

**Reference Number:** FOI2021/115  
**From:** Commercial  
**Date:** 14 April 2021  
**Subject:** Cost Improvement Programmes

**Q1** I am seeking some information about your trust's Cost Improvement Programmes under FOI laws.

Please can you fill in the table below with the CIPs the trust delivered in each financial year?

By Cost Improvement Programmes, I'm referring to the efficiency savings/income generation targets that are monitored by NHS Improvement.

**A1**

	2016-17 (£millions delivered)	2017-18 (£millions delivered)	2018-19 (£millions delivered)	2019-20 (£millions delivered)
Cost improvement programme (Recurrent & Non-Recurrent)	3,464	3,511	3,672	3,114
....of which non-recurrent	958	449	304	235
....of which Income Generation (Recurrent & Non-Recurrent)	318	58	247	495