

Jane Hutt AC / AM
Y Gweinidog Cyllid a Busnes y Llywodraeth
Minister for Finance and Government Business



Llywodraeth Cymru
Welsh Government

Eich cyf/Your ref
Ein cyf/Our ref MA-P-1403-16

Jocelyn Davies AM
Chair, Finance Committee
National Assembly for Wales
Cardiff
CF99 1NA

15 March 2016

Dear Jocelyn,

In my letter of 8 March regarding the scrutiny of the Second Supplementary Budget of 2015-15, I promised to write to you with further details on Invest to Save.

The Committee asked for a collation of the information contained in the reports on the Invest to Save Fund to give an overall view on the operation of the scheme throughout this Assembly and its delivery. The attached report provides both a summary of the objectives and operation of the fund and provides a directory of Invest to Save projects.

I hope the Committee finds this report helpful.

Yours sincerely,

A handwritten signature in black ink that reads "Jane".

Jane Hutt AC / AM
Y Gweinidog Cyllid a Busnes y Llywodraeth
Minister for Finance and Government Business

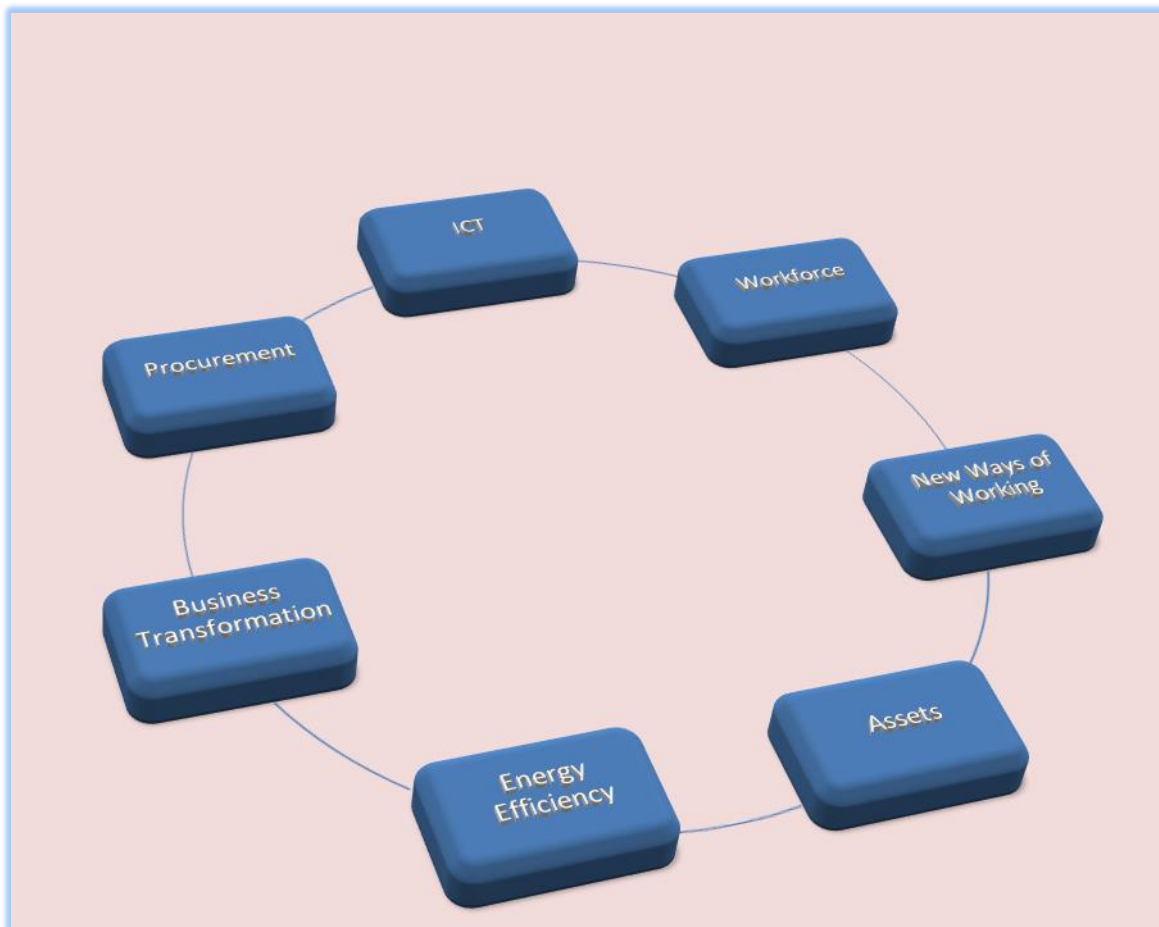


Llywodraeth Cymru
Welsh Government

www.cymru.gov.uk

Invest to Save

Finance Committee - Programme Summary



Index

Page

- | | |
|-----|---------------------------|
| 2. | Fund Objectives |
| 3. | Change Theory |
| 4. | Bidding Process |
| 5. | Monitoring and Evaluation |
| 6. | Historic Trends |
| 8. | Recent Developments |
| 10. | Directory of Projects |

1. Objectives of the Invest to Save Fund

1.1 The Invest to Save Fund was set up in the financial year 2009-10 to provide short to medium term financial support to public sector organisations across Wales. At this time (as is still the case) there was a clear need for organisations to have access to some form of up front funding which would allow them to implement organisational changes which would increase their efficiency.

1.2 Projects need to demonstrate that:

- They will deliver improved public services in line with the Welsh Government's public service efficiency and wider improvement agenda.
- They will transform the operational efficiency of public services and generate significant cash-releasing efficiency savings.
- They will encourage stronger collaboration across organisations and administrative boundaries where this leads to measurable benefits in public service delivery.
- The dissemination of lessons learnt and best practice arising from projects will take place.

1.3 Each individual scheme will have a series of dedicated outputs but the Fund itself also has a desired series of outputs:

- A series of projects which are not only new and innovative but spread best practice and support collaboration.
- Investments repaid in full so future investment capacity is protected. The Fund is unique in that the Welsh Government was only required to provide the resources for the Fund once. The nature of the Fund means it continuously re-cycles itself with repayments being used to fund future initiatives.
- At any one time the Fund should have a rolling programme of projects being implemented and completed. This programme should ideally have a varied mix of project types which are not only spreading good practice but also testing new approaches which, should they succeed, can be rolled out to other suitable locations.
- An effective learning environment to disseminate good practice. This is one of the challenges facing the Fund and an area which we are working on to address.

2. Theory of Change

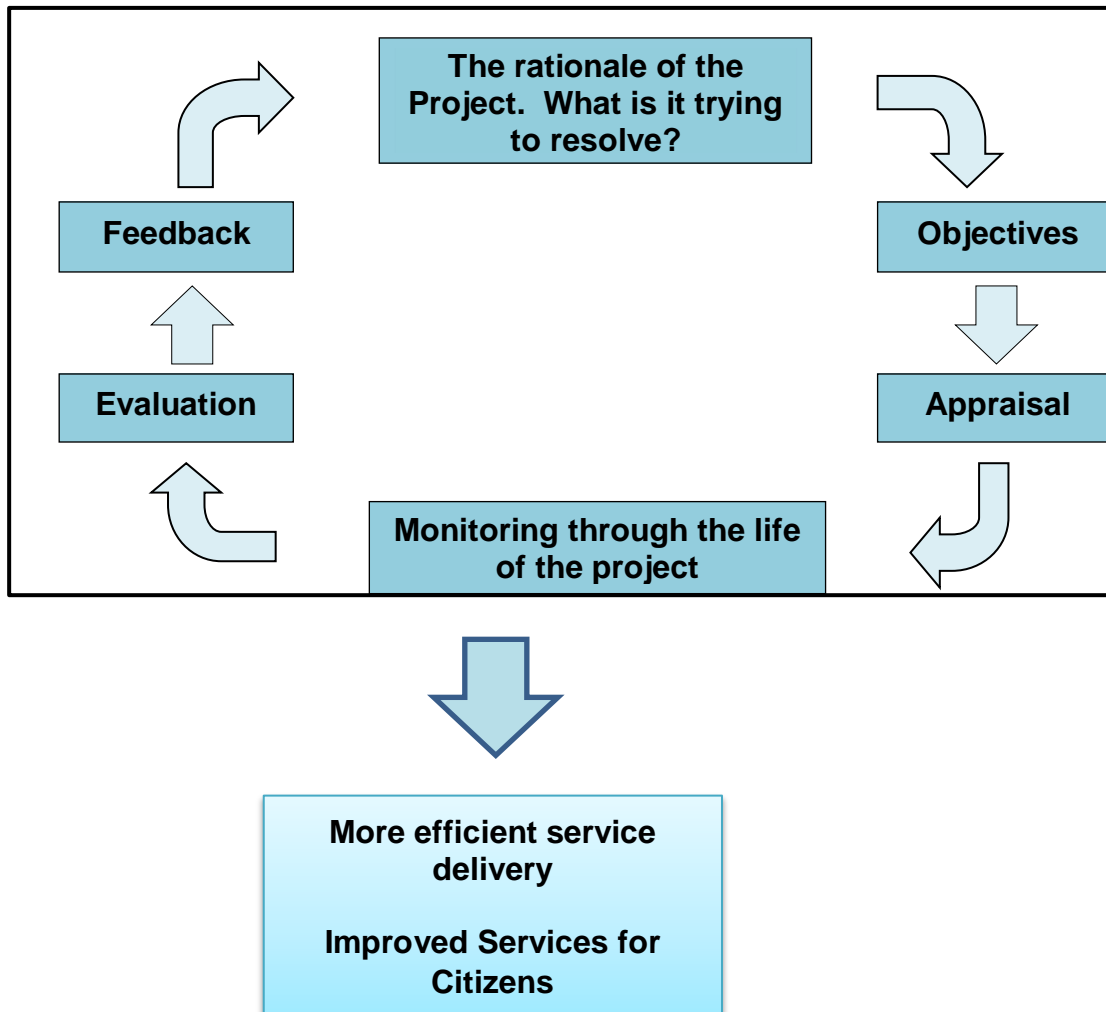
2.1 Most of the projects supported by the Invest to Save Fund involve some form of organisational change which can impact on the way in which services are delivered or internal processes work (which should ultimately be of benefit to service users). Early on in the change process an organisation needs to ask itself:

- What is the problem which they are trying to address?
- What is the most effective way to address the problem and achieve the desired outcome/s?

2.2 A focus on project outcomes is one of the critical success factors in any change programme and for Invest to Save projects this means:

- Cashable benefits which mean resources can be diverted to support other services. Every scheme should be able to generate savings over and above the level of investment provided and these benefits should continue for a number of years.
- Non cashable benefits which improve service delivery. There are various ways in which this can be achieved, for example collaboration between organisations, co-location, the re-direction of resources to front line services or through the digitalisation of records to make them more accessible.
- Quantitative benefits. Benefits which can be measured such as increased bed space or reduced levels of asset loss. Quantitative benefits are not just financial but can be measured with a degree of certainty.
- Non quantitative and strategic benefits such as increased staff morale and more seamless service delivery. These benefits can be harder to measure and although 'softer' in nature can deliver real improvements in the service received by citizens. Organisations can measure these benefits through such tools as staff surveys or monitoring sickness absence levels. However, other potential factors could be impacting on the results of such surveys so care needs to be taken when interpreting the results.

The I2S Cycle and the Net Impacts



3. The Bidding Process

3.1 Every bidding round for the Fund follows a formal process before projects are announced. This process involves:

- A formal launch by the Minister for Finance and Government Business. At the same time as the launch the latest Invest to Save Annual report is issued which contains a Ministerial Foreword opening the Round and an up to date Directory of Projects. This report is published on the Welsh Government Invest to Save web pages which also contain case studies, guidance notes and the formal Expression of Interest which is the application form for access to the Fund.
- Following the launch we have a window of approximately two to three months which allows organisations to develop their proposals. During this time the Invest to Save team promote the round with the various networks which exist

across the Welsh public sector and offer any guidance or assistance needed to develop bids.

- Once the date for the receipt of Expressions of Interest passes then an initial assessment of the bids is undertaken by Invest to Save officials. Once this is complete all applications are passed on the members of the Invest to Save Panel and each organisation is asked to attend a meeting with the panel to discuss their proposal.
- Once these discussions have concluded then Ministers are asked to decide which projects should receive support based on a recommendation from the panel.

4. Monitoring and Evaluation

4.1 All live projects are subject to quarterly monitoring arrangements. This monitoring aims to ensure that projects are broadly on track in terms of timescales and that the forecast benefits are still valid. The monitoring procedures are also useful in that they can:

- Be used to identify where problems are being encountered which can on some occasions allow Welsh Government officials the opportunity to make links with other organisations who have experience of similar projects.
- Provide valuable insights into implementation and give early indications of lessons learned.

4.2 The response rates for monitoring are exceptionally high and recent exercises have seen 100% of applicable projects submit the required documentation.

4.3 The Invest to Save team updates the Invest to Save Panel on the key aspects emerging from monitoring.

4.4 As soon as projects are complete no further monitoring will take place but either a final evaluation or case study will be completed. The case studies are published on the Welsh Government web pages and are designed to be easily accessible giving key project facts contained on one page.

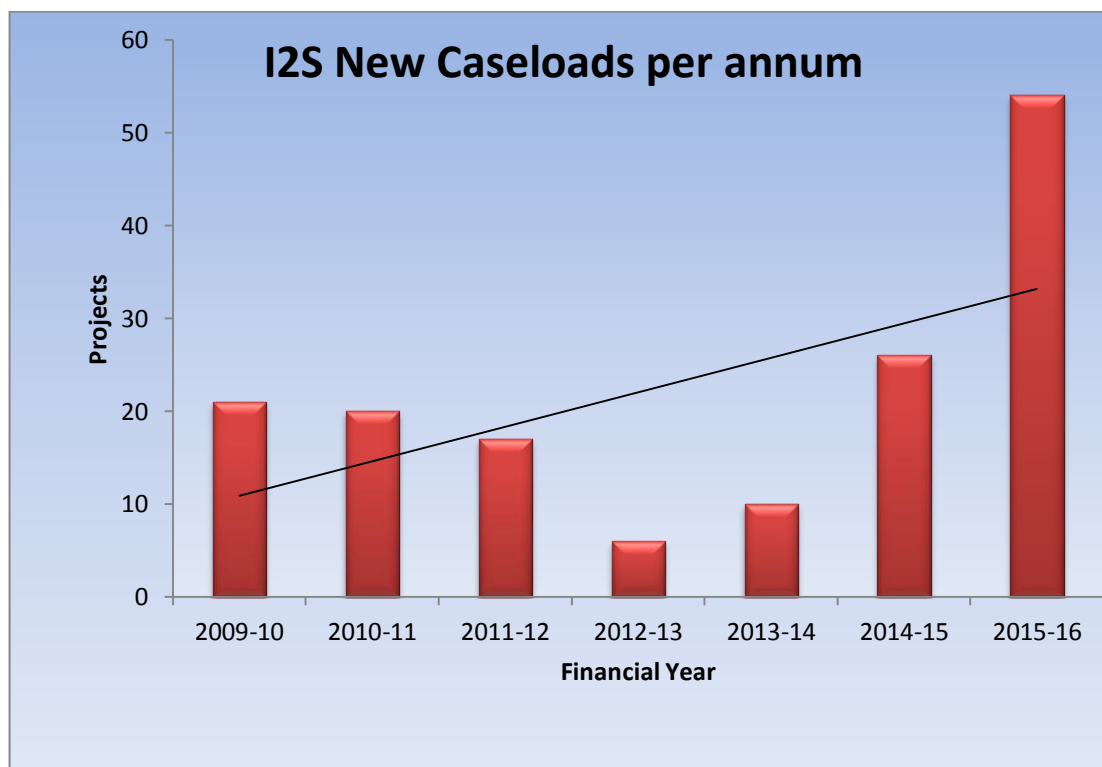
4.5 Evaluations and case studies are important sources of information for other organisations contemplating similar projects and therefore for the spread of good practice. Particularly valuable information comes from difficulties encountered in implementation.

5. Historic Data

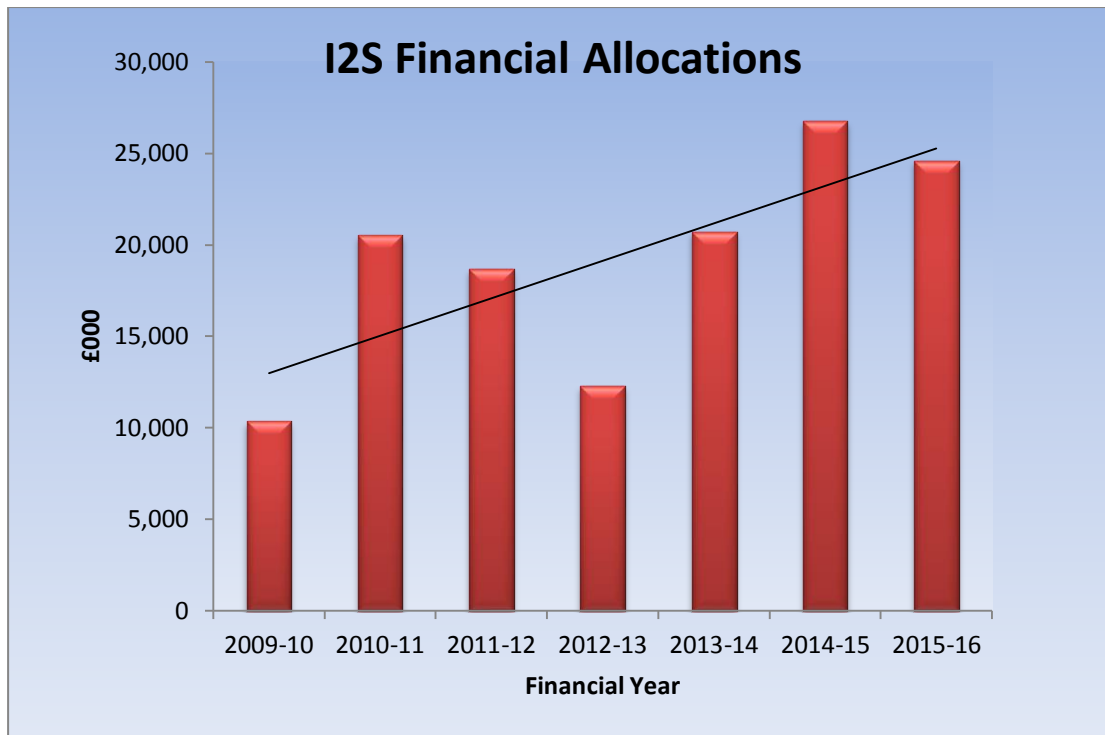
5.1 Since 2009-10 various Welsh public service sectors in the following areas have benefitted from the Invest to Save Fund:

Sector /Geographic Area	North Wales	Mid Wales	South Wales	West Wales	Welsh Gov't	All Wales	Total
Local Authority	10	5	13	4			32
Health Board	10	14	35	3	5	2	69
Sponsored Body		4	8	1			13
Welsh Government Scheme	1				7	9	17
Education Sector			9				9
Total	21	23	65	8	12	11	140

5.2 The number of projects receiving support each year since 2009-10 is shown in the following graph:



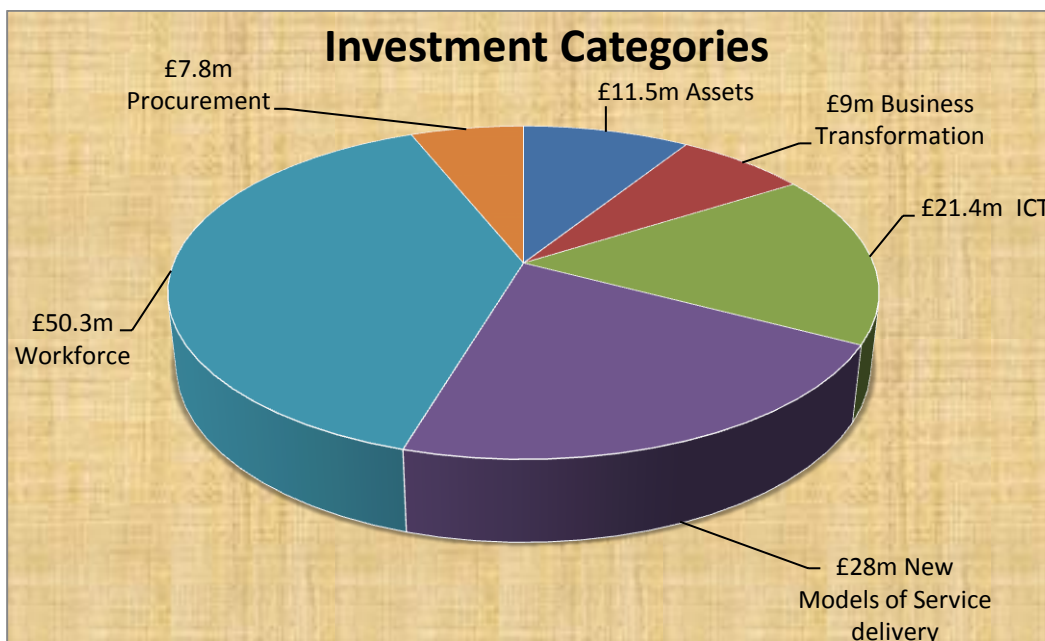
5.3 The financial allocations over the same period have a similar trend line.



5.4 The types of projects which the Invest to Save Fund supports can be classified into:

- ICT.
- Procurement.
- Workforce.
- New models of service delivery.
- Asset Management.
- Business Transformation.

5.5 Since 2009-19 the value of investments in each of these areas is illustrated in the graph below:



6. Recent Developments

Reviews of the Fund

6.1 Over the last few years the Fund has been subject to a number of reviews by:

- The Finance Committee of the National Assembly;
<http://www.assembly.wales/Laid%20Documents/CR-LD9277%20-%20Report%20of%20the%20Finance%20Committee%20on%20Invest-to-Save-26032013-244876/cr-ld9277-e-English.pdf>
- SQW - an independent research organisation supported by Knowledge Services;
<http://gov.wales/docs/caecd/research/2014/140501-evaluation-invest-to-save-en.pdf>
- Public Policy Institute Wales: <http://ppi.w.org.uk/files/2014/11/PPIW-Report-A-Shared-Responsibility-Maximising-Learning-from-the-Invest-to-Save-Fund.pdf>

6.2 The independent review carried out by SQW concluded that for every £1 invested then gross savings of £3 were generated. Each of the reports made valuable points which have been built into the current operation of the Fund and over the last 24 months we have implemented a number of improvements, including:

- Attracting bids from the Education sector. Over the past 12 months the Fund has invested £2.7 million in projects in Further and Higher education.
- Supporting projects below £200,000. This recognises that some pilot schemes will be smaller but in the long term could deliver significant benefits when rolled out further. We also realise that smaller organisations will by their very nature require smaller sums to implement worthwhile change.
- Obtaining specialist advice to assess bids where necessary. Energy Efficiency bids are automatically referred for technical assessment and every bid is subject to policy advice in addition to panel scrutiny.
- Developing links with the various networks which exist in the public sector across Wales. This helps to promote the Fund, attract bids and contributes towards advertising good practice;
- Producing case studies which are more accessible to potential bidders. Each case study consists of a one page summary of achievements, what went well and what implementation issues were encountered.
- Assisting with the spread of good practice by bringing organisations considering projects together with those who have already developed successful bids.

Each application demonstrates where the original idea came and whether or not it is based on policy requirements or through the identification of good practice in other organisations

6.3 The Public Policy Institute Wales review concentrated on how the Fund could be used to spread good practice. The report was published in November 2014 and was supported by a half day event which attracted officials from across the Welsh public sector. PPIW are conducting a follow-up to their review which could influence the

future direction and operation of the Fund, and how it nurtures good practice and innovation.

Green Growth Fund

- 6.4 The Minister for Natural resources recently launched the Welsh Government's Energy Efficiency Strategy, part of which is the creation of the Green Growth Fund. In support of this initiative, the Invest to Save Fund has issued almost £14 million of repayable grants to public sector energy efficiency projects over the last 12 months, to enable a reduction in carbon emissions of over 8,000 tonnes per annum. The repayments from Green Growth projects will be ring fenced for re-investment in energy efficiency schemes so replicating the successful model already adopted by the Fund.

Future Budgets

- 6.5 Over the last two to three years the Fund has operated with a budget in the region of £20 to £25 million (approximately £3 million of which is capital). Future budget levels depend on the repayment arrangements which are agreed with new projects and wider Ministerial decisions on public spending.



Live projects



Completed projects

Directory of Projects Assets

Outline	Benefit	Contact
Workplace Transformation: Blaenau Gwent County Borough Council		
<p>The Council will implement an agile working programme to consolidate its office accommodation within 6 key buildings. This will release 8 buildings for disposal or community asset transfer and facilitate improved co-location of services.</p> <p>Investment Value: £380,000</p>	<p>Forecast annual recurrent efficiency savings of £260k arising from reduced building and operational costs. Capital receipts arising from the sale of surplus assets. Wider associated business benefits arising from co-location of services.</p>	<p>Vanessa Waddon Tel: 01495 355523 E-mail: Vanessa.waddon@blaenaugwent.gov.uk</p>
Maximising land & property assets "Our Space" Project: Cardiff Council		
<p>Review of Cardiff Council's corporate assets to identify co-locating including sharing properties with other organisations.</p> <p>Investment Value: £252,000</p>	<p>Maximising benefits of land and property assets. Releasing efficiency savings; improving access to services and reducing carbon footprint. Forecast efficiency savings of 5-15% of property related spend amounting to £5-15 million.</p>	<p>Invest to Save Team Tel: 02920 825110 E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Improving Your Space: Bridgend County Borough Council		
<p>To rationalise accommodation and deliver benefits in public service delivery by implementation of the Council's office accommodation strategy.</p> <p>Investment Value: £1,408,000</p>	<p>Project has been implemented. Further information can be found at: Case study 3: http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team Tel: 02920 825110 E-mail: i2sinvestment@wales.gsi.gov.uk</p>
School Modernisation Programme: Powys County Council		
<p>To bring schools to a 'fit for purpose' standard. To reduce the number of surplus places to below 7.5%.</p>	<p>Project has been implemented. See Case Study 5 at: http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team Tel: 02920 825110 E-mail:</p>

Investment Value: £155,000		i2sinvestment@wales.gsi.gov.uk
Establishment of Natural Resources Wales		
<p>The bringing together of the Environment Agency Wales (EAW), the Countryside Council for Wales (CCfW) and Forestry Commission Wales (FCW) into one organisation. Efficiencies will be achieved through the sharing of resources and assets, primarily within back-office functions such as HR, finance and I.T.</p> <p>Investment Value: £3,025,000</p>	<p>Sustainable and effective management of Wales' natural resources to deliver a more streamline way of working that avoids unnecessary duplication. Estimated savings projected at £158 million over a ten year period – of which £128 million is cash releasing. The new body is now fully operational.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Carbon Emission and Energy Use Reduction: Wrexham County Borough Council		
<p>This project forms a key part of a wider work programme to reduce energy use and carbon emissions, optimise energy efficiency and use renewable energy where possible across Wrexham County Borough Council.</p> <p>Investment Value: £930,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 2: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Solar Photo Voltaic Power: National Botanic Garden of Wales		
<p>To reduce the National Botanic Garden of Wales' carbon footprint and operating costs, and to act as an exemplar to our visiting public supporting and prompting steps towards conservation actions and sustainable behaviours.</p> <p>Investment Value: £90,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 3: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Local Asset Backed Vehicle: Powys County Council		

<p>The project will establish a local asset backed vehicle (LABV) to help use the public sector estate as a means of driving development and investment. The process will initially be used to lever major regeneration of sites in Brecon town centre and outlying areas, starting by supporting the Museum/Library project.</p> <p>Investment Value: £400,000</p>	<p>The approach will maximise property efficiently by using building space better, reduce property running costs and backlog maintenance liabilities; and, maximise surplus values. The project is still underway as at the time of publication.</p>	<p>Natasha Morgan</p> <p>Tel: 01597 826136</p> <p>E-Mail: natasha.morgan@powys.gov.uk</p>
---	--	--

Estate Strategy and Space Utilisation Study: Cardiff and Vale University Health Board

<p>The development and production of a comprehensive estate strategy that delivers the estate infrastructure to support the UHB's 5-year operational plan.</p> <p>Investment Value: £41,250</p>	<p>Opportunities for collaboration through potential co-location of admin staff off-site. More effective use of UHB estate in order to deliver key services. More effective use of prime clinical space leading to financial savings. Delivery of more effective services.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
---	--	---

Collaborative Property Assets Management Initiative: Cardiff Council

<p>This project explores the potential for public service providers to collaborate in the use, management and development of the property estate in the Cardiff area. Specifically, it aims to develop innovative solutions for the co-location of services. Its ultimate objective is to release surplus assets. This will reduce operating costs and provide capital investment to refurbish and modernise the estate.</p> <p>Investment Value: £34,000</p>	<p>Benefits of this project include: Reduced operating costs; Fewer but better appointed public sector buildings; Scope for beneficial co-operation in service delivery; and Realisation of significant capital.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
---	--	---

Asset Management: Blaenau Gwent County Borough Council

<p>A collaborative asset management strategy for Blaenau Gwent to take forward the property implication arising from collaborative working.</p> <p>Investment Value: £82,200</p>	<p>Service delivery benefits; Reduction in assets; Efficiency savings through flexible accommodation; Regeneration benefits; Environmental benefits.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Collaboration and Modernisation of the County Farms Estate in Wales: Local Government, Powys County Council		
<p>The project led by Powys CC will allow the development of a more coordinated approach to the management of the Welsh County Farms Estate. This will open up opportunities for new entrants to the agriculture industry as well as investigating opportunities for greater inter Authority collaboration.</p> <p>Investment Value: £90,000</p>	<p>Benefits include; improved opportunities for young entrants to agriculture who would not otherwise have the chance to be farmers in their own right. Introduction of consistent management good practice with common procurement of essential goods and services. Implementation is still underway</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Property Asset Review: Vale of Glamorgan Council		
<p>The project is a mechanism for delivering efficiency through the rationalisation of space. This will be achieved through a strategic review of assets with the aim of identifying opportunities to; release surplus assets, co-locate services (multi use of assets), and collaborate with other public sector partners.</p> <p>Investment Value: £50,000</p>	<p>Benefits include the generation of capital receipts from the sale of surplus assets and the recurrent savings resulting from a reduction in property running costs. This project was approved under Round VIII so is at the early stages of implementation</p>	<p>Lorna Cross</p> <p>Tel: 01446 709307</p> <p>E-mail: lcross@valeofglamorgan.gov.uk</p>
LED Lighting: Cardiff and Vale University Health Board		
<p>The project will reduce energy consumption which will in turn result in reduced carbon emissions and cost savings.</p> <p>Investment Value: £250,000</p>	<p>In addition to cost savings, reduced energy consumption of circa 500 MWh and reduced carbon emissions of 250 tons per annum. These figures are estimates and will be refined. This project was approved under Round VIII so is in the early stages of implementation</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Development of Accommodation strategy: Aneurin Bevan University Health Board		

<p>The project aims to bring staff together into one location and transform the way the Health Board operates.</p> <p>Investment Value: £50,000</p>	<p>The benefits will include a reduction in costs due to less travel time and associated expense and also lower overheads. Benefits will also be felt through better developed organisational working. The project was approved under Round VIII in April 2014 so is in the early stages of implementation.</p>	<p>Jamie Marchant</p> <p>Tel: 01633 623444</p> <p>E-mail: Jamie.marchant@wales.nhs.uk</p>
LED Lighting: Aneurin Bevan University Health Board (ABUHB)		
<p>Several high usage areas have been identified within ABUHB which would benefit from replacement LED Lighting and associated automatic controls.</p> <p>Investment Value: £317,000</p>	<p>LED lighting is a proven technology and delivers a reduction in consumption, extended lamp life and a reduction in CO2 emissions.</p>	<p>Matthew Lane Energy and Carbon Manager</p> <p>Tel: 01633 436972</p> <p>Email: Matthew.lane2@wales.nhs.uk</p>
Upgrade of existing fluorescent lighting to LED specification: Betsi Cadwaladr University Health Board		
<p>The University Health Board aims to introduce a major lighting refurbishment scheme to replace existing and prospective fluorescent fittings with modern LED fittings of equivalent light output, improving the lighting quality benefiting both staff and patients</p> <p>Investment Value £450,000</p>	<p>The Health Boards carbon footprint will be reduced by 483 tonnes CO2 per annum which contributes to the national target reduction on year.</p>	<p>Tim Brimblecombe Carbon Manager</p> <p>Tel: 01745 445445</p> <p>Email: timothy.brimblecombe@wales.nhs.uk</p>
Carbon reduction at the National Museum of Wales: National Museum of Wales		
<p>Replacement of Gallery lighting in the Museums of Wales from traditional fittings to LED.</p> <p>Investment Value £325,000</p>	<p>Reduction in Carbon Emissions from 6.4 MWh to under 6.0MWh . Producing energy savings of circa £50k per annum</p>	<p>Mark Richards Director of Operations</p> <p>Tel: 02920 573107</p> <p>Email: Mark.Richards@museumwales.ac.uk</p>
LED Lighting Upgrades: Cardiff Metropolitan University		
<p>Project aims to reduce energy consumption, carbon emissions and energy costs in Cardiff</p>	<p>The university aims to reduce emissions by 3% year on year as stated within its Carbon Management Strategy.</p>	<p>Richard James Energy and Environmental Engineer</p>

Metropolitan University. Investment Value £150,000		Tel: 02920 416148 Email: rojames@cardiffmet.ac.uk
Voltage Optimisation: Powys Teaching Health Board		
The aim of the project is to lower the electricity consumption by optimising the voltage which regulates and optimises the supply to all 9 hospital sites throughout Powys Teaching Health Board Lowering carbon emissions and reducing maintenance costs. Investment Value £57,555	Energy Bills are projected to be reduced by £80k/annum and carbon emissions by 400 tonnes/annum	Steve Watkins Powys Teaching Health Board Tel: 01874 712696 Email: steve.watkins@wales.nhs.uk
Led Lighting / Street and Flood Light Upgrade : Powys Teaching Health Board		
Project aims to install LED Street lights and replace high Watt Flood lights at the 9 hospital sites throughout Powys Teaching Health Board. Investment Value £110,700	The project will not only reduce the Health Boards Energy Bill by £56k/year but will also reduce the carbon emissions by approximately 182 tonnes per annum significantly reducing the carbon footprint.	Steve Watkins Powys Teaching Health Board Tel: 01874 712696 Email: steve.watkins@wales.nhs.uk
LED Lighting – Street light and Leisure Centre : Isle of Anglesey County Council		
To achieve energy efficiency savings through the development of new and sustainable ways of working made possible by advances in technology and made essential by economic, environmental and social pressures. Investment Value £219,000	Minimise the use of fossil fuels and harmful carbon emissions at Anglesey Leisure Centres, Council offices and public street lighting Anticipated reduction of at least 34.74 tonnes of carbon emissions per annum	Gethin Morgan Business Planning and Performance Manager Tel: 01248 752111 Email: Gethin.morgan@anglesey.gov.uk
Street Lamp Conversion to Dimmable LED Lighting : Carmarthenshire County Council		
Implementation of further cost saving measures that will enhance operating efficiency and satisfy the financial challenges Investment Value	Anticipated reduction in energy consumption equating to approximately £237,000 per annum resulting in associated carbon emissions of approximately 1,000 tonnes per annum	Huw Morgan Network Service Manager Tel: 01267 224501 Email dhmorgan@carmarthenshire.gov

<p>£1,407,000</p>		<p>uk</p>
<p>Mid and West Fire & Rescue Service: Fire Station LED Lighting</p>		
<p>The project aims to replace all inefficient lighting at all 57 mainland Fire Stations within Mid and West Fire & Rescue Service with energy – efficient, high quality light output LED replacements</p> <p>Investment Value</p> <p>£165,000</p>	<p>Resulting in reduced electrical energy consumption, reduced service carbon emissions and a reduction in energy costs</p>	<p>Jessica Millard Sustainability & Environment Manager</p> <p>Tel: 01267 226867</p> <p>Email: j.millard@mawwfire.gov.uk</p>
<p>National Library for Wales: Photo Voltaic Panels</p>		
<p>The project aims to deliver a significant contribution towards the power usage of the Library through the installation of Photovoltaic panels.</p> <p>Investment Value</p> <p>£75,000</p>	<p>Installation of these panels will contribute to minimising the library’s carbon footprint</p>	<p>David Michael Director of Corporate Services</p> <p>Tel: 01970 632855/804</p> <p>Email: david.michael@llgc.org.uk</p>
<p>Installation of High efficiency boilers and speed fan drives: Cardiff University</p>		
<p>Replacement of existing old inefficient boiler plant serving in excess of 15,000 sq metres of academic space, with high efficiency condensing units complete with variable speed pumps to enable efficient pumping of the primary heating circuits. this project will replace existing roof top supply and extract fan motors with high efficiency variable speed drives</p> <p>Investment Value</p> <p>£176,000</p>	<p>Replacing the boilers and burners will improve energy efficiency from approximately 64% to 97% saving 1,012,000kWh (187 tonnes CO2e or £28,801)</p>	<p>D Biddlecombe Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p> <p>Email: BiddlecombeD@cardiff.ac.uk</p>
<p>Installation of 110k wp photovoltaic panels : Cardiff University</p>		
<p>The project aims to provide a highly visible commitment to carbon reduction and energy saved by installing photovoltaic panels to a university building.</p> <p>Investment Value</p>	<p>Aim is to reduce carbon emissions by 40 tonnes a year by generating green electricity</p>	<p>D Biddlecombe Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p>

<p>£99,000</p>		<p>Email: BiddlecombeD@cardiff.ac.uk</p>
<p>LED Installation – Sports and Field Hall: Cardiff University</p>		
<p>The project aims to reduce energy consumption in the sports facility through the replacement of old discharge and fluorescent light fittings with modern ultra efficient LED fittings.</p> <p>Investment Value</p> <p>£93,000</p>	<p>The lighting level within the space will also be improved. Allowing more sports activities to take place.</p> <p>The University Carbon Management plan aims to reduce carbon emissions by 20% by 2020, based on 2005 emissions per square metre</p>	<p>D Biddlecombe</p> <p>Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p> <p>Email: BiddlecombeD@cardiff.ac.uk</p>
<p>Upgrade of Chillers – Life sciences and JBIOSI: Cardiff University</p>		
<p>The project aims to reduce energy consumption in the chillers feeding prestigious laboratories, by replacing old design units with efficient units.</p> <p>Investment Value</p> <p>£487,000</p>	<p>Project aims to see an immediate reduction in energy consumption costs.</p> <p>Immediate reduction in carbon emissions equating to 345tCO₂e per annum</p>	<p>D Biddlecombe</p> <p>Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p> <p>Email: BiddlecombeD@cardiff.ac.uk</p>
<p>Upgrade of Chillers - Queens North rooms and Music Buildings : Cardiff University</p>		
<p>The project aims to reduce energy consumption in the chillers feeding prestigious research laboratories and instrumental storage facilities, by replacing old design units with modern highly efficient units.</p> <p>Investment Value</p> <p>£108,000</p>	<p>Project aims to see an immediate reduction in energy consumption costs.</p> <p>Immediate reduction in carbon emissions equating to 110tCO₂e per annum</p>	<p>D Biddlecombe</p> <p>Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p> <p>Email: BiddlecombeD@cardiff.ac.uk</p>
<p>Variable speed drives and metering : Cardiff University</p>		
<p>The project aims to reduce carbon emissions for variable speed drives around the main campus, using known technology. In addition additional metering will be installed to build baseline data for future energy saving projects. Finally to undertake a feasibility study of the Sterling engine micro chip, to prove its viability in small scale</p>	<p>Project aims to see an immediate reduction in energy consumption costs.</p> <p>Immediate reduction in carbon emissions equating to 20t CO₂e per annum</p>	<p>D Biddlecombe</p> <p>Director Estates and Campus Facilities</p> <p>Tel: 02920 874050</p> <p>Email: BiddlecombeD@cardiff.ac.uk</p>

installations		
Investment Value		
£71,000		
LED Trunk Road Lighting: Welsh Government		
The installation of LED Lighting at various Trunk Road sites across north and south Wales	Reduction in carbon emissions of 1,260 tonnes per annum.	Invest to Save Team Tel: 02920 825110 E-mail: i2sinvestment@wales.gsi.gov.uk
Investment Value		
£4,024,300		
Monmouthshire County Council		
The installation of LED street lighting	Reduction in carbon emissions of 205 tonnes per annum.	Gareth Sage Tel: 01633 850714 Email: GarethSage@monmouthshire.gov.uk
Investment Value		
£433,000		
Gwynedd Council		
The installation of LED street lighting.	Reduction in carbon emissions of 414 tonnes per annum.	William E. Jones Tel: (01286)679406 Email: williamejones@gwynedd.gov.uk
Investment Value		
£1,410,000		
Wrexham County Borough Council		
The installation of LED street lighting.	Reduction in carbon emissions of 406 tonnes.	Paul Rogers Tel: 01978 729673 Email: paul.rogers@wrexham.gov.uk
Investment Value		
£891,000		
Cardiff City Council		
Energy Efficiency measures across a number of council owned premises.	Reduction in carbon emissions of 1,240 tonnes.	Adam De Benedictis Tel: 02920 873157 Email: Adam.debenedictis@cardiff.gov.uk
Investment Value		
£2,126,000		

Business Transformation

Outline	Benefit	Contact
Fostering Spend to Save Strategy: Neath Port Talbot County Borough Council		
<p>To increase Neath Port Talbot's pool of internal foster carers.</p> <p>Investment Value: £388,000</p>	<p>Reduction in expenditure on more costly external placements. Forecast efficiency savings per placement of £27k per annum.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Paperless Powys: Powys County Council		
<p>Electronic data management across Powys CC.</p> <p>Investment Value: £375,000</p>	<p>Deliver savings in core processes and administration while realising improvements in performance, quality and compliance. Forecast efficiency savings of approx. £150k per annum.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Digital Dictation/Speech Recognition: Betsi Cadwaladr University Health Board		
<p>Implement Speech Recognition Tools and Techniques in the most cost effective manner.</p> <p>Investment Value: £519,000</p>	<p>Improved turnaround time to produce clinical correspondence. Cash efficiency savings in excess of £300k per annum from 2013-14.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
NHS Wales Shared Services Partnership: NHS Wales		
<p>Improving the economy and efficiency of support services.</p> <p>Investment Value: £250,000</p>	<p>Details of this scheme can be found at: Investing-to-Save 4: Case Study 1: http://wales.gov.uk/topics/improving-services/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Welsh Analytical Prescribing Support Unit (WAPSU) (in partnership with Welsh Medicine Partnership & Cardiff & Vale University Health Board)		
<p>To develop an NHS Welsh Analytical Prescribing Support Unit to undertake the analyses of prescribing data and to use the information to promote safe, clinically effective and cost-effective prescribing across Wales.</p>	<p>Details of this scheme can be found at: Investing-to-Save 3: Case Study 4: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

Investment Value: £352,000		
Business Transformation through the Implementation of Digital Dictation: Hywel Dda University Health Board		
<p>The implementation of digital dictation will replace the existing analogue solution with the objective being to modernise administrative processes around the production of clinical correspondence in the first instance.</p> <p>Investment Value: £246,000</p>	<p>The clinical team will be able to dictate from wherever they are and the dictation will be delivered immediately for typing. This will ensure a quicker turnaround of urgent clinical correspondence and ward round notes. The project will also allow for work to be better shared for a more balanced workload. Forecast recurrent annual net cash efficiency savings of £120,000.</p>	<p>Richard Smart</p> <p>Tel: 01970 635301</p> <p>E-mail: richard.smart@wales.nhs.uk</p>
Joint Control Centre: South Wales Fire and Rescue		
<p>Relocating Fire and Police control centre staff into the same location. This project embraces a wider a customer service centre approach where police and fire increase their interoperability which will result in the public of Mid and South Wales receiving an enhanced service delivery.</p> <p>Investment Value: £3,000,000</p>	<p>Estimated cash efficiency savings of £1m from 2016-17.</p> <p>Improved service delivery. The project team has worked closely with North Wales FRS and North Wales Police in developing their proposals to ensure benefits are maximised.</p>	<p>Huw Jakeway Chief Fire Officer</p> <p>Tel: 01443 232006</p> <p>Email: h-jakeway@southwales-fire.gov.uk</p>
Paperless Wrexham: Wrexham County Borough Council		
<p>The project aims to reduce the reliance on paper based systems of recording. It contributes to the delivery of other Corporate Projects including reducing the size of the office based estate by directly facilitating the roll out of agile working practices by removing the reliance on paper and paper based systems. It also underpins other regional collaborative projects by making more information available electronically both on and off site.</p> <p>Investment Value: £72,000</p>	<p>Deliver direct savings in core processes and administration tasks in both Children's & Adult's Social Services areas while realising improvements in performance, quality and data security and compliance.</p> <p>Facilitate the further roll out of agile working practices, due to the reduced dependency on paper and paper based systems. In turn resulting in a more efficient use of office space and corporate assets.</p> <p>Enabling the development of multi-user access, e.g. multiple users accessing electronic files on and off site.</p>	<p>Lee Robinson Strategic & Performance Director</p> <p>Tel: 01978 292400</p> <p>Email: lee.robinson@wrexham.gov.uk</p>

Business Modernisation: CAFCASS

The project will provide a single consolidated system to support our work with vulnerable children, providing improved access for appropriate staff, e-enabled processes without duplication, expanded and improved information sharing and management reporting. The system will be a secure, flexible solution in full Welsh Government compliance and providing value for money, resulting in a more sustainable and efficient organisation.

Investment Value:
£210,000

A reduction of duplication, rework and manual effort in producing reports, letters and emails, resulting in time efficiency savings and more time to spend working with the vulnerable children that our service supports. This is expected to save approximately 3,741 working hours each year.

Invest to Save Team

Tel: 02920 825110

E-mail:
i2sinvestment@wales.gsi.gov.uk

Digital Records: Aneurin Bevan University Health Board

The aim is that all clinicians involved in a patient's care will have the full clinical history available to them: at present, each acute and community hospital holds their own records with only part of the record available electronically. This leads to clinical risk and significant duplication of workload.

Investment Value:
£1,000,000

The main benefit of the project will be ensuring that the right notes are available in the right place at the right time. This minimises clinical risk to the patient. Less staff time will need to be spent on producing medico-legal information, since scanned records will be available electronically.

Mary McKerrow
Assistant General Manager

Tel: 01633 238099

Email:
mary.mckerrow@wales.nhs.uk

Business Transformation Agile Working : Conwy County Borough Council

The modernisation Project has been established to fulfil the councils Corporate priority to 'modernise the way we work' in order to improve the accessibility and efficiency of the council

Investment Value:
£1,639,758

Create modern flexible office space

Create efficiency savings through closure of inefficient buildings

Collaborate with partners through co-location

Provide accessible front line services

Geraint Williams
Business and Strategic Project Manager

Tel 01492 574255

Email:
Geraint.williams@conwy.gov.uk

Records Management: Cwm Taf University Health Board

Phase 1 centralisation of 1.3 million records.

Enable information sharing with partners

Bethan Marsh

Phase 2 Transformation of health records service through digitisation of most frequently used records

Investment Value:
£995,000

Releases Capital and Revenue by releasing estate used for storage, reducing staff costs for managing records and transport costs for conveying records around the organisation

Cwm Taf University Health Board

Tel: 01443430033 EXT 2580

Email:

bethan.marsh@wales.nhs.uk

ICT

Outline	Benefit	Contact
Agile Working: Flintshire County Council		
<p>Introduction of flexible working practices and IT storage/ retrieval across Flintshire CC (following implementation of lean processes). IT enabled mobility is being rolled-out in three specific areas of service – housing, public protection and planning.</p> <p>Investment Value: £263,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 7:</p> <p>www.wales.gov.uk/docs/dpsp/publications/valuwales/121107i2s3final.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Mobile Working: Cardiff & Vale University Health Board		
<p>To improve safety, effectiveness and efficiency of community services by facilitating mobile working for community based staff across Car diff & Vale University Health Board.</p> <p>Investment Value: £343,000</p>	<p>Project has been implemented. Further information can be found at Investing-to-Save 4 :</p> <p>http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
All-Wales Public Sector Broadband Aggregation (PSBA): Welsh Government on behalf of Public Services in Wales		
<p>To implement fast and reliable public sector telecommunications broadband network across Wales that provides value-for-money and future proofing.</p> <p>Investment Value: £13,910,000</p>	<p>Project has been implemented. Further information can be found at Investing-to-Save 4 :</p> <p>http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p> <p>Website www.psba.org.uk</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
“Galw Gofal/Care Connect” North Wales Telecare Call Monitoring Service: Conwy CBC (in partnership with: Flintshire CC, Isle of Anglesey CC, Denbighshire CC & Gwynedd CC)		
<p>To establish a regional 24-hour assistive technology (telecare and telehealth) call monitoring service in North Wales.</p> <p>Investment Value: £300,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 1: Case Study 2:</p> <p>http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

Transactional Web Development: Newport City Council		
<p>Website to improve customer access and increase efficiency of office processes across Newport City Council (in conjunction with Face-to- Face Project).</p> <p>Investment Value: £450,000</p>	<p>Improvements to website made to increase take up in the form of: content improvements; exploiting further channel shift opportunities; promotions to change customer behaviour.</p> <p>Efficiency savings resulting from moving delivery of some services via web. Transactional cost can reduce from £7+ to 17p.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
NHS E-expenses system: NHS Shared Services Partnership		
<p>The project has been developed to enable NHS organisations across Wales to move to a standard automated expense management system that allows more effective management of employee expense claims via a user-friendly, web-based service with a direct interface into the Electronic Staff Record system (ESR).</p> <p>Investment Value: £125,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 6: www.wales.gov.uk/docs/dpsp/publications/valuewales/121107i2s3final.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Laundry Service Tagging Project: Aneurin Bevan University Health Board		
<p>The implementation of RFID tagging of every laundry item, enabling traceability and accountability.</p> <p>Investment Value: £353,000</p>	<p>Reduction in linen losses resulting in cash releasing gains. Accurate dispatch and collection quantities for improved billing. Implementation still underway.</p>	<p>Alan Dudley</p> <p>Tel: 01633 623966</p> <p>E-mail: alan.dudley@wales.nhs.uk</p>
Learner Journey Project: Cardiff and Vale College		
<p>This project aims to enhance the end to end journey of the 'learner' from their first interaction with the college , throughout their studies and beyond as they start their career path.</p> <p>Investment Value £775,000</p>	<p>Learners , employers and parents will have a single e-enabled 'portal' that will enable them to:</p> <ul style="list-style-type: none"> Research Courses Apply, register and pay online Monitor their learning progress Explore and manage their career 	<p>Mark Roberts Deputy Principal</p> <p>Tel: 01446 725022</p> <p>Email: mroberts@cavc.ac.uk</p>

Patient at a Glance Boards : Betsi Cadwaladr University Health Board		
<p>An electronic solution to allow better prioritisation of workload and making the status of the patient more visible.</p> <p>Investment Value £585,750</p>	<p>Free up staff time from administrative functions to allow more time for care duties</p>	<p>Mark Andrews</p> <p>Tel: 01978 725539</p> <p>Email: mark.andrews@wales.nhs.uk</p>
Transformation of Asset Management and Maintenance Technology : Newport City Council		
<p>Introduction of mobile data capture devices (MDCD) and data manipulation software packages providing a single data source for inspectors and frontline operatives to collate information.</p> <p>Investment Value £130,357</p>	<p>Reduces need for paper based systems</p> <p>Instructions delivered issued directly to operatives .</p> <p>Transform the way that maintenance and improvement programmes are delivered through a more streamlined approach</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p> <p>Also change heading background to blue</p>
Transformation of Student Loans Company : Welsh Government in partnership with the Student Loans Co.		
<p>The Student Loan Company (SLC) transformation programme seeks to turn the company into a digital, customer focussed centre of excellence through technical and organisational change and innovation.</p> <p>Investment Value £2,865,000</p>	<p>This will result in an organisation which is more flexible, efficient and responsive to the Welsh learner.</p>	<p>Neil Surman</p> <p>Welsh Government Deputy Director – Higher Education dept.</p> <p>Tel: 02920 825759</p> <p>Email: neil.surman@wales.gsi.gov.uk</p>
Transformation and Digital Services : Natural Resources Wales		
<p>The project aims to change the way in which Natural Resources Wales interacts with the multiple elements of the environmental and industrial sectors by proposing a new model of engagement to replace the existing traditional methods</p> <p>Investment Value £1,054,000</p>	<p>The new model of engagement using the premises of 'Digital first ' will provide a slicker method of engagement for customers underpinned by more efficient systems and business processes internally.</p>	<p>Martyn Mathews Natural Resources Wales</p> <p>Tel: 0300 065 4441</p> <p>Email: martyn.mathews@cyfoethnaturiolcymru.gov.uk</p>
Development of Assistive Technology : Powys Teaching Health Board		
<p>The Purpose of the Funding is to employ a Temporary Assistive</p>	<p>Aim to develop a rapid response service to prevent hospital</p>	<p>Andrew Cresswell North Locality General Manager</p>

<p>Technology Development Officer and two Tele-healthcare Advisors to drive forward the Powys Integrated Assistive Technology Commissioning Strategy</p> <p>Investment Value £170,000</p>	<p>admissions and to facilitate early hospital discharge.</p>	<p>Tel: Email: andrew.cresswell@wales.nhs.uk</p>
<p>Communication Solution – Mental Health Services : Powys Teaching Health Board</p>		
<p>The Purpose of the Funding is to provide a communications solution within Mental Health Services providing professionals with various ways of communication within the secure network of the NHS and reduce the amount of time spent travelling.</p> <p>Investment Value £132,000</p>	<p>The proposal will also allow for consultations between mental health professionals and patients where patients would need to attend their nearest Board establishment and be accompanied by a member of medical staff during the consultation.</p>	<p>Dr Mirza Wasi Mohamad Consultant Psychiatrist Interim Clinical Director – Mental Health</p> <p>Tel: Email: wasi.mohamad@wales.nhs.uk</p>

New Models of Service Delivery

Outline	Benefit	Contact
Care Closer to Home: Hywel Dda University Health Board (in partnership with Ceredigion, Pembrokeshire and Carmarthenshire Councils and the Voluntary Sector)		
<p>To implement a model of care that facilitates a shift from bed based model to community based delivery.</p> <p>Investment Value: £2,710,000</p>	<p>Improved patient outcomes, focusing on early intervention and anticipatory care by targeting resource towards individuals at risk of hospital admission /readmission /health crisis. Forecast cash-releasing efficiency savings of £24.5 million.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Acute Response Team: Hywel Dda University Health Board		
<p>To provide time-limited acute nursing interventions to patients within the community who would otherwise have required in-patient treatment in a hospital bed.</p> <p>Investment Value: £1,112,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 5: http://wales.gov.uk/topics/improving/services/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Convalescence Beds: Carmarthenshire County Council (in partnership with: Hywel Dda University Health Board & Pembrokeshire County Council)		
<p>To encourage and enable older people to maintain their independence, to gain confidence and progress with their recovery in readiness for a return home or other care arrangements.</p> <p>Investment Value: £200,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 4: http://wales.gov.uk/topics/improving/services/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
The Wyn Campaign – Regaining & Retaining Independence: Cardiff & Vale University Health Board (in partnership with: Cardiff Council , Vale of Glamorgan Council & Vale of Glamorgan Voluntary Organisations)		
<p>Integrating health and social care programme for frail and older people. Aims to implement the 'Team Around Wyn' model to deliver timely and proportionate</p>	<p>Cost avoidance of otherwise required additional capacity in the acute sector. To avoid unnecessary hospital admissions where possible and reduce lengths of stay when</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail:</p>

<p>services that maximise the independence and well-being of citizens and their families in the context of their communities.</p> <p>Investment Value: £3,195,000</p>	<p>admission is required. Full repayment of funds in 2015-2016 with forecast savings of £1.3 million in Phase 1.</p>	<p>i2sinvestment@wales.gsi.gov.uk</p>
<p>Integrated Whole System Intermediate Care Model: Cwm Taf University Health Board (in partnership with: Rhondda Cynon Taf County Borough Council & Merthyr Tydfil County Borough Council)</p>		
<p>Introduce an Integrated Whole System Intermediate Care Model. The multi-disciplinary/ agency model is aimed at supporting individuals in the community who are at risk of admission to hospital or who are starting to fail at home.</p> <p>Investment Value: £1,580,000</p>	<p>High quality care delivered in the most appropriate environment to meet the needs of the patient leading to a reduction in hospital admissions/ length of stay/readmissions/ bed days. Annual efficiency saving of £1.8 million from 2016 with total cash efficiency savings of £2.4 million by 2016.</p>	<p>Rebecca Luffman</p> <p>Tel: 01443 744857</p> <p>E-mail: Rebecca.Luffman@wales.nhs.uk</p>
<p>Gwent Frailty Programme: Caerphilly County Borough Council (in partnership with Aneurin Bevan University Health Board, Torfaen County Borough Council, Newport City Council, Blaenau Gwent County Borough Council, Monmouthshire County Council and the voluntary sector)</p>		
<p>The Gwent Frailty Programme has put in place arrangements to deliver seamless health and social care citizen-focused services by creating mixed teams of professionals.</p> <p>Investment Value: £7,314,000</p>	<p>Project implementation on-going. Further information can be found at: Website: www.gwentfrailty.torfaen.gov.uk Investing-to-Save: Case Study 1: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investments.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Wrexham Repatriation & Prevention (WRAP) Project: Wrexham County Borough Council (in partnership with Betsi Cadwaladr University Health Board & Action for Children Cymru)</p>		
<p>Development and reconfiguration of existing services across Wrexham County Borough Council to repatriate and meet the complex needs of young people who are looked after and currently in out-of-county, independent sector placements.</p> <p>Investment Value: £106,000</p>	<p>Project has been implemented. Further information can be found at Investing-to-Save 4 : http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

All-Wales Enhanced Recovery 1000 lives Collaborative Programme: NHS Wales		
<p>Improve outcome and efficiency of gastro-intestinal surgery across NHS Wales using the enhanced recovery programme.</p> <p>Investment Value: £569,000</p>	<p>ERP implementation will improve efficiency measures in terms of reducing length of stay, post operative complications, cancelled operations and readmission rates. Savings of overall programme forecast at £1.15 million annually.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Mental Health Rehabilitation & Recovery Reconfiguration: Hywel Dda University Health Board (in partnership with Ceredigion County Council, Carmarthenshire County Council and Pembrokeshire County Council)		
<p>To modernise mental health services for people with complex and severe and enduring mental health problems in the counties of Pembrokeshire, Carmarthenshire and Ceredigion.</p> <p>Investment Value: £564,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 4: www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Medicines Management: Aneurin Bevan University Health Board		
<p>Development of acute ward based prescribing advisers who will help drive more cost effective prescribing practice in hospitals.</p> <p>Investment Value: £440,000</p>	<p>Sustainable changes in ward based prescribing and in nutritional care in the community. Improved nutritional benefits to patients. Lowering of prescribing costs. Annual financial savings of £0.7 million from 2015 and total efficiency savings of £0.6 million by 2014.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Multi-Agency Face-to-Face Centre – “One Newport Information Station”: Newport City Council (in partnership with Communities First, Jobcentre Plus, Heddlu Gwent Police, South East Wales Racial Equality Council etc)		
<p>To establish a multi agency Face-to-Face centre and satellites within the city of Newport to facilitate direct public access to a range of citizen-focused services.</p> <p>Investment Value: £700,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 1: http://wales.gov.uk/topics/improvingservices/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
I-zone, one-stop-shop for students: Cardiff Metropolitan University (UWIC)		
<p>To significantly improve student services, by developing a one-</p>	<p>Project has been implemented. Further information can be found at:</p>	<p>Invest to Save Team</p>

<p>stop shop at its main Llandaff campus.</p> <p>Investment Value: £718,500</p>	<p>www3.uwic.ac.uk/english/i-zone/pages/home.aspx Investing-to-Save: Case Study 7: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investments.pdf</p>	<p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Enhanced Care at home in North Wales: Betsi Cadwaladr University Health Board (in partnership with Conwy County Council, Denbighshire County Council, Flintshire County Council, Voluntary Sector Councils and Bangor University)</p>		
<p>Enhanced Care is a primary care based multi-agency model of care, where GPs are supported to care for more of their patients at home as an alternative to hospital admission or to reduce length of stay. Those cared for are the frail elderly of have complex, chronic care needs.</p> <p>Investment Value: £1,903,000</p>	<p>Benefits from the project will include; admission avoidance along with a more appropriate use of hospital beds. The project will also see an improved experience for the patient. Forecast recurrent annual net cash efficiency savings of £909k.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Flintshire Connects: Flintshire County Council (in partnership with: North Wales Police, Jobcentre Plus and Deeside College)</p>		
<p>The central aim of the project is to improve customer services by providing more “joined up” and improved access to County Council and other public sector and voluntary services in local towns. Partnership, better services and lower costs are the consistent threads that run throughout the project.</p> <p>Investment Value: £698,000</p>	<p>The project will help to improve customer satisfaction as well as supporting the fulfilment of the County Council’s Asset Programme, generating a potential capital receipt of £3 million, along with annual revenue savings of up to £1 million.</p>	<p>Jenni Griffiths</p> <p>Tel:01352 702415</p> <p>E-mail: Jenni.griffiths@flintshire.gov.uk</p>
<p>Non-Emergency Patient Transport: Cwm Taf Health Board</p>		
<p>To develop a single transport booking and scheduling system. Establish a single point of contact and to develop a single provision framework.</p> <p>Investment Value: £100,000</p>	<p>An integrated call-handling and IT system; Maximise operational efficiency and to scope the inclusion of other transport providers.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Non-Emergency Patient Transport: Cardiff & Vale University Health Board</p>		

<p>An enhanced St John Cymru model building a service improvement, citizen focused model that reflected social enterprise/voluntary sector values.</p> <p>Investment Value: £100,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 3: Case Study 1: http://wales.gov.uk/topics/improving/services/i2savefund/projdetailsjun12/?skip=1&lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Non-Emergency Patient Transport: Welsh Ambulance Services NHS Trust in partnership with Betsi Cadwaladr University Health Board</p>		
<p>A control room improvement model focussing on an improved discharge pathway, performance management framework, reduction in abortive journeys and the implementation of an online booking capability.</p> <p>Investment Value: £130,000</p>	<p>Online booking to support the application of eligibility criteria in secondary care. Reduction in abortive journeys. Project governance.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Non-Emergency Patient Transport: Carmarthenshire County Council in partnership with Hywel Dda University Health Board, Pembrokeshire and Ceredigion County Councils</p>		
<p>To develop a single transport booking and scheduling system. Establish a single point of contact and to develop a single provision framework.</p> <p>Investment Value: £100,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 4: Case Study 3: http://wales.gov.uk/topics/improving/services/i2savefund/projdetailsjun12/?skip=1&lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Citizen Self Service: Wrexham County Borough Council</p>		
<p>The Project will procure and implement an "off the shelf" on line digital platform. The platform is pre-built with a number of modules which provide full end to end automation for a range of transactions e.g. claiming a single person discount for Council Tax. The process is similar to that of applying for Car Tax on line with the full application, verification and processing automated.</p> <p>Investment Value: £200,000</p>	<p>Transformed business processes, removing administrative and procedural steps wherever possible.</p> <p>Automation of the validation, and processing functions - driving efficiencies in administration and delivering fully transactional services</p> <p>Driving a cultural change through the organisation with the introduction of innovative on line policies and Procedures</p> <p>Work with partners to deliver a range of services through a single on line product</p>	<p>Helen Gerrard</p> <p>Customer Services Manager</p> <p>Tel: 01978 298951</p> <p>E Mail: helen.gerrard@wrexham.gov.uk</p>

Development of Acute Assessment Service: Cwm Taf UHB		
<p>The change proposed is to move to all consultant medical input to acute assessment to be delivered by specialist acute physicians. This requires the employment of 4.6wte additional acute physicians. This will enable an increase in the proportion of acute medical take patients discharged within 24 hours to increase from 18% to 30%. This provides improved care for patients and reduces the number of patients admitted into the main body of the hospital beds.</p> <p>Investment Value: £350,000</p>	<p>Improved unscheduled care for patients</p> <ul style="list-style-type: none"> - improved A&E waiting times - improved patient experience 	<p>Kath McGrath, Assistant Director, Unscheduled Care</p> <p>Tel: 01443 744800</p> <p>Email: Kath.McGrath@wales.nhs.uk</p>
Mental health Liaison Service: Cwm Taff University Health Board		
<p>The aim of the project is to introduce a Liaison Psychiatry Service for patients admitted to acute hospitals within Cwm Taf LHB who have mental health problems. The liaison psychiatry team provides a means of cutting across the traditional boundaries between medical specialties and enables a rational multidisciplinary therapeutic approach for such patients.</p> <p>Investment Value: £500,000</p>	<p>Improves physical and mental health outcomes for the large numbers of patients requiring acute hospital care but who also have mental health problems.</p>	<p>Dr Huw Griffiths</p> <p>Tel: 01443 443700</p> <p>E-mail: Huw.griffith2@wales.nhs.uk</p>
Operating Theatre Stock Control System: Betsi Cadwaladr University Health Board		
<p>The project supports the installation of net worked cabinets and hand held scanners providing full traceability and accurate monitoring of stock levels allowing automated ordering.</p> <p>Investment value: £337,500</p>	<p>Reduction in stock levels. Usage measured through procurement reports.</p> <p>Removal transactions logged against users fingerprint to reduce (or eliminate) carefree usage</p>	<p>Paul Andrews</p> <p>Theatre Manager Ysbyty Glan Clwyd</p> <p>Tel: 01745 448788 ext. 3754</p> <p>Paul.andrews2@wales.nhs.uk</p>
Mobile Working in the Community: Cwm Taf University Health Board		

<p>The project aims to implement significant service and efficiency improvement in district nursing through mobile working, streamlined documentation and skill mix review</p> <p>Investment value: £75,000</p>	<p>Provide additional services to maintain patients in the community. Support safe discharge through schemes such as supported home medication. Increased district nursing resulting in bed reductions</p>	<p>Alison Lagier Locality Manager</p> <p>Tel: 01443 443755</p> <p>Email: Alison.lagier@wales.nhs.uk</p>
Extension of Acute Physicians: Cwm Taf University Health Board		
<p>This project aims to extend the period of cover already provided from a previous successful invest to save project – increasing opening times to 10pmon week days and from 8am to 5pm on weekends</p> <p>Investment value: £413,000</p>	<p>Providing an increase in the proportion of acute medical take patients discharged within 24 hours from 30% to 40% providing improved care for patients and a reduction in the number of patients admitted into the main body of the hospital.</p>	<p>Kath McGrath Asst Director, Unscheduled Care</p> <p>Tel: 01443 443569</p> <p>Email: kath.mcgrath@wales.nhs.uk</p>
Cognitive Impairment Intervention: Cwm Taf University Health Board		
<p>Enhancement of Re-ablement service in RCT to support people with mild to moderate cognitive impairment and/or dementia.</p> <p>Investment value: £60,000</p>	<p>Support timely hospital discharge, improve service user independence and reduce the immediate demand on long term services</p>	<p>Janet Bevan</p> <p>Tel: 01685 724452</p> <p>Email: janet.bevan2@wales.nhs.uk</p>
Dietetic review of Nursing Home Patients : Cwm Taf University Health Board		
<p>Education of nursing home staff on areas such as: Accurate Nutritional screening and early identification of malnutrition, Significance of appropriate nutritional monitoring, Appropriate treatment of malnutrition Improvement in nutritional content of menus, enabling all residents to receive improved nutrition</p> <p>Investment value: £34,000</p>	<p>The enhanced benefit of this dietetic role lies within primary care, and targets nutritionally related issues that could be managed in the community setting, to avoid secondary care intervention.</p>	<p>Collette Kiernan Head of Therapies</p> <p>Tel : 01685 728407</p> <p>Email: collette.kiernan@wales.nhs.uk</p>
Early Discharge Team: Cwm Taf University Health Board		

<p>The project aims to provide continuity of a pilot ESD team for mild to moderate stroke patients within the UHB. Achieving a more timely discharge with improved clinical outcomes for patients meeting the service criteria, through a specialist multi disciplines team within the patients' home environment.</p> <p>Investment Value £241,000</p>	<p>A fundamental proposal is to move more of the stroke rehabilitation activity outside hospital</p>	<p>Collette Kiernan Head of Therapies</p> <p>Tel : 01685 728407</p> <p>Email: collette.kiernan@wales.nhs.uk</p>
Acute Therapists: Cwm Taf University Health Board		
<p>Provides a staffing enhancement of Occupational and Physio Therapists for acute medical wards</p> <p>Investment Value £105,000</p>	<p>Aims to facilitate the faster return to normal place of residence in the community with the appropriate support in place</p> <p>Reduces the wait for assessment by therapy staff leading to a reduction in the hospital length of stay,</p>	<p>Matthew Bowen</p> <p>Tel: 01685 724452</p> <p>Email: matthew.bowen2@wales.nhs.uk</p>
Virtual Ward/Community Resource Team: Powys Teaching Health Board		
<p>The provision of Health and Social Care services in homes, community hospitals and minor injury units.</p> <p>Investment Value £646,000</p>	<p>Better Quality of Care</p> <p>More joined up health and Social services</p> <p>Less travel for patients and families</p> <p>Reduction in delayed discharges</p>	<p>Andrew Evans Deputy Director of Community and Primary Care</p> <p>Tel: 01874 615772</p> <p>Email: Andrew.evans@wales.nhs.uk</p>
Development of Pharmacy Support : Powys Teaching Health Board		
<p>The project aims to establish a dedicated pharmacy team to manage pharmacy services for the community hospitals in Powys.</p> <p>Investment Value £407,000</p>	<p>More efficient and effective prescribing</p> <p>Improved patient outcomes</p> <p>The use of patients own drugs</p>	<p>Tina Stephenson Medicines Management</p> <p>Tel 01874 712641</p> <p>Email: Tina.stephenson@wales.nhs.uk</p>
Theatre optimisation System: Betsi Cadwaladr University Health Board		
<p>Project aims to maximise the usage of operating theatre resources by matching staff, equipment and theatres to</p>	<p>Reduced waiting times</p> <p>Increased utilisation of the resources in place so that additional costs are not incurred through outsourcing.</p>	<p>Helena Blower Theatre PMO Manager</p> <p>Tel: 01248 384293</p>

<p>patient demand.</p> <p>Investment Value £225,000</p>		<p>Email: Helena.blower@wales.nhs.uk</p>
Remodelling of Children and Young People's Continuing Care provision : Powys teaching Health Board		
<p>Transfer of the clinical elements of bespoke children's continuing care packages from private nursing agencies to NHS staff, or Third Sector agencies for patients where some of their needs may be appropriately met through hospice or social care services</p> <p>Investment Value £271,771</p>	<p>Improvement in clinical consistency and quality for patients</p> <p>Enable more effective working across partner agencies</p> <p>Improve transition arrangements from Children's Continuing Care to NHS Continuing Care for adults</p>	<p>Helen James Head of Children's Public Health Nursing & Paediatric Services</p> <p>Tel: 01369 846469</p> <p>Email: Helen.james99@wales.nhs.uk</p>
Building Resilient Families : Torfaen County Borough Council		
<p>The aim of the project is to identify cohort families, identify the size of the problem with the aim of improving the outcome for the children, providing a life time benefit 'get the services right the first time to build sustainable relationships'</p> <p>Investment Value £455,970</p>	<p>People in the selected spectrum do not engage easily and often miss out on vital public services available to them.</p> <p>Evidence proves that aiming skilled staff at the selected families is a proven approach .</p>	<p>David Congreve Assistant Chief Executive Torfaen County Borough Council</p> <p>Tel: 01495 742606</p> <p>Email: david.congreve@torfaen.gov.uk</p>
Safe as Houses : Mid and West Fire Authority		
<p>The project aims to provide a safer home for citizens by reducing the risks from slips, trips and falls. It will also include a security assessment service to cascade crime prevention to support the Police Services aim of crime prevention</p> <p>Investment Value £420,000</p>	<p>Help to deliver real improvements to the standard of living in Wales</p> <p>Reduce hospital admissions via emergency departments</p> <p>Cascade health, fire safety, security and crime prevention advice</p>	<p>Karen Jones Head of Community Safety Mid and West Fire & Rescue Service</p> <p>Tel: 03706 060699</p> <p>Email km.jones@mawwfire.gov.uk</p>
Electronic Prescribing for Hospital Outpatients : Cardiff and Vale University Health Board		
<p>This project supports the delivery of 21st century healthcare by improving access and patient experience</p>	<p>This will optimise the use of resources and increase the proportion of patients whose treatment is in line with agreed</p>	<p>Cheryl Way Principal Pharmacist (Logistics)</p>

<p>Investment Value £250,000</p>	<p>prescribing policies.</p>	<p>Tel: 02920 715271 Email: Cheryl.way2@wales.nhs.uk</p>
<p>Community Resource Team extension into Care Homes in Ystradgynlais : Powys Teaching Health Board</p>		
<p>The aim of the project is to provide a dedicated Community Resource Team input, including General Practitioner, to better manage people in the Care Home environment, and to educate Care Home staff in managing risk.</p> <p>Investment Value £40,000</p>	<p>Funding will support Powys Teaching Health Board in reducing avoidable demand on both emergency ambulance services and on emergency and unscheduled care services .</p>	<p>Nathalie Thomas Tel: 01874 622443 Email: Nathalie.thomas@wales.nhs.uk</p>
<p>Accelerating Change - Enabling Nurses through Skills Development : Powys Teaching Health Board</p>		
<p>The Purpose of the Funding is to Support Powys Teaching Health Board in its objective to assist patients to have care closer to home where it is safe to do.</p> <p>Investment Value £79,000</p>	<p>This will be achieved by establishing two specialist nurses who are dedicated to clinical skills training and enhancing nurses' skills capacity and adaptability to change.</p>	<p>Jason Crowl Head of Nursing North Powys Tel: 07814 218940 Email: Jason.crowl2@wales.nhs.uk</p>
<p>Diabetes Nurse Led services: Cardiff & Vale University Health Board</p>		
<p>The Purpose of the Funding is establish a formal programme to improve services and outcomes for people with diabetes living in Cardiff and the Vale of Glamorgan, this projects aims to establish a specialist community diabetes nursing service across GP localities.</p> <p>Investment Value £152,000</p>	<p>The specialist diabetes nurse function in the primary care setting will enhance the service currently provided by primary care practitioners.</p>	<p>Eleri Probert Tel: 07951 504218 Email: elery.probert@wales.nhs.uk</p>
<p>Group Therapy Worker for Looked After & Care Leaving Teenagers at Risk of their own Children becoming LAC: City and County of Swansea Council</p>		
<p>Funding has been sought to fund a systemic therapist to provide an early intervention/ preventative service to looked after children who do not meet the criteria of CAMHS (children and adults mental health service)</p> <p>Investment Value £105,792</p>	<p>The aim of the project is to Break the Cycle of pregnancies of teenagers in care resulting in their babies being taken into care and the cycle starting over again.</p>	<p>Frances Charles Tel: 01792 635180 Email: frances.charles@swansea.gov.uk</p>

Workforce

Outline	Benefit	Contact
Voluntary Early Release Scheme (VERS): NHS Wales		
<p>Programme covering Health Boards and the NHS Trusts. The proposal specifically helps to fund the release of staff and therefore create the scope for a wider transformation programme and flexibility in shaping services through different skill mixes etc.</p> <p>Investment Value: £33,695,000</p>	<p>Programme will assist the NHS in delivering its 5-year vision, including seeking an efficiency gain of some 5% per year.</p>	<p>Heather Evans</p> <p>Tel: 0300 062 5556</p> <p>Email: Heather.Evans1@wales.gsi.gov.uk</p>
E-rostering: Hywel Dda University Health Board		
<p>Roll-out programme for e-rostering, time and attendance systems across the Health Board.</p> <p>Investment Value: £255,000</p>	<p>Project has been implemented. Further information can be found at Investing-to-Save 4 : http://wales.gov.uk/topics/improving-services/i2savefund/projdetailsjun12/?lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
E-rostering: Aneurin Bevan University Health Board		
<p>The project will expedite e-rostering for all staff groups. Productivity and efficiency will be increased from the consultant contract and by reducing:</p> <ul style="list-style-type: none"> • Variable pay spend • Inequalities in rostering practises • Payroll function • Sickness absence <p>Investment Value: £240,000</p>	<p>Improved clinical governance by having staff with the correct skills at the correct time delivering care in the most cost-effective way. A reduction in back office payroll functions and errors in over payments associated with time sheets. Forecast efficiency savings of £1.4 million from 2016 and total project efficiency savings of £2.9 million by 2016.</p>	<p>Anne Phillimore</p> <p>Tel: 01633 435951</p> <p>E-mail: Anne.phillimore@wales.nhs.uk</p>
Implementing Health Roster Medics: Betsi Cadwaladr University Health Board		
<p>The project will see a better use of resources, greater transparency and accountability. Effective management of risks that swaps and leave create on service will also be introduced.</p>	<p>Benefits include; improved clinical governance by rostering the staff with the right skills when required. More accurate staff records with correct payments to staff being made.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

<p>Investment Value: £256,000</p>	<p>Forecast recurrent annual net cash efficiency savings of £907,344k from 2014 with total net cash efficiency savings of £2,812k by 2018.</p>	
<p>Voluntary Early Release Scheme: Natural Resources Wales</p>		
<p>The project will increase efficiency and effectiveness within Natural Resources Wales by providing a means of reducing headcount and releasing money from the salaries budget for reinvestment in an organisational transformation programme.</p> <p>Investment Value: £3,750,000</p>	<p>The project will enable support for the future transformation of the organisation, enabling swifter transition from three merged organisations to one unified entity. In particular, this funding will be deployed to support the development and roll out of new systems and processes for improved customer service. Forecast recurrent annual net cash efficiency savings of £4m.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>Sickness Absence Reduction: Wales Ambulance Service NHS Trust/Cardiff and Vale University Health Board/Powys Teaching Health Board /Velindre NHS Trust/Abertawe Bro Morgannwg University Health Board .</p>		
<p>The programme is a partnership between the Welsh Government's Health Improvement Division and NHS Wales (three Local Health Boards and two Trusts). The programme will support efforts to reduce sickness absence in the five organisations, and to develop the evidence base for interventions to improve health and reduce sickness absence in the NHS.</p> <p>Investment Value: £406,530</p>	<p>It will support the delivery of the 'Working Differently, Working Together' workforce and organisational development framework, and contribute to NHS organisations' actions aimed at reducing sickness absence by 1% by the end of 2014-15.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
<p>VERS: Natural Resources Wales</p>		
<p>The aim of the project is to increase efficiency and effectiveness by reducing staffing costs and re-investing in an organisational transformation project. The aim is to provide a means of supporting the organisational transformation programme through reduced duplication of back office functions.</p>	<p>Reduction in the duplication of back office functions and more investment in front line services.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

Investment Value: £3,000,000		
VERS: Sport Wales		
The project is a review of staffing structures to enhance the efficiency and effectiveness of the organisation. Investment Value £197,000	A reduced level of administration costs and more performance management focused working across the organisation.	Kerry Chown Tel: 029 2033 8255 E-mail: Kerry.chown@sportwales.org.uk
VERS: National Library of Wales		
The project is part of the Library's strategy to ensure it can deliver against its aims on a sustainable basis. Investment Value: £1,500,000	The re-directing of resources to deliver the Library's new business model.	David Michael 01970 632855 E-mail: David.michael@llgc.org.uk
E-rostering and E-job planning – Dental and medical staff: Cwm Taff UHB		
The project will enable the Board to gain efficiencies by better rostering and also utilisation of job planning sessions for medical and dental staff. There will be a reduction in variable pay and improved utilisation of staff, such that there is a fair, equitable and transparent process, which allows the management of resources more effectively and to improve services to patients Investment Value: £229,000	Improved availability and utilisation of Direct Clinical Care sessions, by the efficient rostering of staff and by better management of absence, both planned (annual and study leave) and unplanned (sickness). This should result in a reduction in variable pay (locum usage), also an improvement in patient flow, throughput and waiting times.	Hilary Hopkins Benefits Realisation Manager Tel: 01443 443443 extension 5371 E-mail: hilary.hopkins@wales.nhs.uk
Rota Management: Cwm Taf University Health Board		
The project aims to gain efficiencies through improved day to day roster management, by utilising E-solutions and maximising opportunities to foster stronger relationships with staff via rota office. Investment Value £120,000	Benefit from a reduction in variable pay and improvement in the utilisation of staff which will allow resources to be managed more efficiently and improve services to patients.	Hilary Hopkins Benefits Realisation manager Tel: 01443 443443 Email: Hilary.hopkins@wales.nhs.uk

Electronic Rostering : Powys Teaching Health Board		
<p>Improved management of Rosters aims to generate efficiencies through the reduced number of unfilled shifts and reliance on temporary staffing</p> <p>Investment Value £168,750</p>	<p>More efficient usage of staff</p> <p>Improved capacity and thus impact on waiting times</p> <p>Less paperwork – removes need for manual timesheets</p>	<p>Andrew Newman Powys Teaching Health Board</p> <p>Tel: 01874 712569</p> <p>Email: andrew.newman@wales.nhs.uk</p>
Severance Funding : Amgueddfa Cymru National Museum Wales		
<p>Voluntary Early Release Scheme</p> <p>Investment Value £1,500,000</p>	<p>Project aims to facilitate the reduction and re-alignment of staff costs to deliver their new Vision and its associated priorities.</p> <p>Maximising efficiency providing a more stable long term financial position.</p>	<p>Caroline Garnett/Claire Hanna Thomas</p> <p>Tel: 02920573107</p> <p>Email: Neil.wicks@museumwales.ac.uk</p>
Voluntary Exit Scheme : Welsh Government		
<p>Fund a focussed and specifically targeted VES scheme which builds on and takes account of lessons learned from previous successful schemes.</p> <p>Investment Value £5,000,000</p>	<p>The project seeks to reduce pay costs to help the Welsh Government contain its costs within its 2015-16 pay budget</p>	<p>Invest to Save</p> <p>Tel 02920 823699</p> <p>Email: i2sinvestment@wales.gsi.gov.uk</p>
Restructure for Strategic Plan : Children's Commissioner for Wales		
<p>The Project seeks to reduce pay costs through the implementation of a new structure.</p> <p>Investment Value Up to £179,514</p>	<p>The new structure aims to achieve a 10% cut in budget through a reduction in staff costs, while ensuring the commissioner is able to continue to meet her strategic goals.</p>	<p>Amanda Evans</p> <p>Tel: 01792 765600</p> <p>Email: Amanda.Evans@childcomwales.org.uk</p>

Procurement

Outline	Benefit	Contact
xchangewales e-procurement system: Merthyr Tydfil County Borough Council		
<p>To increase productivity and gain efficiencies through the introduction of e-procurement software and functionality.</p> <p>Investment Value: £217,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 3: http://wales.gov.uk/topics/improving/services/i2savefund/projdetailsjun12/?skip=1&lang=en</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
All-Wales Procurement: NHS Wales Shared Services Programme (procurement)		
<p>To determine the potential cost saving opportunities that could be achieved through an All-Wales NHS approach to procuring more cost-effective products.</p> <p>Investment Value: £300,000</p>	<p>Project has been implemented. Further information can be found at: www.procurement.wales.nhs.uk Investing-to-Save: Case Study 5: www.wales.gov.uk/docs/dpsp/publications/valuewales/111004investmenten.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
All-Wales Contract for provision of Mental Health/Learning Disabilities: NHS Wales Shared Services Programme (Procurement) Bwrdd Iechyd Prifysgol Abertawe Bro Morgannwg		
<p>Provision of rehabilitation services for mental health and learning disability patients within independent hospitals. To provide assurance over the quality of care provided by the setting of national specifications and service standards.</p> <p>Investment Value: £300,000</p>	<p>Achieving a higher quality in service provision and improved patient outcomes. A forecasted cash efficiency saving of £5 million from 2013 and a total cash efficiency savings of £25 million by 2018.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
NHS all-Wales collaborative procurement programme to acquire adult mental health services: NHS Wales Shared Services Programme		
<p>To acquire high quality and cost effective low and medium secure adult mental health and adult learning disability services for NHS Wales from non NHS Wales service providers.</p> <p>Investment Value: £169,000</p>	<p>Project has been implemented. Further information can be found at: Investing-to-Save 2: Case Study 2: www.wales.gov.uk/docs/caecd/publications/150612invest2save.pdf</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>

National Procurement Service (Wales): Welsh Government (in partnership with: Local Government, Health Boards, Police Service, Fire Service and Welsh Government sponsored bodies)		
<p>To establish a National Procurement Service responsible for procuring common and repetitive spends “once for Wales.”</p> <p>Investment Value: £5,920,000</p>	<p>Positive impact on the Welsh economy. Forecast recurrent annual net cash efficiency savings of £24m.</p>	<p>Sue Moffatt Tel: 01443 663774 E-mail: Sue.moffatt@wales.gsi.gov.uk</p>
Bed Frames and Mattresses: Betsi Cadwaladr University Health Board		
<p>Supporting the purchase of bed frames and mattresses. The current provision of beds relied upon deteriorating HB stock requiring high maintenance and costly hire. The current arrangement was expensive and unsustainable.</p> <p>Investment Value: £220,000</p>	<p>Reduction in Delayed Transfers of Care.</p> <p>Reduced risk of pressure ulcers.</p> <p>Unified approach to stock availability/retrieval and disposal across North Wales.</p>	<p>Invest to Save Team</p> <p>Tel: 02920 825110</p> <p>E-mail: i2sinvestment@wales.gsi.gov.uk</p>
Collaborative Procurement and Commissioning : NHS Share Services Partnership		
<p>Establishment of a joint Health Board and Local Authorities Multi Professional health & social care team who will create a framework</p> <p>Investment Value £395,000</p>	<p>Agreement for externally provided publicly funded care for defined care settings and care categories.</p>	<p>Nic Cowley - Head of Sourcing - Capital & Projects Tel: 02920 903885 Email: Nic.cowley@wales.nhs.uk</p> <p>Julian Baker - Collaborative Commissioning Lead Tel: 02920 336278 Email: Julian.Baker@wales.nhs.uk</p>
Replacement of Infusion Pumps and Ancillary Equipment: Hywel Dda University Health Board		
<p>Procurement of 490 volumetric infusion pumps together with associated ancillary equipment</p> <p>Investment Value £281,250</p>	<p>Improved patient safety through standardised modern infusion devices</p> <p>Improved efficiency through increased utilisation of devices across all areas of the Health Board</p>	<p>Stuart Moncur Asst Director – Assurance, Safety and Improvement</p> <p>Tel: 01267 266253 Email: stuart.moncur@wales.gsi.gov.uk</p>

Maximising benefits from Patient Access Schemes : Cardiff & Vale University Health Board

<p>The Purpose of the Funding is to develop a robust and efficient process for full implementation of Wales Patient Access Schemes (WPAS) for medicines appraised by the All Wales Medicines Strategy Group (AWMSG) in Wales</p> <p>Investment Value £450,000</p>	<p>Providing patients with timely access to medicines, while ensuring that the NHS in Wales obtains the maximum value for money</p>	<p>Kath Haines Head of the Welsh Analytical Prescribing Support Unit</p> <p>Tel: 02920 716933</p> <p>Email: Kath.haines@wales.nhs.uk</p>
--	---	--