

Brent teaching Primary Care Trust

Turnaround Programme

Board Report

(as at End February 2007)

[Version 0.2]

1. INTRODUCTION

The Brent tPCT Board approved a Turnaround Plan consisting of 94 work streams (across 2 financial years) at its' meeting of 23rd November 2006. Subsequent review and re-forecasting have reduced the work streams to 81, of which 58 are being delivered in 2006/07.

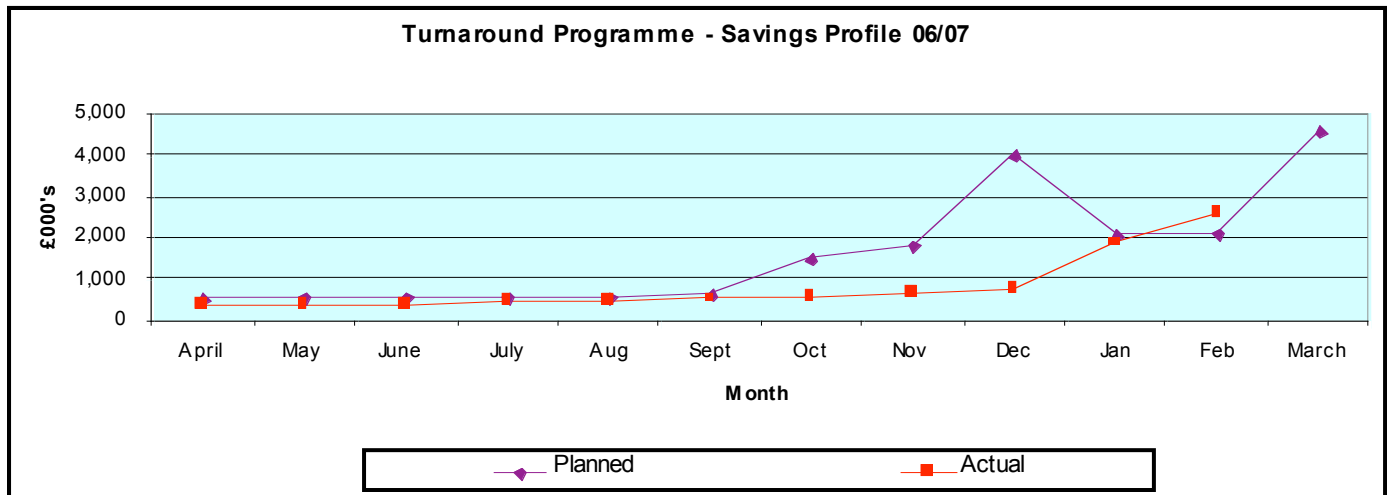
This report provides an update on the progress of the Brent tPCT Turnaround Programme at the end of February 2007. Details are provided of the planned and actual savings for each of the 58 work streams that are involved in the programme for 2006/07.

The report is made up of four main sections:

- Summary of the overall year to date position for the Turnaround Programme
- The detail of each work streams by Cluster Group and summary of the cluster position
- Summary of the current plan for 2007/08
- Plan B for 2007/08

2. SUMMARY 2006/07 YTD POSITION

CLUSTER	2006/2007			06/07 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	9,882	40	9,842	Planned	269	312	312	312	319	343	1,137	1,239	1,239	1,255	1,263	1,841
	YTD Total		5,443	Actual	200	199	200	301	308	321	381	393	413	1,185	1,542	0
B - Demand Management	4,443	18	4,425	Planned	222	222	222	222	222	222	276	462	563	596	596	596
	YTD Total		2,605	Actual	127	127	127	127	127	127	147	147	215	515	819	0
C - Provider Services	543	0	543	Planned	0	0	0	0	0	0	3	24	84	118	155	159
	YTD Total		342	Actual	0	0	0	0	2	2	2	60	71	62	143	0
D - Internal PCT	4,768	40	4,728	Planned	44	59	59	59	59	59	59	87	2,087	89	89	1,974
	YTD Total		835	Actual	66	66	66	66	66	66	66	94	94	94	94	0
Turnaround Programme TOTALS	19,636	98	19,538	Planned	536	594	594	594	601	624	1,475	1,812	3,973	2,058	2,103	4,570
	YTD Total		9,225	Actual	393	392	393	494	503	516	596	694	793	1,856	2,598	0



Summary:

The Turnaround Programme delivered £2.6million of savings in February. This means that the PCT has now achieved its first savings objective which was to deliver a minimum of £9.2m savings for 2006/07.

The current year to date total for savings in 2006/07 is £9.23million.

Initial reviews of the March savings forecast indicate that we should deliver approximately £2.5m of savings - taking the full year total to £11.7m

Although the current YTD actual figure of £9.2m is significantly below the original target, it is in fact much closer to the more recently forecasted figures which were agreed following a robust

review of the Turnaround Plan in December 06 and January 07. This exercise was undertaken to give a clear picture to the Turnaround and Executive Management teams of a realistic delivery plan for 2006/07.

The re-forecasted YTD figures (before the application of any risk ratings) from that review can be seen below:

Planned Year to date Savings (£000's)	15,070
Forecasted Year to Date Savings (£000's)	10,510
Actual Year to Date Savings (£000's)	9,225

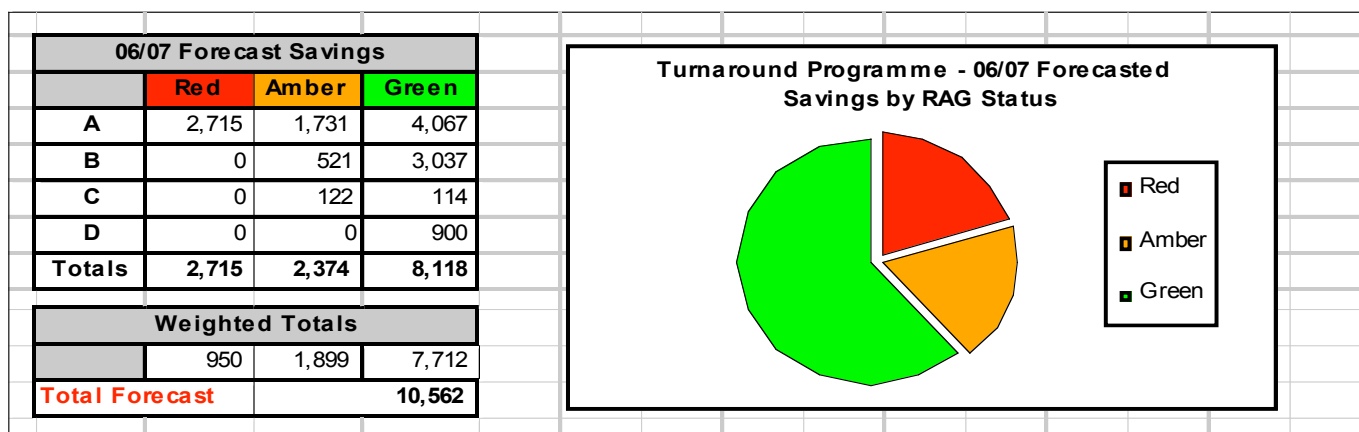
Risk Status:

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 breakdown of the Turnaround Plan for 2006/07 by RAG status is shown below – the weighted forecasted target for the full year is now £10.6million.



The only red rated saving in 2006/07 is related to Continuing Care Assessments resulting in transfer of cost to Brent Local Authority.

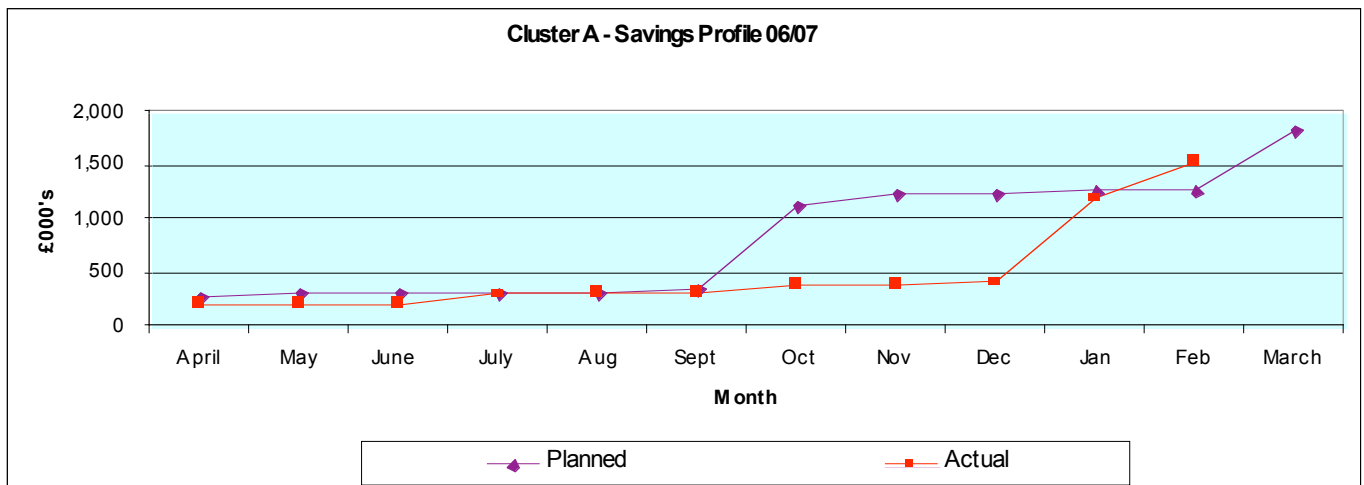
POD DETAIL BY CLUSTER

3.1 CLUSTER A – COMMISSIONING

A - COMMISSIONING		Board Sponsor - Anna Anderson			Cluster Programme Lead - Jill Shattock												
POD Name	2006/2007				06/07 Phasing												
	RAG	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	R	470		470	Planned	0	43	43	43	43	43	43	43	43	43	43
PM - Alison Partridge			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0
A2	Excess bed days	G	400		400	Planned	33	33	33	33	33	33	33	33	33	33	33
PM - Alison Partridge			YTD Total		363	Actual	33	33	33	33	33	33	33	33	33	33	33
A3	Homoeopathic SLA reduction	G	70		70	Planned	0	0	0	0	0	12	12	12	12	12	12
PM - Alison Partridge			YTD Total		48	Actual	0	0	0	0	0	0	12	12	12	12	12
A4	Lowering of enhanced floor	A	326		326	Planned	0	0	0	0	0	0	0	0	0	0	326
PM - Sena Shah			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0
A5i	Reduction in LDP expenditure	G	93		93	Planned	8	8	8	8	8	8	8	8	8	8	8
PM - Alison Partridge			YTD Total		88	Actual	8	8	8	8	8	8	8	8	8	8	8
A5ii	Reduction in LDP expenditure (NR)	G	110		110	Planned	9	9	9	9	9	9	9	9	9	10	10
PM - Alison Partridge			YTD Total		100	Actual	9	9	9	9	9	9	9	9	9	10	10
A6	Reduction in Out of Hours expenditure	G	28		28	Planned	0	0	0	0	4	4	4	4	4	4	4
PM - Sena Shah			YTD Total		24	Actual	0	0	0	0	4	4	4	4	4	4	4
A8	Tertiary referrals	A	798		798	Planned	67	67	67	67	67	67	67	67	67	67	67
PM - Alison Partridge			YTD Total		303	Actual	0	0	0	101	101	101	0	0	0	0	0
A10	Voluntary Sector	G	138		138	Planned	0	0	0	0	20	20	20	20	20	20	20
PM - Samih Kalakeche			YTD Total		110	Actual	0	0	0	0	10	20	20	20	20	20	20
A15	Brent Carers		19		19	Planned	0	0	0	0	0	0	0	0	6	6	6
PM - Samih Kalakeche			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0
A18	Learning Disabilities Spot 1	G	54		54	Planned	0	0	0	0	7	7	7	7	7	7	7
PM - Sarah Nyandoro			YTD Total		49	Actual	0	0	0	0	7	7	7	7	7	7	7
A19	Learning Disabilities Spot 2	G	130		130	Planned	0	0	0	0	0	22	22	22	22	22	22
PM - Sarah Nyandoro/Karen Ahmed			YTD Total		60	Actual	0	0	0	0	0	0	0	20	20	20	20
A20	Learning Disabilities Spot 3	G	75		75	Planned	0	0	0	0	0	13	13	13	13	13	13
PM - Karen Ahmed			YTD Total		65	Actual	0	0	0	0	0	13	13	13	13	13	13
A23	Review of Continuing Care Caseload	R	2,775	40	2,735	Planned	0	0	0	0	0	333	435	435	435	435	660
PM - Sally Leaver/Samih Kalakeche			YTD Total		1,017	Actual	0	0	0	0	0	0	0	0	0	1,017	0

A25	Procurement for Con Care Provision	A	662	662	Planned	0	0	0	0	0	0	110	110	110	110	110	110
PM - Sally Leaver		YTD Total		500	Actual	0	0	0	0	0	0	100	100	100	100	100	
A26i	Mental Health Core Services	G	605	605	Planned	50	50	50	50	50	50	50	50	50	50	50	50
PM - Sarah Nyandoro		YTD Total		550	Actual	50	50	50	50	50	50	50	50	50	50	50	50
A26ii	Mental Health Core Services (NR)	G	900	900	Planned	75	75	75	75	75	75	75	75	75	75	75	75
PM - Sarah Nyandoro		YTD Total		825	Actual	75	75	75	75	75	75	75	75	75	75	75	75
A27	Drug and Alcohol Treatment Centre (NR)	G	156	156	Planned	13	13	13	13	13	13	13	13	13	13	13	13
PM - Andy Brown		YTD Total		143	Actual	13	13	13	13	13	13	13	13	13	13	13	13
A28	Sexual Education Post (NR)	G	41	41	Planned	3	3	3	3	3	3	3	3	3	3	3	3
PM - Anjum Fareed		YTD Total		33	Actual	3	3	3	3	3	3	3	3	3	3	3	3
A29	Positive Women - HIV post (NR)	G	9	9	Planned	1	1	1	1	1	1	1	1	1	1	1	1
PM - Anjum Fareed		YTD Total		8	Actual	1	0	1	1	1	0	1	1	1	0	1	
A30	Harrow Beds	G	1,000	1,000	Planned	0	0	0	0	0	0	167	167	167	167	167	167
PM - Samih Kalakeche		YTD Total		889	Actual	0	0	0	0	0	0	0	0	0	778	111	
A33	Kingbury Day Centre	A	243	243	Planned	0	0	0	0	0	0	41	41	41	41	41	41
PM - Samih Kalakeche		YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
A34	Coding Audits	A		0	Planned	0	0	0	0	0	0	0	0	0	0	0	0
PM - Alison Partridge		YTD Total		(5)	Actual	0	0	0	0	0	0	0	0	0	0	(5)	0
A35	Cancelled Operations	A	219	219	Planned	0	0	0	0	0	0	37	37	37	37	37	37
PM - Alison Partridge		YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
A38	QOF Validation	A	30	30	Planned	3	3	3	3	3	3	3	3	3	3	3	3
PM - Sena Shah		YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
A41	West Hertfordshire Contractual Agreements	R	15	15	Planned	0	0	0	0	0	0	0	0	0	0	7	7
PM - Samih Kalakeche		YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
A42	Reforecasting of Marie Stopes (NR)	G	93	93	Planned	8	8	8	8	8	8	8	8	8	8	8	8
PM - Anjum Fareed		YTD Total		88	Actual	8	8	8	8	8	8	8	8	8	8	8	8
A43	Rationalisation of Mental Health Services	G	117	117	Planned	0	0	0	0	0	0	20	20	20	20	20	20
PM - Sarah Nyandoro		YTD Total		145	Actual	0	0	0	0	0	0	29	29	29	29	29	
A48	CNWL - DAT Funding reduction	G	50	50	Planned	0	0	0	0	0	0	8	8	8	8	8	8
PM - Andy Brown		YTD Total		40	Actual	0	0	0	0	0	0	8	8	8	8	8	8

A54	GP Private Income	R	25	25	Planned	0	0	0	0	0	0	0	0	0	0	0	0	25
PM - Sena Shah			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	
A62	High Cost Drugs / Tariff Exclusions	A	200	200	Planned	0	0	0	0	0	0	33	33	33	33	33	33	
PM - Alison Partridge			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	
A65	GP practise service intrepeters	G	31	31	Planned	0	0	0	0	0	0	0	0	0	10	10	10	
PM - Sena Shah			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	
CLUSTER A TOTALS			9,882	40	9,842	Planned	269	312	312	312	319	343	1,137	1,239	1,239	1,255	1,263	1,841
			YTD Total		5,443	Actual	200	199	200	301	308	321	381	393	413	1,185	1,542	0



Exception Reporting:

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

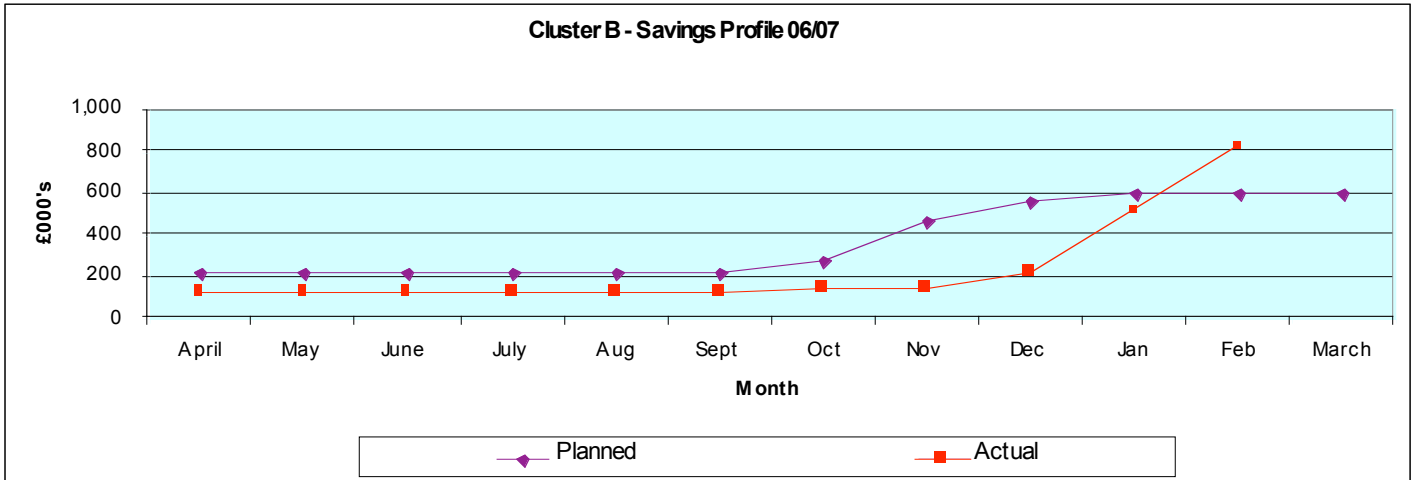
- A1 Follow-Up Rates:**
We have not yet achieved any savings against this scheme, although the full years forecast was for £470K. Negotiations are ongoing with NWLHT regarding the agreed ratios for follow-up rates for Brent patients as part of wider SLA discussions.
- A8 Consultant-to-Consultant (Tertiary) Referrals:**
Although some of the forecasted savings for this scheme have been counted based on Q2 activity, there are now some inconsistencies in the data received from the trust needed to validate these savings. We are currently working to address this and once resolved the actual reported saving will be reviewed
- A15 Brent Carers**
This work stream was sent back for further review at the November tPCT Board. Subsequently an agreement was reached with Brent Carers to continue with their existing financial support for 2006/07 and a new reduced grant has been agreed for 2007/08

- **A23 Continuing Care Reviews**
All patient reviews relating to this saving scheme will be completed by the end of March. Legal advice confirms that the process which is being followed and the basis on which invoices are being raised against the Brent Local Authority are sound.

- **A33 Kingsbury Day Centre (Kingsbury Hospital)**
There has been a delay in the transfer of Kingsbury Day Centre to CNWL centring on the contract for property transfer. This has now been resolved, but too late for inclusion in 2006/07

CLUSTER B – DEMAND MANAGEMENT

B - Demand Management		Board Sponsor - Judith Stanton/Amanda Craig				Cluster Programme Lead - June Farquharson												
POD Name		2006/2007				06/07 Phasing												
		RAG	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
B1a	BECAD Pathway - CHD/Cardiology	A	68		68	Planned	0	0	0	0	0	0	11	11	11	11	11	11
PM - Maggie McLennan/Leena Sevak			YTD Total		55	Actual	0	0	0	0	0	0	11	11	11	11	11	
B1b	BECAD Pathway - Dermatology	A	63	18	45	Planned	0	0	0	0	0	0	0	0	15	15	15	15
PM - Silvia Sadeghian/Leena Sevak			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
B1c	BECAD Pathway - Diabetes	G	272		272	Planned	0	0	0	0	0	0	0	68	68	68	68	68
PM - Maggie McLennan/Leena Sevak			YTD Total		204	Actual	0	0	0	0	0	0	0	68	68	68		
B1d	BECAD Pathway - Respiratory	A	55		55	Planned	0	0	0	0	0	0	0	0	18	18	18	18
PM - Maggie McLennan/Leena Sevak			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
B2	Wembley walk in centre	A	33		33	Planned	0	0	0	0	0	0	7	7	7	7	7	7
PM - Anne Daley			YTD Total		13	Actual	0	0	0	0	0	0	0	0	0	0	13	
B3	ECP-Effect on A&E Attendances	G	51		51	Planned	0	0	0	0	0	9	9	9	9	9	9	9
PM - June Farquharson			YTD Total		39	Actual	0	0	0	0	0	9	9	9	9	3		
B4	Clinical Procedures - Limited Clinical Value	A	150		150	Planned	0	0	0	0	0	0	30	30	30	30	30	30
PM - Simon Bowen			YTD Total		522	Actual	0	0	0	0	0	0	0	0	0	522		
B5	Prescribing	G	2,169		2,169	Planned	181	181	181	181	181	181	181	181	181	181	181	181
PM - Rashmi Rajyaguru/Hasmita Patel			YTD Total		1,422	Actual	127	127	127	127	127	127	127	127	127	152		
B7	Waiting List Management	G	500		500	Planned	42	42	42	42	42	42	42	42	42	42	42	42
PM - Simon Bowen			YTD Total		250	Actual	0	0	0	0	0	0	0	0	250	0		
B9	Referral Management Scheme	A	750		750	Planned	0	0	0	0	0	0	150	150	150	150	150	150
PM - Greta Bowditch			YTD Total		100	Actual	0	0	0	0	0	0	0	0	50	50		
B10	Urgent Care Centre - A&E front of House	R	100		100	Planned	0	0	0	0	0	0	0	25	25	25	25	25
PM - Anne Daley			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
B11	ENT Integrated Pathway	G	32		32	Planned	0	0	0	0	0	0	0	8	8	8	8	8
PM - Maggie McLennan/Leena Sevak			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
B13	Smoking/Obese Patients	A	200		200	Planned	0	0	0	0	0	33	33	33	33	33	33	33
PM - Alison Partridge			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0
CLUSTER B TOTALS			4,443	18	4,425	Planned	222	222	222	222	222	276	462	563	596	596	596	596
			YTD Total		2,605	Actual	127	127	127	127	127	147	147	215	515	819	0	0



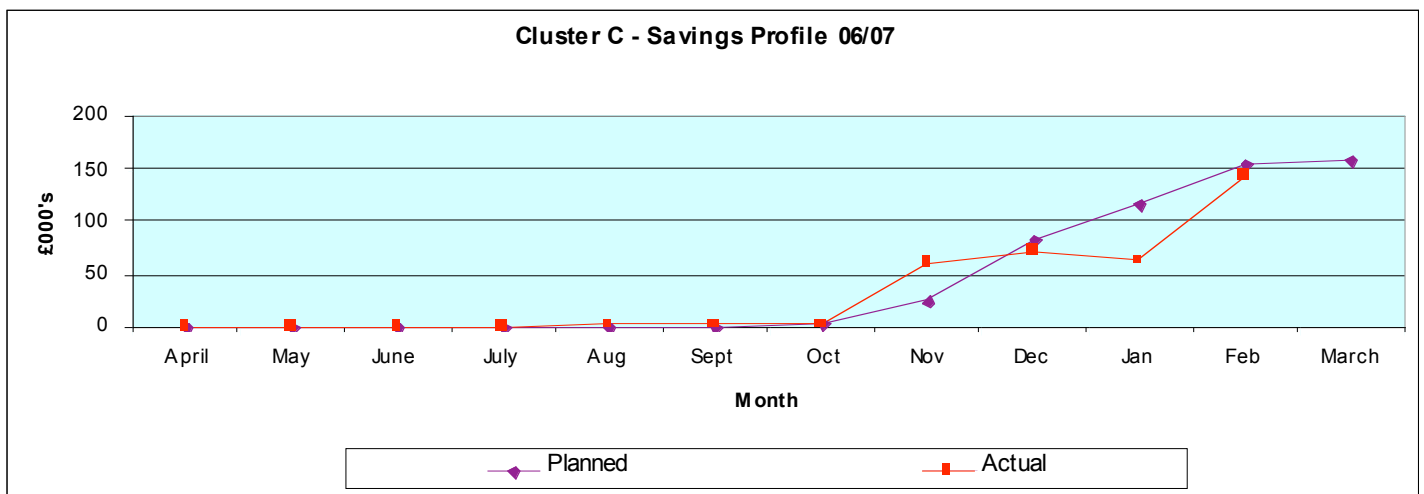
Exception Reporting:

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

- **B1b Dermatology Pathway:**
There were some difficulties with securing the consultant support to implement the pathway within the agreed milestones. The service launched in February 07.
- **B1d Respiratory Pathway:**
The take-up of this service has been slower than planned and is yet to deliver the anticipated savings
- **B2 Wembley NHS Walk-in-Centre:**
Further work on consultation around closure of the WIC has been deferred while the PCT establishes a robust Primary Care Service in A&E at Central Middlesex Hospital, which in turn will remove a significant risk should consultation on this closure proceed.
- **B7 Waiting List Management:**
Our major acute partners continue to treat more patients that we have budgeted and planned for.
- **B9 Referral Management Scheme:**
Because of the long delay between capture of GP data on referrals and confirmation of reduced activity within our acute partners it is not possible to validate these savings at this time.
- **B10 A&E Front of House:**
Work is ongoing on the development of this model, but given the requirement for extensive consultation with NWLHT the critical milestones have slipped.

3.3 CLUSTER C – PROVIDER SERVICES

C - Provider Services		Board Sponsor - Bashir Arif			Cluster Programme Lead - Jane Lindo													
POD Name		2006/2007			06/07 Phasing													
		RAG	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	G	86		86	Planned	0	0	0	0	0	0	3	9	12	12	23	27
PM - Angela Davies			YTD Total		23	Actual	0	0	0	0	0	0	0	0	0	0	23	
C7 & 8	Temporary ward closure - Willesden Hospital	G	228		228	Planned	0	0	0	0	0	0	0	0	57	57	57	57
PM - Ingrid Clarke			YTD Total		257	Actual	0	0	0	0	0	0	0	55	66	57	79	
C13	Continence services	G	60		60	Planned	0	0	0	0	0	0	12	12	12	12	12	
PM - Rod Goodyer			YTD Total		12	Actual	0	0	0	0	2	2	2	2	2	2	0	
C20	Podiatry	G	16		16	Planned	0	0	0	0	0	0	3	3	3	3	3	
PM - Rod Goodyer			YTD Total		12	Actual	0	0	0	0	0	0	3	3	3	3		
C21	Review of Children Services - Phase 2	A	52		52	Planned	0	0	0	0	0	0	0	0	0	0	26	26
PM - Ingrid Marriott			YTD Total		26	Actual	0	0	0	0	0	0	0	0	0	0	26	
C23	Musculoskeletal review	G	31		31	Planned	0	0	0	0	0	0	0	0	10	10	10	
PM - Libby Whelpton			YTD Total		12	Actual	0	0	0	0	0	0	0	0	0	0	12	
C28a	Learning Disability day services	G	48		48	Planned	0	0	0	0	0	0	0	0	16	16	16	
PM - Lynda Greenhill			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0		
C34	Community Matrons	R	22		22	Planned	0	0	0	0	0	0	0	0	7	7	7	
PM - Angela Davies			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0		
CLUSTER C TOTALS			543	0	543	Planned	0	0	0	0	0	0	3	24	84	118	155	159
			YTD Total		342	Actual	0	0	0	0	2	2	2	60	71	62	143	0



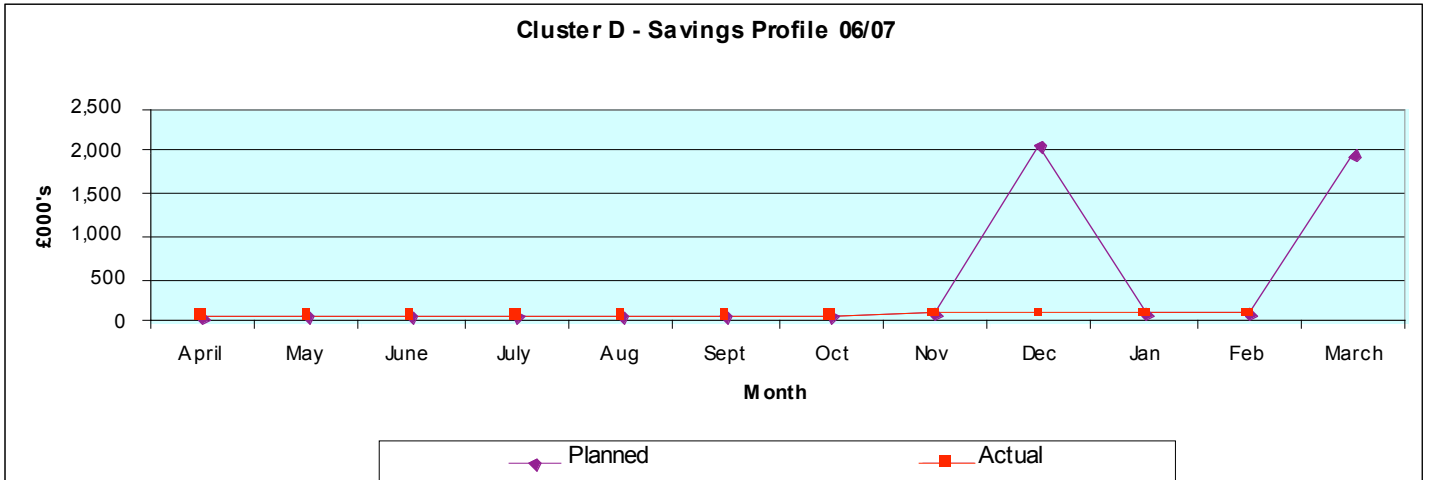
Exception Reporting:

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

- **C1&C32** Integrated Community Nursing:
The health visiting aspect of this savings scheme was not approved by the tPCT Board in November 2006 and has since been reviewed and alternative proposals put forward. Therefore the total savings potential are significantly reduced for 2006/07.
- **C28a** Learning Disability Day Services:
We have taken extensive soundings from partner and voluntary sector contacts which have resulted in a fundamental restructuring of this work stream.
- **C34** Community Matrons:
The tPCT needs to find a robust mechanism for recording benefits from the valuable work performed by our community matrons.

3.4 CLUSTER D – INTERNAL PCT

D - Internal PCT		Board Sponsor - Patricia Atkinson			Cluster Programme Lead - Catherine Afolabi															
POD Name		2006/2007			06/07 Phasing															
		RAG	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			
D1i	Non pay spend	G	34		34	Planned	0	0	0	0	0	0	0	0	7	7	7	7	7	
PM - Faye Bissember			YTD Total		28	Actual	0	0	0	0	0	0	0	0	7	7	7	7		
D1ii	Non pay spend (NR)	G	105		105	Planned	0	0	0	0	0	0	0	21	21	21	21	21	21	
PM - Faye Bissember			YTD Total		84	Actual	0	0	0	0	0	0	0	21	21	21	21			
D2	Management costs	G	527	0	527	Planned	44	44	44	44	44	44	44	44	44	44	44	44	44	
PM - Phil Church			YTD Total		484	Actual	44	44	44	44	44	44	44	44	44	44	44	44	44	
D5ai	ESTATES 1 - Campbell House and 5 clinics	G	25		25	Planned	0	0	0	0	0	0	0	0	0	0	0	0	0	25
PM - Neil O'Farrell			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0	0	
D8	Reduce advertising	G	170		170	Planned	0	15	15	15	15	15	15	15	15	15	15	15	15	
PM - Jane Busby			YTD Total		176	Actual	16	16	16	16	16	16	16	16	16	16	16	16	16	
D22	K&C SLA reduced	G	0		0	Planned	0	0	0	0	0	0	0	0	0	0	0	0	0	
PM - Neil O'Farrell			YTD Total		63	Actual	6	6	6	6	6	6	6	6	6	6	6	6	6	
D24	Management costs	R	7		7	Planned	0	0	0	0	0	0	0	0	0	0	2	2	2	
PM - Phil Church			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0	0	
Non-recurring Savings related to Building Sales/Refinancing																				
D4	Benefit of Willesden Hospital refinancing (NR)	G	2,000		2,000	Planned	0	0	0	0	0	0	0	0	2,000	0	0	0	0	
PM - Mike McGowan			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0	0	
D5aii	ESTATES 1 - Campbell House and 5 clinics (NR)	R	1,900	40	1,860	Planned	0	0	0	0	0	0	0	0	0	0	0	0	1,860	
PM - Neil O'Farrell			YTD Total		0	Actual	0	0	0	0	0	0	0	0	0	0	0	0	0	
CLUSTER D TOTALS			4,768	40	4,728	Planned	44	59	59	59	59	59	59	87	2,087	89	89	89	1,974	
			YTD Total		835	Actual	66	66	66	66	66	66	66	94	94	94	94	94	0	



Exception Reporting:

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

- **D4 Willesden Hospital Refinancing:**
Following advice from the Department of Health Private Financing Unit (PFU) it has not been possible to recognise profit from the PFI refinancing in 2006/07

- **D5a Sale of Estates:**
We await Department of Health approval on the allocation of a grant to cover the impairment related to the sale of five Trust properties. If approved, a non-recurring of approximately £1.2m will be generated in 2006/07.

4. SAVINGS PLAN 2007/08

Board Approved Planned Savings for 2007/08		Gross Saving £'000	Net Saving £'000
Cluster Name			
A	Commissioning	24,426	16,569
B	Demand Management	6,935	3,779
C	Provided Services	7,868	5,499
D	Internal PCT	5,823	5,220
Existing Plan Sub-Total		45,052	31,067

Current Forecast Savings for 2007/08		Gross Saving £'000	Net Saving £'000
Cluster Name			
A	Commissioning	15,631	9,537
B	Demand Management	6,745	5,233
C	Provided Services	3,309	2,803
D	Internal PCT	5,776	3,660
Existing Plan Sub-Total		31,461	21,233

The main risks to delivery of the 2007/08 savings plan are:

- Legal or clinical challenge to the Continuing Care Assessments
- Double counting of acute commissioning savings
- Lack of engagement in Demand Management and Admission Avoidance from the GP Community
- Failure to establish a comprehensive Referral Management System
- Higher than anticipated redundancy costs during management restructuring
- Failure to negotiate the de-commissioning of Harrow Beds
- Unforeseen prescribing costs
- Non-cooperation from NWLHT on the development of A&E Front of House
- Difficulties around the mothballing of the Wembley Centre for Health & Care
- Find the resource to deliver over 100 work streams

5. PLAN B

The Strategic Health Authority has still to confirm the level of savings required from Brent tPCT in 2007/08. Some outline work has been done on potential savings plans to supplement the agreed work streams outlined above. These could deliver up to an additional £4m in year.