivery of Acute Commissioning savings and the management of our Service Level Agreements with our Acute Trusts.
- Lack of engagement in Demand Management and Admission Avoidance from the GP Community
- Higher than anticipated redundancy costs during management restructuring and further slippage to the implementation of changes.
- Further slippage in the implementation of A&E Front of House at Central Middlesex Hospital
- Finding the resource to deliver large number of work streams
- Maintaining staff focus on Turnaround during major organisational change
- Inability to respond quickly enough to unforeseen shortfalls in plan deliver

#### 5. RECENTLY REMOVED SAVINGS SCHEMES

<b>CLUSTER A</b>	
A34	Coding Audit
A69	Unbundling of the Rehab Tariff
A71	ISTC usage for some elective procedures
<b>CLUSTER B</b>	
B7	Waiting List Management
B11	ENT Integrated Pathway
B15	Gastroenterology Pathway
B16	Musculoskeletal Pathway
B17	Gynaecology Pathway
B18	Ophthalmology Pathway
<b>CLUSTER C</b>	
C33	FHS Services Review
C38	Care Coordination Service Review
C39	Review LTC medical skill mix
C42	Review outreach homeless team
<b>CLUSTER D</b>	
D12	Wembley Centre - Mothball part of site
D20	Rent out vacant space in Willesden
D25	Procurement
D28	Review parking charges
D29	Withdraw Wembley restaurant subsidy
D30	Review NHS tenants rent & charges
D31	Lease trust car parks for events