

NHS Strategic Playbook 2026

Supporting NHS Scotland: A Collaborative Path to Financial and Operational Efficiency

Scotland



Our Four Pillar Approach to NHS transformation

£1.5bn saved for the NHS
over the last decade

Liaison Group is the only **proven, scalable delivery partner** that allows systems to fund **NHS Scotland Operational Improvement Plan**, without additional cost.

£1.5bn saved for the NHS. **400+** NHS experts with a shared passion to help create the best NHS for themselves and their loved ones. That's just one of the reasons we take the risk of offering our services on a savings-contingent arrangement.



Sustainable Financial Recovery

- ✓ Savings in non-pay spend of **£195m in 2025**.
- ✓ Average Recovery of **£376k** per NHS organisation with our VATplus Re-review service.
- ✓ **£117m** saved via our VATflow service alone.
- ✓ Financial recovery for 35 years, working with **72%** of the NHS.

Workforce Productivity and Demand Reduction

- ✓ Reduced variable pay by **15-20%**
- ✓ Increasing average bank fill rates to **53%**
- ✓ Reduced annual sickness rate by over **10%**
- ✓ Increased workforce productivity for 104 NHS organisations
- ✓ Reduced unnecessary outpatient visits by **92%**

Complex Care

- ✓ Triple-lock approach to quality; delivering evidence-based, framework-aligned, reviews at scale.
- ✓ Over **9,000 reviews** completed to date
- ✓ Partnered with **a third of all ICBs and Health and Social Care Trusts** in the UK

Clinical Productivity

- ✓ Delivers up to **15%** productivity improvement in year one through Specialty Transformation.
- ✓ Discharging patients 5 days sooner with over **£5m** costs saved through discharge acceleration.
- ✓ Saves 20,000 bed days in a year with a 55% increase in activity from our virtual wards.

NHS
England

NHS
Airedale
NHS Foundation Trust



The Scotland Opportunity: Supporting you to provide high-quality, sustainable, and equitable healthcare

Based on initial modelling, NHS Scotland stands to save up to

£2.3 billion

over the next three years

- ✓ **£993m** in savings identified through our specialty transformation approach.
- ✓ **£622m** in system-wide savings by delivering reduced delayed hospital discharges.
- ✓ **£372m** in potential PIFU savings whilst eliminating the backlog.
- ✓ **£13m** in financial recovery through our quick turn around financial services.
- ✓ **£341m** in workforce savings opportunities identified through improved grip and control.
- ✓ For every **50 complex care case** we review, we could find up to **£1m**.



Specialty Transformation

Delivering 15% productivity gains in the highest demand specialties

✓ £993m in potential savings

✓ Deliver up to seven times the productivity currently required

1

Inch wide, mile deep support in a few specialties each year

2

Short term improvement set in longer-term change

3

Opportunity for Gain share approach



- ✓ Productivity gain of **22%** across largest specialties delivered
- ✓ An **average productivity gain of 22%** across the largest **17 specialties**.
- ✓ A **longer-term strategic direction** for Outpatients at the Trust.

Board	Saving
Greater Glasgow and Clyde: ~£3.8 billion	£161,490,957
Lothian: ~£2.5 billion	£151,550,107
Grampian: ~£1.9 billion	£114,304,895
Lanarkshire: ~£1.9 billion	£114,304,895
Tayside: ~£1.3 billion	£86,206,719
Highland: ~£1.1 billion	£73,904,965
Fife: ~£1.0 billion	£77,263,473
Ayrshire and Arran: ~£900 million	£74,798,462
Forth Valley: ~£850 million	£69,249,842
Dumfries and Galloway: ~£450 million	£28,717,668
Borders: ~£350 million	£27,982,293
Western Isles: ~£110 million	£6,170,988
Orkney: ~£80 million	£4,113,992
Shetland: ~£60 million	£3,085,494
Total	£993,144,750

Estimates calculated on using Model hospital activity units and based on NHS England data from health systems of comparable size.

Aligning the System - Strategic Planning Framework

Strategic Planning Framework

1. Long Term Success Measures

What are the key metrics (lag measures) that will determine the long-term success of the strategy?

2. Multi Year Programmes

A few programmes that will add capability into the organisation to support the strategy

4. Corporate Projects

A list of projects either drawn from the multi year programmes or which are required to deliver the in-year objectives

3. In Year Objectives

A few dials (lead measures) to move this year that will most impact the long-term success measures

Domain of Annual Plan

Eliminate Your Outpatient Waiting List

Create additional capacity with existing resources on a national scale

- ✓ £372m potential savings
- ✓ 17k hours saved for consultants
- ✓ 2m appointments released

Over **571,000** people in Scotland are waiting for their first consultant led outpatient appointment. Liaison Assist can unlock more than **2m** appointments, clearing the entire waiting list.

All Spec Follow Ups Attended	Extra PIFU %	Appointments Released (8% return)	Potential Cost Savings	Potential Cost Saving per 5% Increase	Time Saved based on 4 hour appointments per hour in PA's	Consultants	Consultants per 5% increase	Hours Released
4,785,373	9	2,861,653	£372,014,897	28,616,531	17,885	568	44	953,884

Data taken from <https://www.opendata.nhs.scot/dataset/outpatient-activity/resource/480d4317-20ed-44f0-9ca5-f7a866b2ee2d>

- ✓ **125,808** unnecessary appointments removed
- ✓ **40%+** increase in clinical capacity
- ✓ Only **8%** patients require Follow up
- ✓ **305** active pathways across 65 Specialties
- ✓ Patient satisfaction score **4.2/5**
- ✓ Substantial **DNA** reductions



Discharge Acceleration Through Virtual Wards

Discharge patients earlier, avoid re-admissions – increase capacity by 40%



£622m in system-wide savings delivered by reducing delayed hospital discharges.

The Approach:

- **Partnership with the Board:** Worked collaboratively to deploy our task management platform.
- **Liaison Assist Implementation:** Digitises all tasks required to discharge patients, reducing delays and improving patient flow.
- **Monitoring and Target Tracking:** Provides real-time visibility of task status and highlights when timescale targets are not met.
- **Rapid Reassignment:** Enables quick reassignment of tasks to ensure timely completion.



- ✓ **Saved £14 million** in costs and discharging patients sooner.
- ✓ Discharging patients **7 days sooner** from hospital into the virtual ward.
- ✓ Saved over **20,000 excess bed days**.
- ✓ Reduced readmission and A&E attendance with a **55% increase in activity**.

	Y1	Y2	Y3
Ayrshire and Arran	£38,028,517	£22,817,110	£13,690,266
Borders	£8,831,493	£5,298,896	£3,179,337
Dumfries and Galloway	£15,002,702	£9,001,621	£5,400,973
Fife	£18,925,912	£11,355,547	£6,813,328
Forth Valley	£19,344,040	£11,606,424	£6,963,854
Grampian	£26,798,408	£16,079,045	£9,647,427
Greater Glasgow and Clyde	£67,905,336	£40,743,202	£24,445,921
Highland	£38,356,275	£23,013,765	£13,808,259
Lanarkshire	£26,592,941	£15,955,764	£9,573,459
Lothian	£35,541,779	£21,325,068	£12,795,041
Orkney	£2,404,011	£1,442,407	£865,444
Shetland	£1,624,405	£974,643	£584,786
Tayside	£13,847,230	£8,308,338	£4,985,003
Western Isles	£4,192,970	£2,515,782	£1,509,469
Total	£317,396,019	£190,437,612	£114,262,567

Enabling a “Once for Scotland” approach to Workforce Transformation

Achieve Grip & Control of Your Workforce



£341.4m of saving opportunities identified.

- **Visibility, Grip & Control of Temporary Staffing:** A collaborative, centralised Staff Bank aligned to national frameworks - supporting reduced agency spend and improved continuity of care.
- **Flexible Resource Pool:** Access to a national Bank of retired and peri-retired clinicians - enhancing local resilience and expanding staffing capacity where needed.
- **Smarter, system-wide workforce planning:** Digital tools that support boards with forecasting risk, closing workforce gaps, and enabling consistent, informed decision-making at both local and national levels.
- **Reducing Sickness Absence:** Predictive analytics to help identify underlying causes, promote staff wellbeing, and strengthen service continuity.
- **Workforce Wellbeing:** A sustainable, national platform offering equitable access to wellbeing support - helping retain staff and foster a shared NHS identity.
- **Efficiency Gains:** Streamlined, centralised systems that reduce administrative burden and free up valuable time for care delivery and strategic priorities.

- ✓ Saving the NHS **£118K per day** through TempRE and we average a total of **4,000 shifts filled per week**.
- ✓ Collaboration has saved **over £12m** in North East England across 9 providers with **internal fill rates of 75%**
- ✓ **£500k** savings at University Hospitals Coventry and Warwickshire NHS Trust by NHS At Work Rota and Roster.

Unlocking Quick-Win Savings in Partnership with NHS Scotland

£13m saving opportunity identified

Building on the success of our VAT service, our **Accounts Payable (AP) support** offers an opportunity for boards across Scotland to realise additional value - working with the same expert teams to ensure continuity, shared insight, and trusted outcomes:

- **Quick-Win Savings**

Proven approach that helps NHS partners achieve rapid financial returns with minimal disruption.

- **Recovery of Lost Funds**

Supports finance teams in identifying and reclaiming duplicate payments, overpayments, and unallocated credits - helping recover money that can be reinvested locally.

- **Strengthened Financial Controls**

Offers data-driven insights that highlight areas for process improvement and help reduce future error rates.

- **Supporting Long-Term Sustainability**

Helps free up resources for reinvestment into core health services - contributing to more resilient and sustainable finance models.



Duplicates. Delivered.

Our AP audit offers a risk-free, end-to-end service to identify and recover savings by interrogating AP-related transactional information. Irregularities can be present in many forms including duplicate payments, charges, and unallocated credit notes.



AP Reviews have identified **£65m+** overall



£1.6m total savings in Cheshire and Merseyside ICS.



£1.2m total savings in London trusts in the last 12 months.

Improving Complex Care Outcomes at Scale

Building on the success from England, Ireland and Wales.



For every **50 cases** we review, we could find up to **£1m**

Triple-lock approach to quality; delivering **evidence-based, framework-aligned**, all-age continuing care reviews at **scale**.

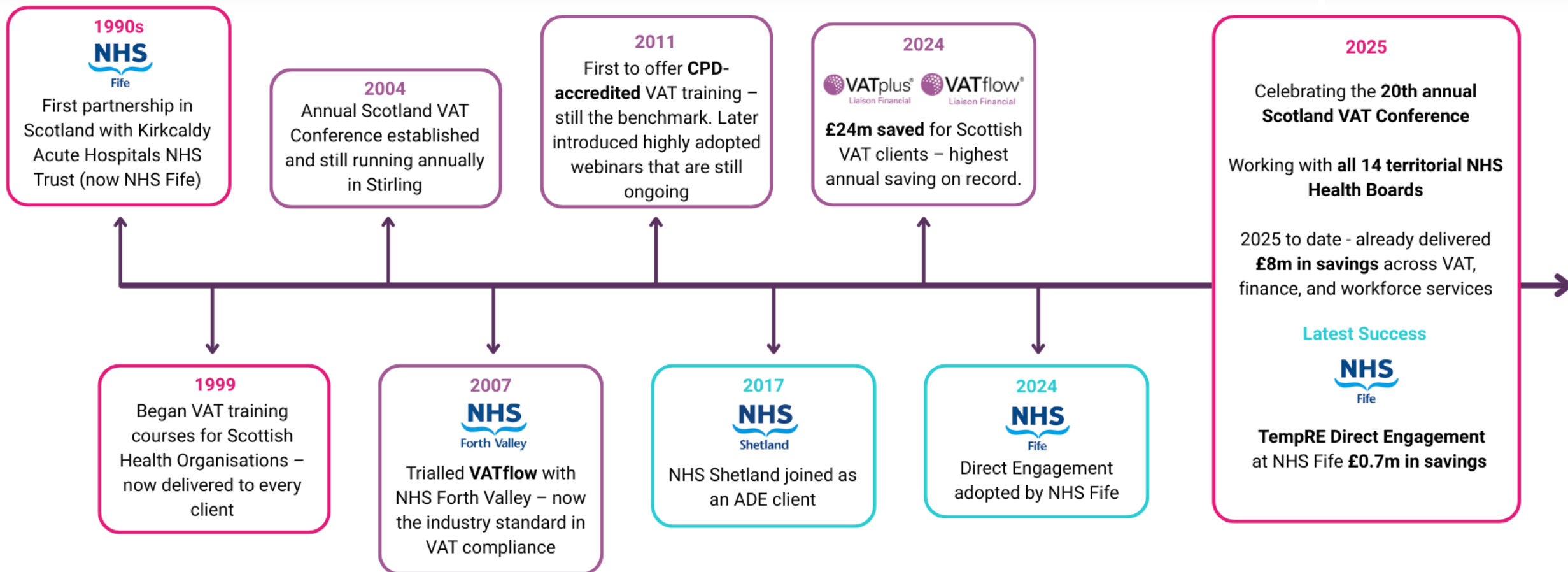
- Address high-cost Mental Health (MH) and Learning Disability (LD) placements.
- Support delivery of the Coming Home Agenda.
- Align with the Coming Home Action Plan (2026).
- Bring people with learning disabilities and complex needs back from out-of-area placements.
- Reduce long hospital stays by supporting people to return closer to home.

✓ Currently engaged in exploratory and active discussions with multiple organisations across Scotland.

We are incredibly proud to have **60 dedicated nurses** on our team – bringing with them a combined 947 years of nursing experience.

947 years of expertise. Of compassion. Of making a difference.

Three Decades of Impact: Partnership, Innovation, Upskilling and Savings



Built for Scotland. Backed by Experience.

- **Partnership not prescription:** Our approach respects Scotland's culture of local ownership - we enable your teams to lead, while we support from behind the scenes.
- **Built for you:** Our solutions are fully aligned with Scottish workforce governance, including NHS pension rules, reporting requirements, and national procurement frameworks.
- **Upskilling built in:** We don't just deliver a service - we build capability. Through ongoing training and hands-on support, we ensure your teams feel confident and in control, with a strategic partner that stays by your side.
- **Actionable insights:** Our reporting tools are tailored to your board's financial and workforce priorities, helping leaders spot trends, target interventions, and track real results.



In Focus: The NHS Fife Direct Engagement Story



Many Scottish boards have implemented elements of Direct Engagement (DE), but performance varies.

NHS Fife stands out as a success story:

£3.1m

all time savings through Agency Direct Employment.

In the first nine months we achieved:

- A **93% reduction in standard agency bookings** (from 70 to just 5)
- A **compliance rate of 79%**, aligned to Scottish pension regulations
- Over **100 staff trained and supported**, ensuring local ownership and capability
- A full rollout in **just six weeks**, supported by a dedicated Liaison Client Success Team



It has been fantastic to work with Liaison, they bring expertise and a can do attitude which we have really benefited from.

I would not hesitate to recommend.

David Miller
Director of Workforce

Liaison supports local ownership of DE models. We enable your teams to control agency spend, not just track it.

What Our Scottish Partners Say



“

We chose Liaison Workforce because of the expertise with agencies and VAT recovery as well as the extensive support during our scoping phase without pressure. As far as the experience it's been incredible, the implementation team we've had has been so hands on with the board and always available and has been huge in supporting training sessions with about 100 different employees in the organisation that will be using TempRE.

There was significant agility in the implementation plan when it was identified that a high number of Departments and Agencies were transferring Locums to Standard Placements rather than Agency Direct Engagement. Liaison gave significant support to guide and support this to the correct process.

We'd highly recommend to other boards!

Catherine Anderson
Senior Project Manager



“

It has been fantastic to work with Liaison, they bring expertise and a can-do attitude which we have really benefited from.

I would not hesitate to recommend.

David Miller
Director of Workforce



“

Liaison Workforce staff are very supportive and quick to respond on a range of matters. Their helpdesk is particularly helpful in addressing queries from NHS Shetland staff, the various agencies and from the temporary workers themselves.

Anonymous

Ultimately, we need to be engaging the workforce by using better information and systems to drive down costs and seeking further opportunities for savings via efficiencies and streamlining. TempRE is providing the ideal platform through which we can achieve these goals.

Karl Williamson
Head of Finance

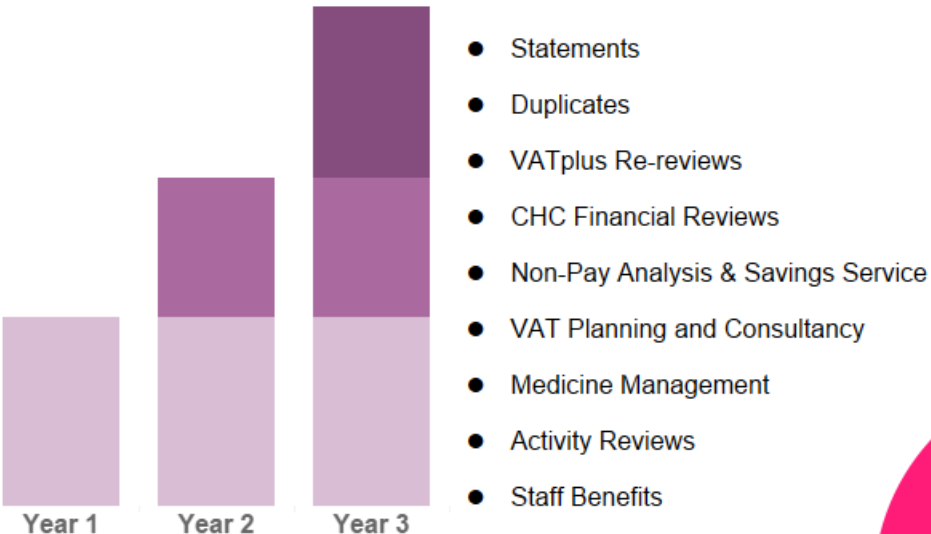


Saving Breakdown

Your Three Year Savings Opportunity Dashboard

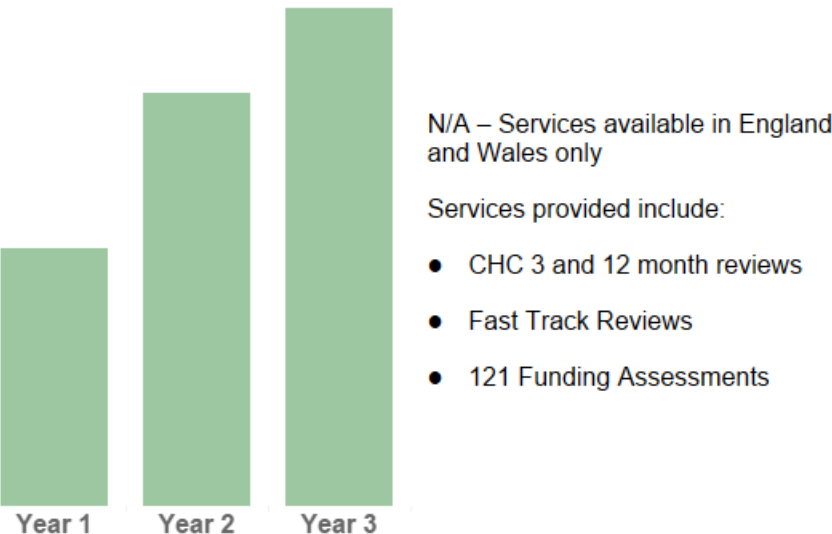
£13m

Sustainable Financial Recovery



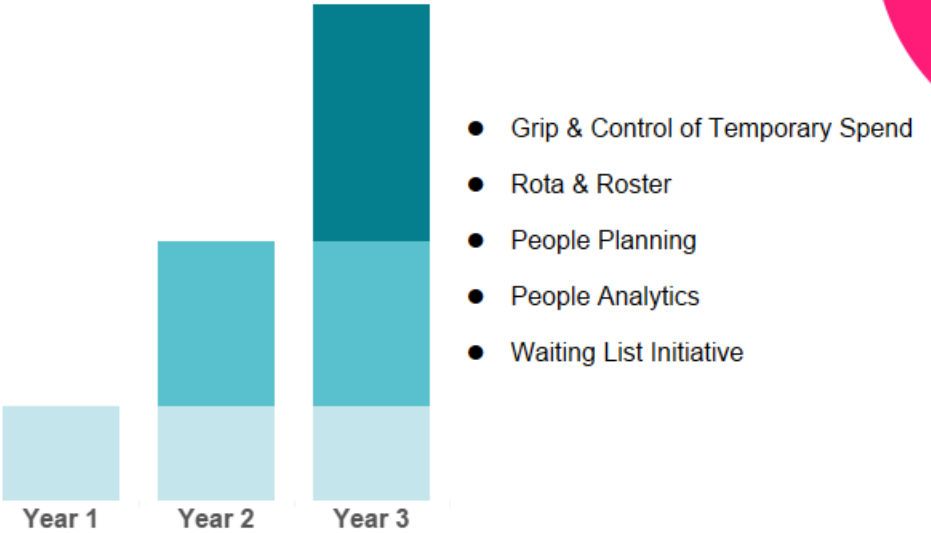
CHC Optimisation

TBC



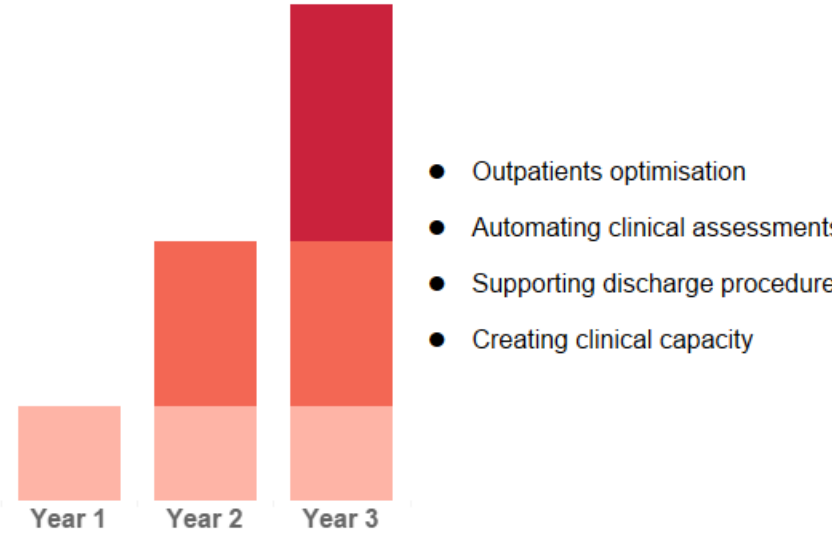
£342m

Workforce Productivity and Efficiency



Clinical Transformation

£1.9bn



£2.3bn

NHS Scotland																		
Programme	Opportunity / Service	Golden Jubilee National Hospital	NHS Ayrshire & Arran	NHS Borders	NHS Dumfries & Galloway	NHS Fife University Health Board	NHS Forth Valley	NHS Grampian	NHS Greater Glasgow & Clyde	NHS Highland	NHS Lanarkshire	NHS Lothian	NHS Orkney	NHS Shetland	NHS Tayside	NHS Western Isles	Scottish Ambulance Service Board for Scotland	Grand Total
Sustainable Financial Recovery	Duplicates	£55K	£55K	£55K	£55K	£55K	£55K	£55K	£55K		£55K	£55K	£55K	£55K	£55K	£55K	£55K	£825K
	Statements	£69K	£69K	£69K	£69K	£69K	£69K	£69K	£69K		£69K	£69K	£69K	£69K	£69K	£69K	£69K	£1,035K
	Non-Pay Analysis & Savings Service	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£450K	£7,200K
	Staff Benefits			£77K	£105K	£221K	£160K	£364K	£912K	£246K	£332K	£589K			£320K	£24K		£3,350K
	VATplus Re-reviews	£974K																£974K
	Total	£1,548K	£574K	£651K	£679K	£795K	£734K	£938K	£1,486K	£696K	£906K	£1,164K	£574K	£574K	£894K	£598K	£574K	£13,385K
Workforce Productivity and Efficiency	Grip and Control		£719K	£167K	£494K	£1,033K	£526K	£1,233K	£2,562K	£1,027K	£1,358K	£1,239K	£111K	£146K	£915K	£79K		£11,609K
	People Analytics	£19K	£58K	£31K	£36K	£63K	£53K	£90K	£204K	£59K	£96K	£126K	£22K	£22K	£87K	£23K	£19K	£1,008K
	People Planning		£19,472K	£7,928K	£11,708K	£21,364K	£11,989K	£44,901K	£57,601K	£26,512K	£33,963K	£33,214K	£1,598K	£1,875K	£33,990K	£2,601K		£308,716K
	Rota & Roster		£1,221K	£335K	£700K	£1,341K	£875K	£2,299K	£5,145K	£1,295K	£1,859K	£2,840K	£115K	£107K	£1,790K	£191K		£20,113K
	Total	£19K	£21,470K	£8,461K	£12,938K	£23,801K	£13,443K	£48,523K	£65,512K	£28,893K	£37,276K	£37,419K	£1,846K	£2,150K	£36,782K	£2,894K	£19K	£341,446K
CHC Optimisation	121 Funding Assessments																	£0K
	CHC 3 and 12 month reviews																	£0K
	Fast Track Reviews																	£0K
	Total																	£0K
Clinical Productivity	Specialty Transformation		£74,798K	£27,982K	£28,718K	£77,263K	£69,250K	£114,305K	£161,491K	£73,905K	£114,305K	£151,550K	£4,114K	£3,085K	£86,207K	£6,171K		£993,145K
	Discharge		£74,536K	£17,310K	£29,405K	£37,095K	£37,914K	£52,525K	£133,094K	£75,178K	£52,122K	£69,662K	£4,712K	£3,184K	£27,141K	£8,218K		£622,096K
	PIFU		£22,179K	£7,549K	£8,117K	£38,196K	£26,852K	£25,200K	£100,341K	£17,186K	£32,232K	£56,642K	£672K	£1,057K	£34,567K	£1,226K		£372,015K
	Total		£171,513K	£52,841K	£66,240K	£152,554K	£134,017K	£192,029K	£394,927K	£166,270K	£198,659K	£277,854K	£9,497K	£7,326K	£147,914K	£15,615K		£1,987,256K
Total 3 Years Savings Opportunity		£1,567K	£193,557K	£61,953K	£79,857K	£177,150K	£148,194K	£241,490K	£461,925K	£195,859K	£236,841K	£316,437K	£11,917K	£10,050K	£185,590K	£19,107K		£2,342,087K