hscic Health & Social Care
Information Centre

HSCIC Board Performance Pack

October Data

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Contents

HSCIC Performance Summary

Performance This Period

Performance Indicator	Owner	Previous Period	Current Period	Current Forecast	Previous Forecast
Programme Achievement	James Hawkins	A	A	A/G	A/G
IT Service Performance	Rob Shaw	G	G	A	G
Organisational Health	Rachael Allsop	G	G	G	G
Financial Management: HSCIC	Carl Vincent	A	R	R	A
Reputation	Isabel Hunt	A	A	A	A

Performance Tracker: Rolling 12 months

	2013-14					2014-15						
	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
Programme Achievement	A/G	A/G	A/G	A/G	A/G	A	A	A	A	A	A	A
IT Service Performance	G	A	G	A	A	A	G	A	R	G	G	G
Organisational Health	R	R	R	R	R	R	R	R	R	G	G	G
Financial Management: HSCIC	R	R	R	R	R		G	G	G	A	A	R
Reputation	A	A	A	A	A	A	A	A	A	A	A	A

Potential Additional KPIs:

Two potential additional KPIs are subject to future development. These are Usefulness of Service and Cyber Security.

Executive Summary

Overall Position

Of 5 KPIs reported to the Board this month:

- 2 are assessed as GREEN.
- 2 are assessed as AMBER.
- 1 are assessed as RED.

The one KPI assessed as RED this month is:
- **Financial Management** (HSCIC): down from AMBER last month. See page 9.

Board KPIs

Programme Achievement is reporting an AMBER status for overall delivery confidence. 11 out of 33 programmes have a status of RED or AMBER/RED. 8 programmes have a status of GREEN or AMBER/GREEN. A number of factors that influence programme delivery are external to this organisation (e.g. approvals). Through the new system-wide governance arrangements HSCIC will seek to exert stronger control over external factors. In addition, HSCIC has developed a plan that sets out the path to GREEN for delivery of programmes.

IT Service Performance status is GREEN as forecast last month. 100% of services achieved their target for average availability. 100% of High Severity Service Incidents were resolved within their target fix time.

Organisational Health performance has a GREEN status, as forecast last month. The majority of performance indicators are within tolerances. Work with finance to identify budgeted establishment is progressing and mechanisms have been put in place to align, validate and reconcile recruitment data against the establishment. The KPI now more accurately reflects performance, including an indicator of the monthly net increase in headcount. Sickness absence has stabilised.

HSCIC Financial Management: Following a mid-year review of the financial position of the HSCIC for 2014/15 the forecast outturn for the year has been reduced to £145.5m, which is an underspend against budget of £19.5m. Central adjustments have been made to reduce the expected outturn for professional fees, redundancy provision, ring-fenced staff costs and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met. This gives the KPI a RED performance status for both the year-to-date and full year. The mid-year financial review includes a proposal that HSCIC revises the target for the year downwards by £25m and, if approved, the KPI will be measured against this level for M8 reporting onwards.

The **Reputation** performance measure focuses this month on media coverage, which continues to be very positive and much stronger than earlier in the year. The Reputation KPI requires further development and this will take place during the remainder of 2014/15.
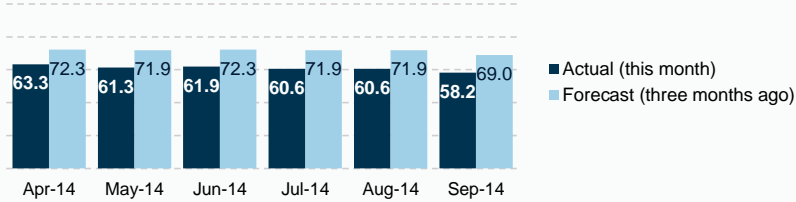
KPI	Programme Achievement		PD	PDD View	Prov. Sup.	I & A	OAS	COMBINED
KPI Owner	James Hawkins							
	Previous RAG		63.8% A		68.6% A/G	48.0% A/R	46.7% A/R	A
	Current RAG		60.0% A		68.6% A/G	51.4% A	40.0% A/R	58.2% A
	Forecast RAG		67.5% A/G	A	68.6% A/G	62.9% A	60.0% A	66.1% A/G

Overall delivery confidence across all programmes is 58.2% (AMBER). HSCIC has a plan to move programmes towards a GREEN status, and the forecast indicates an improvement to AMBER/GREEN next month. 4 programmes are assessed as RED for overall delivery confidence, and 7 are AMBER/RED.

Important Note: A number of factors that influence programme achievement performance are external to this organisation (e.g. approvals). Through the new system-wide governance arrangements HSCIC will seek to exert stronger control over external factors.

Programme Achievement: Delivery Confidence (%)

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Actual (this month)	63.3	61.3	61.9	60.6	60.6	58.2
Forecast (three months ago)	72.3	71.9	72.3	71.9	71.9	69.0

Overall Delivery Confidence: Programmes Rated AMBER / RED

NHS eReferrals Service: No-go decision at two Programme Boards in September. Extension to CAB to be sought. Software defect levels higher than expected. Overrun sprint underway to ensure e-RS is ready (acceptable levels of defects and test activity completed) for go live by Spring 2015.

Child Protection - Information Sharing: data quality issues with uploads have been identifie. The local authority supplier is resolving these. This delayed early deployments and may delay ministerial communications. Recruitment is underway to strength en local authority engagement and deployments to ensure ministerial targets are met.

N3: delays in approvals for EIG (Enhanced Internet Gateway) and Core Bandwidth. Complaints of poor internet access are increasing. Elements of funding for year two from April 2015 is outstanding. All these factors will be tracked under HSCN pro gramme reporting from next period onwards.
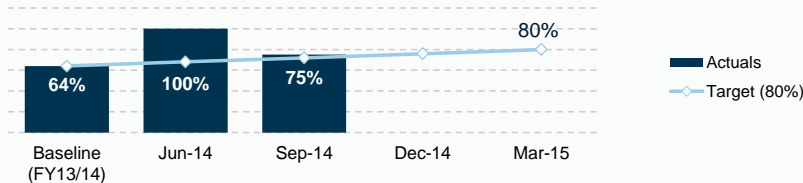
Care.data: The programme is still delivering without a business case; specialist resource to assist in this area is now in place. Funding for large parts of the programme remains unconfirmed. Recommendations from the Major Projects Authority (MPA) Project Validation Review (PVR) are being addressed, with a formal action plan now developed to enable the programme board (and the MPA) to approve and assure progress.

Data Services for Commissioners: a significantly reduced budget compared to original expectations has been agreed for FY2014/15. Any additional requirements to programme scope will be covered by work packages to be accompanied by extra funding. Budget for FY2015/16 has not been agreed with NHS England which presents a significant risk to the programme.

Overall Delivery Confidence: Programmes Rated RED

Health and Social Care Network: significant resourcing shortfalls (capacity and SME capability). Programme governance remains in transition. Continuing delays to the agreement of the future strategy, impacting on business case delivery. Work on-going across CCS and GDS within the Cabinet Office and DH to agree a strategy.

eProcurement - The overall programme delivery confidence has reduced to a Red status due to major issues with funding and scope, which stem from the fact that the DH Business Case has not yet been approved (and has not been submitted in to the approvals process) so funding cannot be released to the HSCIC.

Pathfinder on DME - The project team has undertaken a full impact assessment following the change of delivery approach and has now produced a baselined plan. There are still a number of significant risks and unknowns that need to be carefully managed to ensure delivery of the plan can be executed in time, but we expect through robust project controls management that we will be able to increase delivery confidence over the coming months

Spine Extension - Contract exit by 31st December 2014 is at risk as there is a dependence on SUS Transition delivering an alternative platform. SUS Transition is now anticipated to go live January 2015

Maternity and Children's Dataset: Extraordinary project board held in order to discuss the requirement to incorporate Improving Access to Psychological Therapies (IAPT) data in the new national Child and Adolescent Mental Health Services (CAMHS) dataset flow. HSCIC suppliers asked to produce a more detailed options appraisal. HSCIC signed off internally the procurement of development hardware, which has now been ordered.

SUS Transition - following re-planning this programme is now anticipating a go live date of January 2015

Other Programmes News by Directorate

Programmes Delivery Directorate: for Resourcing, 9 of the 15 programmes reporting this RAG were Amber or worse - Work is underway across the directorate to implement dynamic resourcing, although further work is also required to understand specific resourcing issues. Operational Expenditure vs budget - 12 of the 14 programmes reporting this RAG are RED. 5 due to underspend and 7 due to overspend.

Informatics and Analytics: GPES - Successful extraction of Dementia data for the Secretary of State is continuing. Practice participation for these extracts is now around 94%. Work to resolve outstanding practice participation issues with system suppliers. More people have been recruited into the GPES Operational team, easing resource constraints on the elaboration and preparation of GPES extracts.

Operations and Assurance: Spine 2 is now Amber - Whilst Core has now gone live and is tracking Green, the Amber status relates to the delivery of CIS Project.

Provider Support:
- **BT LSP (London)** - Royal Free London transitioned to their replacement Cerner service on 14 June 2014 as planned. The rollout of RiO Release 2 continues with a total of 26 instances now live.
- **CSC LSP Programme** - Exit remains challenging and there is a need to put mechanisms in place to help NHS organisations exit in order to hit the planned date.
- **South Acute Programme** - There has been good progress with all six collaborative groups launching their procurement within the agreed timeframe. Overall progress is slower than expected because most groups have taken longer than expected to be fully ready to launch.

Gateway Reviews: Programmes Amber or Better (%)

	Baseline (FY13/14)	Jun-14	Sep-14	Dec-14	Mar-15
Actuals	64%	100%	75%		
Target (80%)					80%

Gateway Reviews : Four reviews of PDD programmes have taken place during 2014-15. Child Protection Information Sharing (AMBER/GREEN), SCR and NHS eReferrals (both AMBER), and Health and Justice Information Systems (AMBER/RED)

12 Month Rolling Tracker	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
RAG Rating	A/G	A/G	A/G	A/G	A/G	A/G	A/G	A	A	A	A	A	A	A

Key Actions to rectify variance from target	Target Date	Status
Revisit weighting of projects included in the KPI	30-Nov-14	Initial prioritisation across all Directorates is currently on-going with the intention of providing a consolidated HSCIC view of prioritisation - timescales TBC and process being led by Business Intelligence and Portfolio Office. Propose action to be closed at Directorate level until further central updates provided.

Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

KPI	IT Service Performance		Previous RAG	G
KPI Owner	Rob Shaw		Current RAG	G
			Forecast RAG	A

Availability

All 61 services met their target for average availability during the reporting month. This is excellent performance and is the second time this has been achieved in the last three reporting months.

Fix Times: High Severity Service Incidents (HSSIs)

There were 27 HSSIs in the month. This was fewer than the 12-month average (33) and a reduction of 8 from the previous month (35).

During the month one Security Incident and seven Clinical Safety incidents were raised as HSSIs.

HSSI Fix time performance was excellent: all 27 HSSIs were resolved within the target fix time. This is the second consecutive month in which 100% of HSSIs have achieved the target Fix Time.

High Severity Service Incidents: Achieving Fix Times Target

■ Number of HSSIs Raised   ■ Number of HSSIs Achieving Fix Times Target

	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Raised	39	45	18	33	55	43	17	25	32	24	35	27
Achieving	37	40	16	33	54	38	16	22	27	23	35	27

Response Times

Performance was good for the majority of services: 22 out of 24 services reported against this month achieved or exceeded their response times target.

The Calculating Quality Report Service (CQRS) experienced a repeat failure at a critical level. The supplier, GDIT, has identified a number of web pages that are more than 6MB in size that they believe are affecting their performance. End-users may have noticed a negligible reduction in the responsiveness of CQRS delivering dynamic web pages, but this would not have prevented them from carrying out normal business operations. GDIT have a fix that is due to be deployed on 24 November as part of Build 53.

The NHS Numbers for Babies Service provided by BT Spine experienced a level 1 failure on 03 September between 07:11 and 07:40. During this period there was a delay in processing transactions due to a failure on the Spine Messaging Service. This was identified by proactive monitoring, following the identification of this the service was restarted and the delayed messages were processed.

Incidents of note outside the reporting period

Since the reporting period of September and the generation of this commentary (10 November) the following HSSIs have been reported which are worthy of note:

13 October: Vodafone - Multiple NHSmail users were unable to access the Outlook Anywhere service.

16-19 October: BT Spine - Multiple users nationally were unable to authenticate to Spine services.

20 October: EMIS - Users at 100 EMIS Web practices experienced performance degradation.

Forecast

The forecast RAG status for next month is AMBER. The reduction from GREEN is due to the above mentioned BT Spine authentication (16-19 October) and NHSmail (13 October) issues .

Performance Indicators	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
No. of Services achieving Availability target	75	71	75	69	72	46	63	62	58	69	68	61
No. of Services breaching Availability target, but not to a critical level	0	4	0	6	4	3	0	2	1	0	1	0
No. of Services breaching Availability target at a critical level	0	0	0	0	0	0	0	0	10	0	0	0
Total No. of Services measured for Availability Performance >>>>	75	75	75	75	76	49	63	64	69	69	69	61
No. of Services achieving Response Times target	41	40	37	39	42	40	28	25	24	24	25	22
No. of Services breaching Response Times target, but not to a critical level	3	3	4	3	2	5	1	1	1	1	0	1
No. of Services breaching Response Times target at a critical level	0	1	3	2	0	0	1	1	1	1	1	1
Total No. of Services measured for Response Times Performance >>>>	44	44	44	44	44	45	30	27	26	26	26	24
Total number of Higher Severity Service Incidents (HSSIs)	39	45	18	33	55	43	17	25	32	24	35	27
Total number of HSSIs achieving Fix Times target	37	40	16	33	54	38	16	22	27	23	35	27
% HSSIs achieving Fix Times target	95%	89%	89%	100%	98%	88%	94%	88%	84%	96%	100%	100%

Key Actions to rectify variance from target	Target Date	Status

Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

KPI	Organisational Health
KPI Owner	Rachael Allsop

Overall Position: GREEN rated as the majority of indicators are within tolerances. Work with finance to refine budgeted establishment is progressing and mechanisms have been put in place to align, validate and reconcile recruitment data against the establishment. KPIs more accurately reflect performance, including an indicator of the monthly net increase in headcount. The latest staff survey closed on the 3rd November and engagement actions from the previous staff survey are being completed. Sickness absence has stabilised, and remains below target.

Previous RAG	G
Current RAG	G
Forecast RAG	G

	Target	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
Engagement Score	>=70	72						TBC
Engagement Actions Completed	>=90%	#	#	#	#	#	93%	95%
Professional Group Membership	>=90%	66%	72%	77%	83%	86%	87%	80%
PDR Completion	>=90%	#	#	59%	69%	71%	73%	*2%
Training Spend / Head (invoiced)	£280	#	#	#	#	#	£33	£93

*Reset at mid-year review

Sickness Absence

Sickness Absence for October is 2.74% and seems to have stabilised for both types of absence. A deep dive into absence has now been completed and early headlines from this work indicate that under-reporting of absence in some areas, better classification of incidents of absence and particular hotspots are all issues to be tackled. Work will commence on these areas through November.
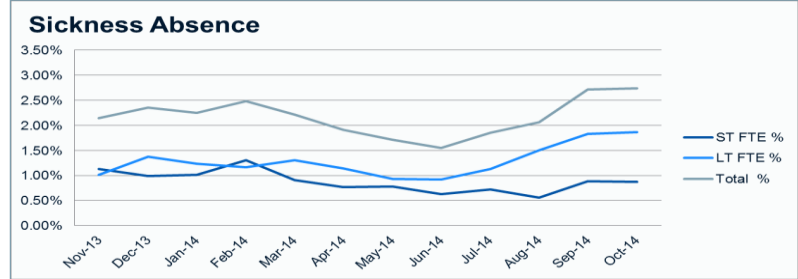
Engagement

- The third staff survey closed on 3rd November. The response rate was 60.2%, compared to 67% in the previous survey. Finance and Corporate Services achieved the highest response (73.5%) and Architecture, Standards and Innovation the lowest (49.7%). Results of the survey are expected mid-November. A new staff engagement score will be available by the end of November 2014 and directorates will produce revised survey action plans by mid-January 2015.
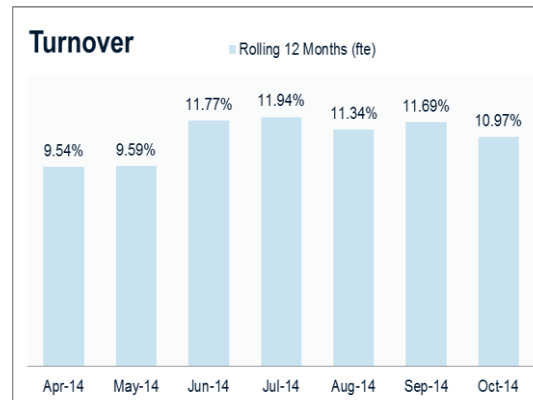
Training and Development (Civil Service Learning)

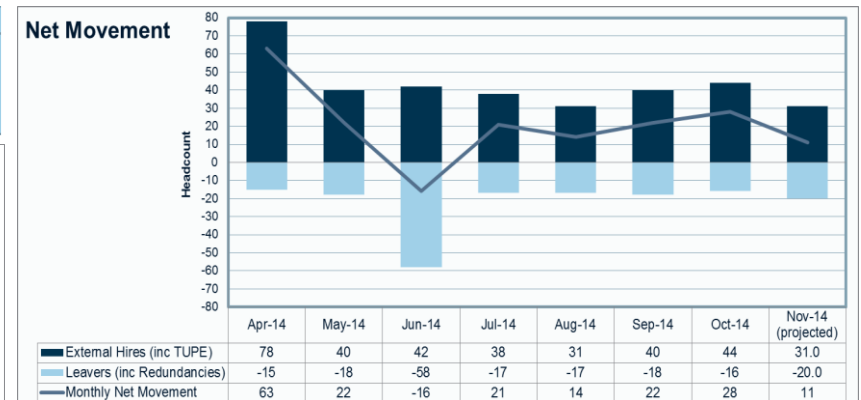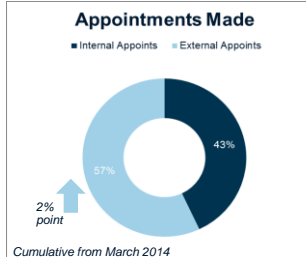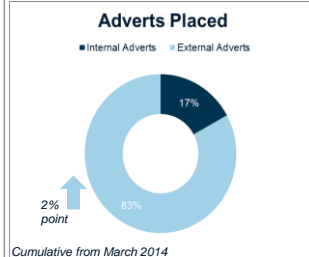Since the HSCIC migration to CSL as the route to training delivery:

- 70% of the workforce have registered
- 1116 eLearning events have been accessed
- 114 classroom events have been booked
- 43 gateway requests have been submitted

Turnover

Active Recruitment Stages	Totals
Advertising	72
Selection (including shortlisting and interviewing)	131
Appointment	96
Total	**299**

Adverts Placed

Cumulative from March 2014

Appointments Made

Cumulative from March 2014

Net Movement

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14 (projected)
External Hires (inc TUPE)	78	40	42	38	31	40	44	31.0
Leavers (inc Redundancies)	-15	-18	-58	-17	-17	-18	-16	-20.0
Monthly Net Movement	63	22	-16	21	14	22	28	11

Recruitment & Turnover

Turnover is stable at an average of 1% of the workforce leaving the organisation each month. Included in the figures are those individuals leaving the organisation due to the end of their fixed term contract, YTD there have only been 12.

Active Recruitment - As compared with September, the volume of recruitment has remained relatively stable; additional steps have been taken to introduce a further quality measure to highlight any vacancies where more than 20 days have elapsed since the advert closing date with the aim of clarifying with line managers the status of such adverts and removing any dormant activities from the recruitment tracker. It is anticipated that this action will provide a more realistic view of pipeline resources and assist with our alignment against the establishment figure.

Adverts/Appointments - There has been a further increase in the percentage of external job adverts and external appointments, which is positive in the sense of reducing internal churn and bringing additional capacity into the organisation. The cumulative figures are shown above; in September 92% of our adverts were listed externally and 66% of our appointments were external hires. Internal staff can, of course, apply for posts that are advertised externally.

Training - Recruitment and Selection Process training commenced on 6 October and is offered to those responsible for managing a recruitment process and who require understanding of the mechanics of the recruitment process. Additionally selection training focussing on the skills, tools and techniques for effective selection will shortly be available and targets line managers involved in shortlisting and interview panels.

Net Movement

As of 31 October, our net employed workforce has increased by 154 since April 2014. This includes 30 individuals who TUPE transferred into HSCIC and 49 who left through reason of redundancy. For the year, our average net monthly increase is 22. Currently, 31 external hires have agreed start dates within November. Based on turnover rate, it is estimated 20 employees will leave in November. Net increase for November is currently projected to be 11, however, this is subject to change as further start dates are agreed.

Work continues with Finance to track our net movement monthly against establishment figures; closer alignment between HR and Finance's reporting position is now in place.

Growing Talent

Placement profiles are being compiled in teams across the HSCIC for the **10 IT Graduate Trainees** joining us in January 2015.

60 applications were received by Leeds City College for our **Software Developer Apprenticeship** in NHS Choices. This was a significantly higher response compared to Leeds City College's average response rate of between 10 and 20 applications per vacancy. 22 were long listed by Leeds City College and then 10 were shortlisted for interview. 5 attended interview and 2 candidates were offered and accepted a position.

47 applications were received by QA for our **Project Management Apprenticeship** in Portfolio Delivery. This again was higher than QA's usual response rate of between 25 and 30 applications per vacancy. 8 were shortlisted for interview and 2 have been offered a position. 1 has so far accepted and 1 decision is pending.

Job descriptions for apprenticeship roles within the Corporate ICT and Information Governance teams are in development.

Key Actions	Target Date	Status
Planned recruitment reconciled with planned budget	01/04/2015	On target - but original deadline revised
Complete Standard Job Descriptions for all priority roles - part completed. A number of roles are in pre-evaluation and formal job evaluation.	31/10/2014	Target date at risk - issues need addressing
Link NHS Jobs and ESR Recruitment Module; consequent further revision of process and guidance. Deadline extended to first embed recruitment process changes. Further work required to address capacity issues.	31/10/2014	Target date at risk - issues need addressing
Produce HSCIC resourcing strategy - first draft completed.	30/11/2014	On target - but original deadline revised

Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

KPI	Reputation		Previous RAG	A
KPI Owner	Customer Relations Director		Current RAG	A
			Forecast RAG	A

Overall Position: the current reputation status is AMBER.

Note: the Reputation KPI is subject to further development work. This will be progressed during the remainder of 2014/15.

Media Coverage

HSCIC was covered in 239 units across press, broadcast and online sources during October. Coverage was 94% positive (224 items), followed by balanced 4% (10 items) and negative 2% (5 items).

PR-influenced content, driven by 11 press releases and four statements, accounted for 54% (128 items).

The total potential audience exceeded 80 million, of which one quarter was secured by the press notice 'Female genital mutilation figures published'.

The HSCIC representatives were quoted in 13% of all content (30 items). Chairman Kingsley Manning was quoted in 27 articles and Chief Executive Andy Williams in three items.

Customer Feedback

The second PwC survey of HSCIC customer satisfaction was issued to over 300 customers in September. Results will be available in November.

It is recognised that there is an issue with timeliness of processing data requests and this could have a reputational impact.

'What's Important?' Satisfaction Survey

HSCIC has received the results of a 'What's important?' satisfaction survey completed by DH stakeholders and customers. The survey covered aspects of organisational performance including engagement, responsiveness, transparency, reliability, knowledge/professionalism, customer focus, collaboration and management.

The results will be used to inform aspects of organisational development and business planning for 2015/16.

HSCIC Media Coverage: Number of Units

May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
110	220	304	240	236	239
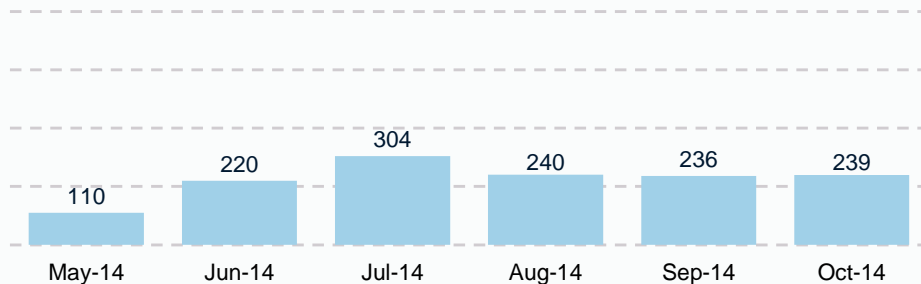
HSCIC Media Coverage: Percentage of Positive Articles

% Positive Articles — Target (80%)

May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
89%	83%	95%	99%	99%	98%
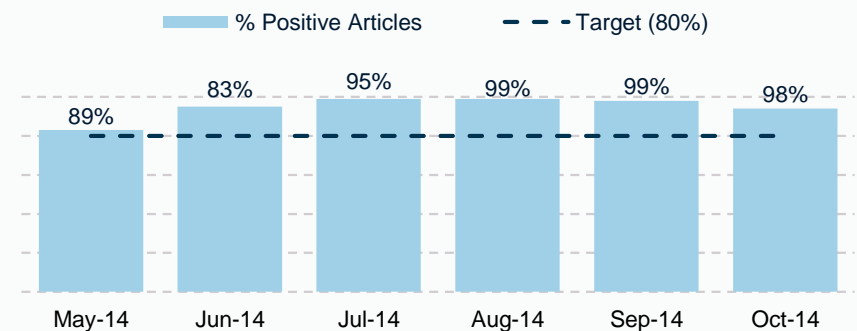
12 Month Tracker	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14
RAG Rating	A	A	A	A	A	A	A	A	A	A	A	A

Key Actions	Target Date	Status

Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

KPI	Financial Management (HSCIC)				Previous RAG	A
KPI Owner	Carl Vincent				Current RAG	R
					Forecast RAG	R

Revenue Spend	Budget (£m)	Actual (£m)	Variation (%)
Year to Date: Actual v Budget	88.4	80.9	8.5
Full Year: Actual v Budget	165.0	145.5	11.9

Forecast Accuracy	Actual (£m)	Forecast (£m)	Variation (%)
Full Year: Actual v Budget	12.8	12.5	2.1

Revenue Spend: Year to Date - Actual v Budget

Revenue Spend: Year to Date v Budget - Variation

Revenue Spend: Full Year Forecast v Budget

Revenue Spend: Full Year Forecast v Budget - Variation
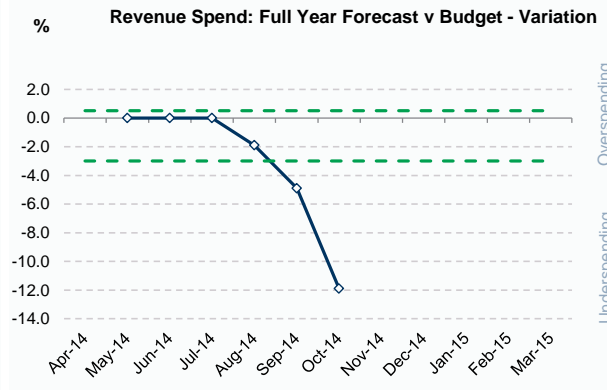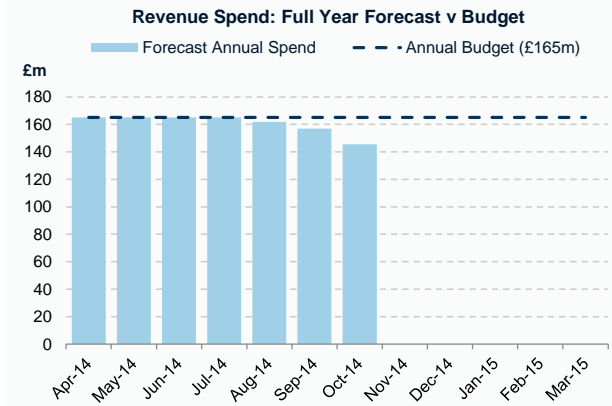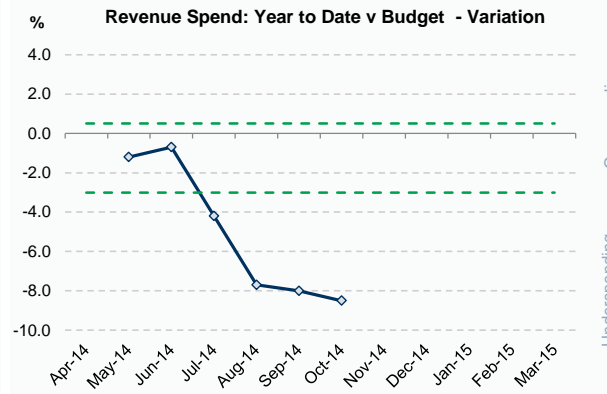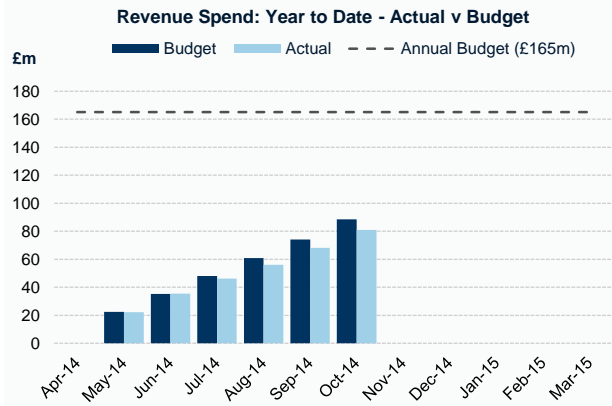
HSCIC Operating costs

Following a mid-year review of the financial position of the HSCIC for 2014/15 (see accompanying paper), the forecast outturn for the year has been reduced to £145.5m, which is an underspend against budget of £19.5m. Central adjustments have been made to reduce the expected outturn for professional fees, redundancy provision, ring-fenced staff costs and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met.

This gives a Red KPI for both the year-to-date and full year. The accompanying mid-year paper includes a proposal that the target for the year is revised downwards by £25m and, if approved, the KPI will be measured against this level for M8 reporting onwards.

The year-to-date position is £7.6m under budget. Individual cost centres are forecasting that much of the underspends will be recovered, but much of this is based on challenging assumptions and central adjustments have been made to adjust these assumptions. As yet, there has been no allocation to directorates from the unallocated funds and some directorates now have underspends which can be used to fund any new priorities as they arise.

The full year forecast includes potentially unachievable recruitment targets in the remainder of the year, with 245 vacancies included in directorate forecasts. Additionally, expenditure for Professional Fees is £9m year-to-date but with a full year forecast of £28m, indicating optimistic procurement assumptions (a central adjustment of £4m has been applied). Ring-fenced Grant in Aid expenditure is £6.6m below budget as expenditure on in-sourced programmes is no longer required in the current year at budgeted levels.

Further details are supplied in the Management Accounts as an annex to the performance pack.

The forecast accuracy KPI is Amber. The cost types showing the greatest variances were Income and Professional Fees.

Management action

We have set tighter budgets at Directorate level this year so funding was only allocated where there was a credible plan to spend the money. However, the likelihood of underspending for the full year has increased, leading to central adjustments being included to present a more realistic position for the forecast. An emphasis is required on credible and deliverable forecasting by Directorates for the remainder of the financial year.

2014-15 Financial Year Tracker	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
RAG Rating	n/a	G	G	G	A	A	R					

Key Actions	Date	Status
Introduce Service Line and Programme financial reporting	Mar-15	• Currently gathering requirements and consideration of options for development of a process to enable us to report the full costs incurred by a programme/ project/ service within the HSCIC
Set challenging and deliverable budgets for 2015/16, supporting the system-wide aim of maximising funding available to front line services.	Mar-15	• Indicative allocation are expected to be agreed with DH in November. • Plans for the 15/16 budget setting process will be discussed at EMT in October/ November and will be aligned with the Business Planning timetable.

Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

2014/15 HSCIC Management Accounts as at 31st October 2014 — Summary Position

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Total GiA	(88.4)	(88.4)	0.0	(165.0)	(165.0)	(0.0)
Total Income	(33.2)	(28.5)	(4.7)	(56.7)	(56.7)	0.0
Total Staff Costs	81.7	78.4	3.3	143.8	142.9	0.9
Total Other Costs	37.3	30.9	6.4	67.8	66.7	1.0
Unallocated Costs	2.5	0.0	2.5	10.2	4.1	6.1
Surplus/ (Deficit)	**(0.0)**	**(7.6)**	**7.6**	**0.0**	**(8.0)**	**8.0**
Central Adjustment					(11.6)	11.6
Revised Surplus/ (Deficit)				**0.0**	**(19.6)**	**19.6**
Depreciation GiA	(7.6)	(7.6)	(0.0)	(13.0)	(13.0)	(0.0)
Depreciation Cost	7.6	6.0	1.5	13.0	11.9	1.1
Surplus/ (Deficit)	**0.0**	**(1.5)**	**1.5**	**0.0**	**(1.1)**	**1.1**

Following a mid-year review of the financial position of the HSCIC for 2014/15 (see accompanying paper), the forecast outturn for the year has been reduced to £145.5m, which is an underspend against budget of £19.5m. Central adjustments have been made to reduce the expected outturn for professional fees, redundancy provision, ring-fenced staff costs and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met.

The year-to-date position is £7.6m under budget with total expenditure being £12.2m under budget and income being £4.7m under budget; individual cost centres are forecasting that much of the underspends will be recovered, but much of this is based on challenging assumptions and so central adjustments have been made to adjust these assumptions (included in the "Central/ Unallocated" line)

The full year forecast includes potentially unachievable recruitment targets in the remainder of the year, with 245 vacancies included in directorate forecasts. Additionally, expenditure for Professional Fees is £10m year-to-date but with a full year forecast of £27m, indicating optimistic procurement assumptions (a central adjustment of £4m has been applied).
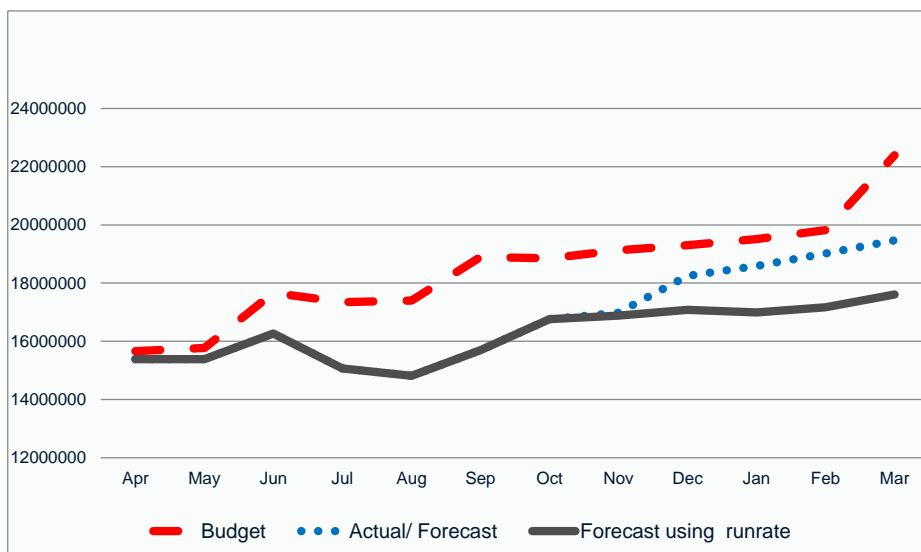
Monthly trend of gross expenditure for the organisation for the original budget (red), the latest forecast (blue) (7 months of actual costs and 5 months of expected costs) and an extrapolation (runrate) of the position if the current staff position remained at October levels for the remainder of the year.
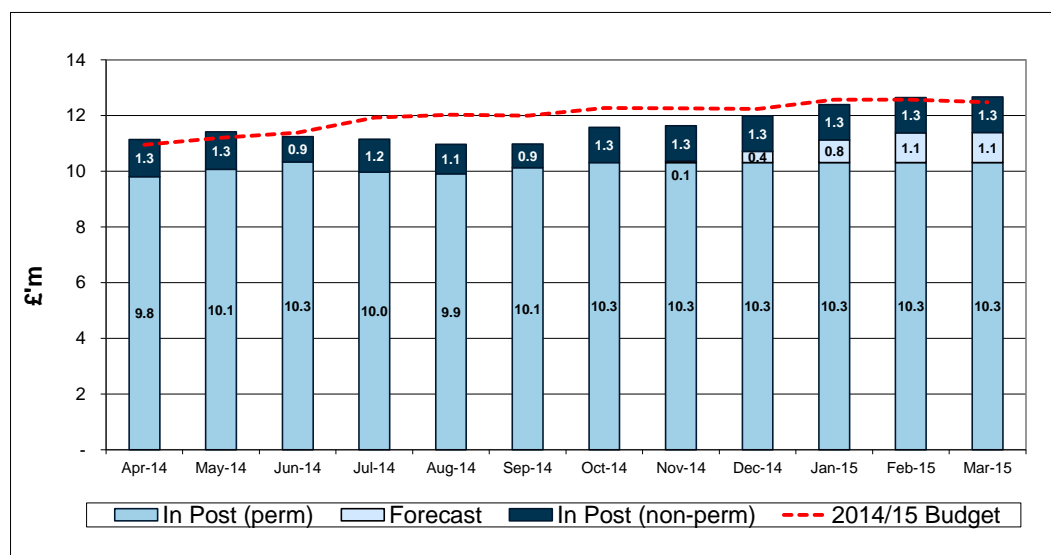
Actual and forecast staff costs, showing permanent staff by current establishment and future recruitment, plus forecast non-permanent staff. The red dotted line shows the original budget.

Appendix 1 - Management Accounts

2014/15 HSCIC Management Accounts as at 31st October 2014   **Detail by Income/ Expenditure Type**

£'m	Year-to-Date			Full Year					
	Budget	Actual	Var	Budget	F'cast	Var			
Income									
Grant in Aid	(84.3)	(84.3)	0.0	(154.8)	(154.8)	(0.0)		**£0m full year variance includes:**	
Grant in Aid (ring-fenced)	(4.1)	(4.1)	0.0	(10.2)	(10.2)	(0.0)	(0.5)	Choices Managed Service, DAS & Non-Core (additional income to fund additional costs)	
Income	(33.2)	(28.5)	(4.7)	(56.7)	(56.7)	0.0	(0.5)	NHS Pathways (additional income to fund additional staff costs)	
Total Income	**(121.6)**	**(116.9)**	**(4.7)**	**(221.8)**	**(221.8)**	**0.0**	(0.8)	Infrastructure (additional income from DH to fund cybersecurity workpackage)	
							0.7	Population Health	
							0.6	HES Analysis	
							0.4	MCDS	
							0.1	Other	
							0.0	Projected higher than budgeted income for the full year	
Staff Costs									
								£0.9m full year variance includes:	
Permanent Staff	74.6	70.5	4.2	132.4	128.9	3.4	2.4	Operations & Assurance Services directorate (reduced requirement for ring-fenced funded staff)	
Non Permanent Staff	7.1	8.0	(0.9)	11.4	13.9	(2.5)	(2.6)	Information & Analytics directorate (additional staff)	
Total Staff Costs	**81.7**	**78.4**	**3.3**	**143.8**	**142.9**	**0.9**	(1.3)	Finance & Corporate Services (additional staff)	
							0.8	Architecture, Standards & Innovation directorate	
							0.9	Provider Support directorate	
							0.5	Programme Delivery directorate	
							0.2	Other	
							0.9	note: some of the additional staff costs are covered by additional income streams (see above)	
Other Costs									
Professional Fees	15.3	9.9	5.3	28.0	27.0	1.1		With £10m incurred after 7 months, the full year forecast of £27m appears optimistic	
Information Technology	8.2	7.7	0.5	14.7	14.9	(0.2)			
Travel & Subsistence	2.8	2.5	0.3	4.8	4.4	0.4			
Accommodation	7.3	7.2	0.1	12.5	12.4	0.1			
Marketing, Training & Events	0.9	0.6	0.3	1.8	1.6	0.2			
Office Services	2.1	1.7	0.4	3.6	3.0	0.6			
Other	0.8	1.3	(0.6)	2.3	3.4	(1.1)		includes £0.5m for a prior year VAT charge (held in Corporate cost centre)	
Total Other Costs	**37.3**	**30.9**	**6.4**	**67.8**	**66.7**	**1.0**			
Unallocated Costs									
Unallocated Costs	2.5	0.0	2.5	(9.8)	(7.4)	(2.4)		Includes central budget target reduction of £20m and forecast adjustments to reflect the expected end-of-year positon, as well as unallocated funding pending PSDB approvals	
Depreciation									
Depreciation Grant-in-Aid	(7.6)	(7.6)	(0.0)	(13.0)	(13.0)	(0.0)			
Depreciation Costs	7.6	6.0	1.5	13.0	11.9	1.1			
	0.0	**(1.5)**	**1.5**	**0.0**	**(1.1)**	**1.1**			

Numbers shown are rounded to £0.1m; small rounding differences may arise but exact figures are available if required

Appendix 1 - Management Accounts

2014/15 HSCIC Management Accounts as at 31st October 2014   **Detail by Directorate**

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Provider Support						
Income	0.0	(0.0)	0.0	0.0	(0.0)	0.0
Staff Costs	6.6	6.2	0.4	11.9	11.0	0.9
Other Costs	0.6	0.4	0.2	1.1	1.1	0.0
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0
Net GiA funded	**7.3**	**6.6**	**0.7**	**13.0**	**12.0**	**0.9**
Programmes Delivery						
Income	(11.4)	(8.9)	(2.5)	(19.4)	(20.3)	0.8
Staff Costs	14.4	13.7	0.7	25.4	24.9	0.5
Other Costs	5.9	3.0	2.9	10.6	10.9	(0.2)
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0
Net GiA funded	**8.9**	**7.8**	**1.1**	**16.6**	**15.5**	**1.1**
Operations & Assurance Services						
Income	(8.7)	(8.8)	0.1	(14.9)	(16.9)	2.0
Staff Costs	27.5	24.7	2.7	49.4	47.0	2.4
Other Costs	8.1	7.3	0.8	13.7	14.6	(0.9)
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0
Net GiA funded	**26.9**	**23.3**	**3.6**	**48.2**	**44.7**	**3.5**
Information & Analytics						
Income	(12.3)	(9.9)	(2.4)	(20.9)	(17.9)	(3.0)
Staff Costs	12.9	13.7	(0.8)	22.4	25.0	(2.6)
Other Costs	9.8	8.7	1.0	18.3	16.7	1.7
Contingency / Virements	0.2	0.0	0.2	0.8	0.0	0.8
Net GiA funded	**10.6**	**12.5**	**(1.9)**	**20.6**	**23.8**	**(3.2)**
Architecture, Standards & Innovation						
Income	(0.7)	(0.6)	(0.0)	(1.3)	(1.2)	(0.1)
Staff Costs	8.0	7.6	0.4	13.8	13.1	0.8
Other Costs	1.6	0.9	0.6	3.4	2.7	0.8
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0
Net GiA funded	**8.9**	**7.9**	**1.1**	**16.0**	**14.6**	**1.5**
Finance & Corporate Services						
Income	(0.1)	(0.2)	0.1	(0.1)	(0.3)	0.2
Staff Costs	9.2	9.5	(0.3)	15.4	16.7	(1.3)
Other Costs	10.2	9.0	1.2	17.4	16.7	0.7
Contingency / Virements	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.0)
Net GiA funded	**19.3**	**18.3**	**1.0**	**32.7**	**33.1**	**(0.4)**
HR & Transformation	**2.3**	**1.9**	**0.4**	**5.0**	**5.1**	**(0.1)**
Customer Relations	**2.0**	**1.9**	**0.1**	**3.5**	**3.4**	**0.1**
HSCIC Corporate	**(86.1)**	**(87.7)**	**1.6**	**(175.6)**	**(171.7)**	**(3.9)**

Numbers shown are rounded to £0.1m; small rounding differences may arise but exact figures are available if required

Provider Support:
£0.9m underspend on staff costs due to delayed recruitment and leavers of £1.7m, partially offset by £0.8m of unbudgeted costs for staff notice periods in Q1.

Programmes Delivery:
£0.8m variance on Income includes £0.5m additional income on Choices (Managed Services, DAS and Non-Core) to fund additional costs and £0.5m additional income to fund FGMP, HJIS and Cross-Government Projects, partially offsets by income reduction on CQRS £0.4m and DMS £0.3m.

£0.5m variance on Staff costs due to delayed recruitment and leavers

Operations & Assurance Services:
£2.0m increase of Income from Budget is primarily due to £0.5m additional income on NHS Pathways, £0.8m of income in Infrastructure for cybersecurity, £0.6m for capitalised headcount in Spine 2 and Solution Assurance.

£2.4m underspend on Staff costs is due to a reduction in vacancies forecasted across Spine 2, Service Management and Solution Assurance (£6.6m, mainly from ring-fenced funding), partially offset by additional recruitment above budget for NHS Pathways (£0.5m covered by additional income), ITS, Infrastructure and Information Assurance.

£0.9m overspend on Other Costs is primarily due to £0.8m for Cybersecurity workpackage, expected to be funded by DH.

Information & Analytics:
£3.0m decrease of Income against budget is due to £0.8m for Population Health, £0.6m Data Services for Commissioners, £0.6m for HES, £0.4m MCDS, £0.2m Community & Mental Health, £0.2m Medical Research and £0.4m for Social Care, partially offset by additional income of £0.3m for Contact Centre.

£2.6m forecast overspend on Staff Costs is due to additional planned recruitment above budget across several areas, including Contact Centre, SUS, care.data, IT Development, Audit Support Unit and Benefits & Utilisation.

£1.7m forecast underspend on Other Costs includes £0.4m DSfC, £0.5m Population Health, £0.3m HES and £0.2m MCDS.

£0.8m under spend on Contingency is due to the budgeted directorate contingency being released to fund the overspend on staff costs.

Architecture, Standards & Innovation:
£0.8m underspend on Staff costs is due to a reduction in vacancies forecasted in directorate (including Technical Architects £0.5m, Information Standards Service Delivery £0.5m)

Finance & Corporate Services:
£1.3m overspend on staff costs is due to recruitment across the directorate, particularly to Portfolio Resourcing £0.6m to support programmes/ projects across the organisation.

£0.7m underspend on non-staff costs is primarily due to Legal Fees for the year now forecast to be less than budgeted.

HR & Transformation:
Provisional forecast release of unallocated funding pending Portfolio Board approvals

KPI	Programme Achievement
KPI Owner	James Hawkins

			Programme Delivery Director View	
Previous RAG	A			
Current RAG	A	Current RAG	N/A	
Forecast RAG	A/G	Forecast RAG	A	

Programme Delivery Dashboard - September 2014

		SRO?	Overall Delivery Confidence RAG						Assurance Delivery Confidence / Status							Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
Reporting Month:			Jul	Aug	Sep	Oct	Nov	Dec	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
Primary Care IT P0070	Calculating Quality Reporting Service	Yes	A	A	A	A	A/G	A/G	Low	5	Oct-2014	A/G	5	TBC	TBC	A	A	A	R-U	R-U	R-U	G	R-O	R-U
P0012	Electronic Transfer of Prescriptions	Yes	A	A	A	A	A	A	High	AAP	Oct-2014	A	5+0	Mar-2015	Booked	G	G	G	R-O	R-O	R-O	G	G	G
P0014	GP2GP	Yes	A/G	A/G	A/G	A/G	A/G	A/G	Low	4	Feb-2014	A/G	5	Jun-2015	Not Booked	G	G	A	R-U	A-U	A-U	G	G	G
P0208	GP Systems of Choice Replacement	Yes	A	A	A	A	A/G	A/G	High	3	Nov-2013	A	5	Feb-2015	Not Booked	A	A	A	R-U	G	R-U	G	G	R-U
Cross Govt IT P0004	Child Protection – Information Sharing	Yes	A	A	A/R	A/R	A	A	Med	4	Jul-2014	A/G	5	Apr-2016	Not Booked	A	A	A	R-O	G	G	G	G	G
P0010	DMS Connectivity	No	G	G	G	G	G	G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	R-O	R-O	R-O	G	G	G
P0301	FGMP	No	G	G	G	G	G	G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	R-O	R-O	R-O	G	G	G
P0207	Health & Justice Information Services	Yes	A/R	A/R	A	A	A/G	A/G	Med	2	Aug-2014	A/R	TBC	TBC	TBC	A	A	A	R-O	R-O	R-O	G	G	G
P0037	Offender Health IT	Yes	A	A/G	A/G	A/G	A/G	A/G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	R-O	R-U	R-U	G	G	G
Networks P0026	NHS Choices	Yes	A	A	A	A	A	A	High	PVR	Dec-2013	A	TBC	TBC	NA	N/A	A	A	N/A	R-U	TBC	-	N/A	G	TBC	-
P0024	N3	Yes	A/R	A/R	A/R	A	A	A	High	5	Jul-2012	A/G	N/A	No more assurance	No more assurance	A	A	A	R-U	R-U	R-U	G	G	G
P0190	Health and Social Care Network	Yes	R	R	R	R	R	R	High	AAP	Nov-2013	R	AAP	TBC	Not Booked	R	R	R	R-U	A-U	R-U	G	G	G
P0329	E-Procurement	Yes	A	A	R	R	R	R	TBC	TBC	TBC	TBC	TBC	TBC	TBC	A	A	R	TBC	TBC	TBC	-	TBC	TBC	TBC	-
P0196	NHSmail 2	No	A/R	A	A	A	A	A	High	2	Jun-2013	A	3	Jan-2015	Not booked	R	G	G	R-O	R-O	R-O	G	G	G
P0238	NHS e-Referrals inc. CAB	Yes	A	A	A/R	A/R	A	A	High	4	Sep-2014	A	TBC	TBC	TBC	A	A	A	R-O	R-O	R-O	G	G	R-O
P0051	Summary Care Record	Yes	A/G	A/G	A/G	A/G	A/G	A/G	Med	5	Apr-2014	A	5	Jan-2015	Not booked	G	G	G	R-O	R-O	R-O	G	R-U	R-U

1st letter = RAG,
2nd letter = Under / overspend

Delivery Confidence - Programme Delivery:	
September-2014	A 60.00%
December-2014	A/G 67.50%

Sourced from Highlight Reports   Sep-2014

PDD View	
September-2014	N/A
December-2014	A

September's Calculated Delivery Confidence is at 60%. Calculated delivery confidence RAG remains AMBER. The 3-month calculated forecast Delivery Confidence (to December 2014) is 'AMBER / GREEN' at 67.5% . The Director's subjective view is that AMBER remains a more accurate representation of forecast confidence.

KEY

Trend

↑	RAG improvement from previous month
→	RAG same as previous month
↓	RAG decrease from previous month

Non Completion

NR	No report provided or report provided but missing RAG in a section for which a RAG should have been provided
N/A	Data item is not applicable to programme or project (for example, MOUs may not be responsible for Benefits Realisation or be accountable for GDS Spend Approval)
TBC	Data item was not available at the time of report production (for example, discrepancies with budget figures or a lack or information around the progression of an approval)

KPI	Programme Achievement
KPI Owner	James Hawkins

Previous RAG	A
Current RAG	A
Forecast RAG	A/G

Programme Delivery Director View

Current RAG	N/A
Forecast RAG	A

Programme Delivery Dashboard - September 2014

Group	ID	Name	Investment justification (BC, MoU etc) forecast spend status – Jul	Aug	Sep	Trend	Benefits realisation confidence – Jul	Aug	Sep	Trend	Quality Management against plan – Jul	Aug	Sep	Trend	Programme / Project end date – Jul	Aug	Sep	Trend	Current Investment Justification approval status – Jul	Aug	Sep	Trend	Digital & Technology Spend Controls Status – Jul	Aug	Sep	Trend	Resourcing Against Plan – Jul	Aug	Sep	Trend
Primary Care IT	P0070	Calculating Quality Reporting Service	G	G	G	→	A	A	A	→	G	G	G	→	A	A	A	→	G	G	G	→	G	G	G	→	A	A	A	→
Primary Care IT	P0012	Electronic Transfer of Prescriptions	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→
Primary Care IT	P0014	GP2GP	G	G	G	→	G	G	G	→	A	A	A	→	A	A	A	→	G	G	G	→	N/A	N/A	N/A	-	A	A	A	→
Primary Care IT	P0208	GP Systems of Choice Replacement	G	G	G	→	A	A	A	→	A	A	G	↑	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→
Cross Govt IT	P0004	Child Protection – Information Sharing	G	G	G	→	N/A	N/A	N/A	-	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	A	→
Cross Govt IT	P0010	DMS Connectivity	A	A	A	→	N/A	N/A	N/A	-	N/A	N/A	N/A	-	G	G	G	→	A	A	A	→	N/A	N/A	N/A	-	N/A	N/A	N/A	-
Cross Govt IT	P0301	FGMP	G	G	G	→	N/A	N/A	N/A	-	N/A	TBC	TBC	-	G	G	G	→	G	G	G	→	N/A	N/A	N/A	-	G	G	G	→
Cross Govt IT	P0207	Health & Justice Information Services	A	A	A	→	N/A	A	A	→	G	G	G	→	A	A	A	→	A	A	A	↑	A	G	G	→	A	G	A	→
Cross Govt IT	P0037	Offender Health IT	G	G	G	→	N/A	A	A	→	G	G	G	→	G	G	G	→	N/A	N/A	N/A	-	N/A	N/A	N/A	-	G	G	G	→
Cross Govt IT	P0026	NHS Choices	N/A	A	A	→	N/A	N/A	TBC	-	N/A	N/A	TBC	-	N/A	A	R	↓	N/A	A	A	→	N/A	A	A	→	N/A	A	A	→
Networks	P0024	N3	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→	A	A	A	→	R	R	R	→	R	R	R	→
Networks	P0190	Health and Social Care Network	G	G	G	→	NR	N/A	N/A	-	A	A	A	→	R	R	R	→	A	G	G	→	A	A	R	↓	R	R	R	→
	P0329	E-Procurement	TBC	TBC	TBC	-	TBC	N/A	N/A	-	TBC	TBC	TBC	-	TBC	TBC	TBC	-	A	A	R	↓	N/A	N/A	N/A	-	A	A	G	↑
	P0196	NHSmail 2	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→	G	G	G	→	G	G	G	→	G	G	G	→
	P0238	NHS e-Referrals inc. CAB	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→
	P0051	Summary Care Record	G	G	G	→	A	A	A	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→

Overall Delivery Confidence for Programme Delivery (Calculated):

September-2014	A	60.00%
December-2014	A/G	67.50%

PDD View

September-2014	N/A
December-2014	A

September's Calculated Delivery Confidence is at 60%. Calculated delivery confidence RAG remains AMBER. The 3-month calculated forecast Delivery Confidence (to December 2014) is 'AMBER / GREEN' at 67.5%. The Director's subjective view is that AMBER remains a more accurate representation of forecast confidence.

Sourced from Highlight Reports (Key RAGs)   Sep-2014

KEY

Trend

↑	RAG improvement from previous month
→	RAG same as previous month
↓	RAG decrease from previous month

Non Completion

NR	No report provided or report provided but missing RAG in a section for which a RAG should have been provided
N/A	Data item is not applicable to programme or project (for example, MOUs may not be responsible for Benefits Realisation or be accountable for GDS Spend Approval)
TBC	Data item was not available at the time of report production (for example, discrepancies with budget figures or a lack or information around the progression of an approval)

KPI	Programme Achievement (other Directorates)
KPI Owner	James Hawkins
Data Owner	Tom Denwood (Prov Sup), Carl Vincent (I&A) and Rob Shaw (O+AS)

Appendix 2 - Programme Delivery Dashboard

Prov Sup RAG Summary	
Previous RAG	G
Current RAG	A/G
Forecast RAG	A/G

I&A RAG Summary	
Previous RAG	A
Current RAG	A
Forecast RAG	A

O+AS RAG Summary	
Previous RAG	A/R
Current RAG	A/R
Forecast RAG	A

Prov Sup Dashboard - September 2014

ID	Name	SRO Appr?	Jul	Aug	Sep	Oct	Nov	Dec	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
			Overall Delivery Confidence RAG						Assurance Delivery Confidence / Status							Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
P0033	PACS	NK	A/G	-	A	-	A	A	A	TBC	0	Nov-11	A	TBC	TBC	TBC	G	A	A	A-U	0	G	G	-	G
P0183	South Community Programme	No	G	G	G	G	G	G	Med	3	Dec-12	A/G	5	Jun-15	Not booked	G	G	G	R-U	R-U	R-U	N/A	A-U	A-U
P0182	South Ambulance Programme	No	A	A	A	A	A	A	Med	3	Dec-13	A/G	4	Nov-14	Booked	A	A	A	R-U	R-U	R-U	N/A	G	G
P0181	South Acute Programme	No	A/G	A/G	A/G	A/G	A/G	A/G	High	2	Dec-12	A/G	3	Jun-15	Not booked	A	A	A	R-U	R-O	G	N/A	G	G
P0047	BT LSP - South	No	G	A	A	A	A	A	Med	PAR	Feb-14	A/R	5	Feb-15	TBC	G	G	G	R-U	R-U	R-U	G	G	G
P0022	BT LSP - London	No	A/G	A	A	A	A	A	High	PAR	Feb-14	A/R	5	Feb-15	TBC	G	G	G	R-O	R-O	R-O	G	G	G
P0031	CSC LSP	No	A	A	A	A	A	A	High	PAR	Feb-14	A/R	TBC	TBC	TBC	G	A	A	R-U	R-U	R-U	A-U	R-U	R-U

Overall Delivery Confidence for Prov Sup:	
September-2014	A/G 68.57%
December-2014	A/G 68.57%

1st letter = RAG, 2nd letter = Under / overspend

Overall delivery confidence is 68.6%. 3-month forecast delivery confidence is 68.6%. Current delivery confidence is Amber/Green and is forecast be Amber/Green green in 3 month,s time. The Executive summary provides additional commentary and justification for RAGs.

Informatics and Analytics - September 2014

ID	Name	SRO Appr?	Jul	Aug	Sep	Oct	Nov	Dec	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
			Overall Delivery Confidence RAG						Assurance Delivery Confidence / Status							Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
P0306	care.data	Yes	A/R	A/R	A/R	A/R	A/R	A	High	PVR	May-14	R	0	Dec-14	Not Booked	A	A	A	R-O	R-O	R-O	N/A	N/A	N/A
P0265	Data Services for Commissioners	Yes	R	A/R	A/R	A/R	A	A	TBC	N/A	N/A	N/A	N/A	N/A	N/A	R	R	R	R-U	R-U	R-U	N/A	N/A	N/A
P0281	General Practice Extraction Service	No	A	A	A	A	A	A	TBC	4	Dec-12	A	TBC	TBC	TBC	G	G	G	R-O	R-O	G	N/A	N/A	N/A
P0294	National Tariff System (NTS)	Yes	A/G	A	A	A	A	A	Med	PVR	Feb-14	A	TBC	Dec-14	Booked	A	A	A	R-O	R-O	R-O	N/A	N/A	N/A
P0055	Maternity and Childrens Dataset	No	A/R	A	A/R	A/R	A/R	A/R	TBC	3	Jan-13	A	4	Apr-15	Not Booked	R	A	A	R-U	R-U	R-U	N/A	N/A	N/A
P0042	SUS	Yes	G	G	G	G	G	G	Med	See Spine	See Spine	See Spine	N/A	N/A	N/A	G	G	G	R-O	R-O	R-O	G	G	G
P0321	Pathfinder on DME	Yes	A	R	R	A/R	A/R	A	Med	3	Aug-14	A/R	TBC	TBC	TBC	A	R	R	R-O	R-O	R-O	N/A	N/A	N/A

Overall Delivery Confidence for I&A:	
September-2014	A 51.43%
December-2014	A 62.86%

1st letter = RAG, 2nd letter = Under / overspend

Overall delivery confidence is 51.4%. 3-month forecast delivery confidence is 62.9%. Current delivery confidence is Amber and is forecast be Amber in 3 month's time. The Executive summary provides additional commentary and justification for RAGs.

Operations and Assurance Services Dashboard - September 2014

ID	Name	SRO Appr?	Jul	Aug	Sep	Oct	Nov	Dec	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
			Overall Delivery Confidence RAG						Assurance Delivery Confidence / Status							Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
P0049	Spine Extension	Yes	A/R	A/R	R	R	R	R	Med	5	Mar-14	A	N/A	N/A	N/A	G	N/A	N/A	G	N/A	N/A	R-U	R-U	R-U
P0050	Spine 2	Yes	A	A	A	A	G	G	High	4	Jul-14	A/R	4A	Jan-15	Planned	A	A	R	R-O	R-U	R-U	G	G	R-U
P0335	SUS Transition	Yes	R	A/R	A/R	A/R	A	A	High	PAR	Jul-14	R	PAR	Oct-14	Booked	R	A	A	A	NR	NR	A	G	A

Overall Delivery Confidence for O+AS:	
September-2014	A/R 40.00%
December-2014	A 60.00%

1st letter = RAG, 2nd letter = Under / overspend

Overall delivery confidence is 40%. 3-month forecast delivery confidence is 60%. Current delivery confidence is Amber/Red and is forecast be Amber in 3 months' time. The Executive summary provides additional commentary and justification for RAGs.

Sourced from Highlight Reports (Key RAGs) — September-14

KEY

Trend
- ↑ RAG improvement from previous month
- → RAG same as previous month
- ↓ RAG decrease from previous month

Non Completion
- **NR** — No report provided or report provided but missing RAG in a section for which a RAG should have been provided
- **N/A** — Data item is not applicable to programme or project (for example, MOUs may not be responsible for Benefits Realisation or be accountable for Digital and Tech Spend Approval)
- **TBC** — Data item was not available at the time of report production (for example, discrepancies with budget figures or a lack or information around the progression of an approval)

KPI	Programme Achievement (other Directorates)
KPI Owner	James Hawkins
Data Owner	Tom Denwood (Prov Sup), Carl Vincent (I&A) and Rob Shaw (O+AS)

Appendix 2 - Programme Delivery Dashboard

Prov Sup RAG Summary	
Previous RAG	G
Current RAG	A/G
Forecast RAG	A/G

I&A RAG Summary	
Previous RAG	A
Current RAG	A
Forecast RAG	A

O+AS RAG Summary	
Previous RAG	A/R
Current RAG	A/R
Forecast RAG	A

Prov Sup Dashboard - September 2014

		Investment justification (BC, MoU etc) forecast spend status			Benefits realisation confidence			Quality Management against plan			Programme / Project end date			Current Investment Justification approval status			Digital & Technology Spend Controls Status			Resourcing Against Plan		
		Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
P0033	PACS	G	-	G	G	-	G	G	-	G	G	-	G	G	-	G	G	-	G	G	-	G
P0183	South Community Programme	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	G	G	G	A	A	A
P0182	South Ambulance Programme	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	G	G	G	A	A	A
P0181	South Acute Programme	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
P0047	BT LSP - South	G	G	A	A	A	R	G	G	G	G	A	A	G	G	A	G	G	G	A	A	A
P0022	BT LSP - London	G	G	A	A	A	R	G	G	G	G	A	A	G	G	G	G	G	G	A	A	A
P0031	CSC LSP	G	G	G	A	A	A	G	G	G	R	R	R	G	G	G	G	G	G	A	G	G

Overall Delivery Confidence for Prov Sup:	
September-2014	A/G 68.57%
December-2014	A/G 68.57%

Overall delivery confidence is 68.6%. 3-month forecast delivery confidence is 68.6%. Current delivery confidence is Amber/Green and is forecast be Amber/Green green in 3 month,s time. The Executive summary provides additional commentary and justification for RAGs.

Informatics and Analytics - September 2014

		Investment justification (BC, MoU etc) forecast spend status			Benefits realisation confidence			Quality Management against plan			Programme / Project end date			Current Investment Justification approval status			Digital & Technology Spend Controls Status			Resourcing Against Plan		
		Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
P0306	care.data	R	R	R	A	A	A	A	A	A	N/A	N/A	N/A	R	R	R	R	NR	NR	A	A	A
P0265	Data Services for Commissioners	R	R	R	R	R	R	A	A	A	A	A	A	R	R	A	N/A	A	A	A	A	A
P0281	General Practice Extraction Service	G	G	G	N/A	N/A	N/A	A	A	A	A	A	A	G	G	G	G	G	G	R	R	A
P0294	National Tariff System (NTS)	G	G	G	A	A	A	A	A	A	A	A	A	R	R	R	R	R	R	A	A	A
P0294	Maternity and Childrens Dataset	G	G	G	N/A	A	A	G	G	G	NR	NR	G	G	G	G	G	G	G	G	G	G
P0042	SUS	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
P0321	Pathfinder on DME	NR	NR	NR	G	G	G	G	NR	NR	A	R	R	TBC	TBC	A	N/A	N/A	N/A	A	R	A

Overall Delivery Confidence for I&A:	
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Operations and Assurance Services Dashboard - September 2014

		Investment justification (BC, MoU etc) forecast spend status			Benefits realisation confidence			Quality Management against plan			Programme / Project end date			Current Investment Justification approval status			Digital & Technology Spend Controls Status			Resourcing Against Plan		
		Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep	Jul	Aug	Sep
P0049	Spine Extension	G	G	G	G	G	G	A	A	A	A	A	A	G	G	G	G	G	G	A	A	NR
P0050	Spine 2	G	G	G	A	A	A	A	A	A	G	G	G	G	G	G	G	G	G	A	A	A
P0335	SUS Transition	A	A	A	R	R	R	R	A	A	R	R	A	A	G	G	A	A	A	A	A	G

Overall Delivery Confidence for O+AS:	
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