Appendix 2 – Merger Benefits – update on benefits identified to September 2026

1. Background

As part of the Trust merger business case that was approved by NHS England, the Trust developed a benefits management approach to track the financial and non-financial benefits arising from the merger.

This report provides a summary of the approach adopted and an update on the benefits achieved to date, both financial and non-financial, updating the previous report to board in July 2026.

2. Benefits realisation approach

As part of the business case the Trust identified the high-level benefits arising from the merger as follows:

- Allowing **fully integrated patient pathways** to be established which will improve patient outcomes and experience. Removing organisational barriers will increase the pace of these changes and help engage with a wider set of colleagues and system partners in development of new models of care.
- Develop a **shared corporate vision and drive a harmonised culture**.
- Strengthening our actions to support our **shared commitment to equality, diversity and inclusion**.
- Signalling to our people and other stakeholders the permanence of the change and our **commitment to realise the maximum benefits**.
- **Make better use of resources** by removing duplicate activity in clinical, operational and support services, by taking advantage of economies of scale, making more efficient use of our combined estates and through facilitating the full integration of support services
- Enabling a **single governance framework** to be established with clear accountabilities.
- Creating the opportunity for a **strengthened financial strategy** and enhanced ability to deliver it through increased financial and operational expertise, capacity and resilience.
- **Better manage the rising demand for our services**, whilst supporting improved patient care through higher quality and more sustainable integrated services, reduction in health inequalities and unwarranted variation of care.
- Develop and implement an **integrated People strategy** which will attract high calibre, diverse applicants, improve our resilience and make the merged organisation a great place to work.

3. Financial Benefits

The merger business case identified £6.7m of planned cashable efficiencies over the four-year period up to 31 March 2029.

For 2026/27 c.£2.9m savings have been identified, and we are currently forecasting to deliver £325,000 more cashable savings than originally proposed in the business case (an increase of £45,000 over the June forecast).

These savings form part of the overall £15.5m efficiency programme for 2026/27, and it is expected that further cashable efficiencies attributable to the merger will be delivered as part of this programme.

4. Estates Benefits

One of the biggest areas for merger benefits lies in our expanded estates portfolio. This has already led to a significant relocation of iCaSH services in Norwich to the Rowan unit on the Colman hospital site and

Children & Young People staff from leased premises in Cringleford into redesigned office accommodation at Woodlands House, Norwich Community Hospital.

Further work is ongoing to scope estates opportunities including a review of MSK estate. Requirements will look at current utilisation and opportunities to reduce current space and potential dental services clinic space consolidation.

In addition to reviewing physical estate benefits have been delivered from aligning estates policies and processes (e.g. fire safety and asbestos monitoring) and a Trust wide review of postal and courier services leading to the removal of many franking machines, expanded use of electronic mail services and improved courier services.

5. Non-Financial/Qualitative Benefits

The merger has generated numerous non-financial benefits, and a web portal has been developed to record specific case studies showing the detail and approach behind the integration benefits identified by the various services:

https://www.eastofenglandcommunityhealthandcare.nhs.uk/benefits-of-integration/.

The web portal is broken down into the following subject areas:

- Joined up care
- Improving access to services
- Making best practice standard practice
- Sharing learning to improve quality and safety
- More support for staff
- Bringing together skills and expertise
- Developing skills and careers
- Creating a more inclusive organisation
- More innovation
- Strengthening support for vulnerable people
- Improving future care through innovation
- More resilient
- Keeping people safe
- Stronger partnerships
- Adapting to changing health needs
- Saving money
- Protecting services for the future
- Reducing organisational barriers

The current list of case studies on the web portal is:

Joined up care	Mallory, a girl who used the speech and language therapy service
Improving access to services	Integrated children and young people's services in Norfolk and Waveney
Making best practice standard practice	Roll out of FLOK AI service across Norfolk as well as Cambridgeshire and Peterborough
Sharing learning to improve quality and safety	Expanding Quality Improvement capability
More support for staff	Wellbeing festival
Bringing together skills and expertise	Shared leadership, governance and collaboration in Musculoskeletal Services
Developing skills and careers	Creation of medical workforce business partner role
Creating a more inclusive organisation	Using data and insight to understand and address health inequalities
More innovation	'Healthy.io' (Wound technology)

Strengthening support for vulnerable people	A ‘Think Family’ approach to safeguarding
Improving future care through innovation	Strengthening our research culture through Research Champions programme
More resilient	Move of integrated Contraception and Sexual Health (iCaSH) services in Norfolk

Work continues with teams to identify the qualitative benefits of our merger as well as financial benefits. This is regularly reported through our integration programme board.