



Planning

- Set out the organisation's vision, policy and strategy for cost improvement
- Develop five-year forecasts and ensure consistency with plans
- Involve a wide range of local health economy stakeholders early on
- Agree how CIPs will be managed within the organisation – Governance, Accountability, Escalation, Sanction and Reward
- Identify CIP targets for each Division
- Establish Programme Management Arrangement



Identification

- Identify and distinguish initiatives, programmes and projects
- Review of relative efficiency by benchmarking and SLR information
- Prepare Business Cases and review where necessary
- Review Individual plans and assess for cumulative impact
- Assess achievability and potential impact on quality
- Ensure consistency with overall strategy of Trust, Local health economy and Division



Delivery

- Draw up concise, effective and appropriate plans for material schemes
- Clear responsibility and accountability
- Peer challenge to drive performance
- Approved savings removed from budgets
- Following review, amend and remove schemes that don't deliver
- Focus on current and future longer-term CIPs
- Manage risks

Monitoring

- Regular reporting and monitoring
- Use high quality financial and non-financial indicators
- Run rate based reporting at Divisional level
- Monitoring and reporting at Divisional, Organisational and Board level is consistent and appropriate
- CIP performance accurately reflected in financial reports
- Corrective action and escalation is clear.



Evaluation

- Evaluation of overall CIP progress
- Consider sources of assurance – internal audit, benchmarking
- Use findings and apply to future CIPs