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# Corporate Business Plan: Review of Progress

2014/15 Quarter 2

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## Background

1. The Framework Agreement with DH requires the HSCIC to ensure that “assurance reports are prepared for the board providing assessment against the objectives in the business plan.” The HSCIC corporate performance framework includes quarterly reporting of corporate business delivery to EMT and the Board. Business plan delivery progress is also one element of directorate quarterly review sessions with the Chief Executive.
2. This paper presents a delivery status summary of the HSCIC 2014/15 corporate business plan at the end of quarter two. Reporting by exception, the paper identifies:
  - Business plan deliverables identified as being at risk of not being achieved.
  - Business plan deliverables identified as likely to be achieved but which require issues to be resolved in order to secure delivery.
  - ‘Orphaned’ business plan deliverables: these are commitments included in the approved 2014/15 business plan but which were not clearly assigned to a parent directorate following organisational restructuring.

## Business Plan Delivery Status

3. The original approved 2014/15 corporate business plan contains 63 deliverables. Three of these have since been re-designated as ongoing ‘business as usual’ activities rather than being business plan deliverables specific to 2014/15. At the close of quarter two the reported delivery status of the remaining 60 deliverables was as follows:
  - 48 out of 60 deliverables were either on target or already complete.
  - 7 were at risk of not being achieved during 2014/15.
  - 3 were likely to be achieved but need issues to be resolved.
  - 2 deliverables were designated as ‘orphans’: following organisational restructuring these deliverables had not been clearly re-assigned to any directorate and so had not progressed. These two deliverables have now been assigned to parent directorates.
4. The seven deliverables reported as being at risk of not being achieved are listed below. More information about these is set out in **Appendix A**:
  - The NHS Mail / NHS Mail 2 programme
  - The Offender Health IT Estate programme
  - NHS Choices: The Online Channel
  - The Data Services for Commissioners programme
  - PACS Closure: exit from London Contract
  - Benefits and exploitation: development of tools and processes (Provider Support)
  - CSC LSP: exit arrangements and transition plans

5. The three deliverables reported as likely to be achieved but with issues to be resolved are listed below. More information about these is set out in **Appendix B**:
  - Health and Social Care Network (formerly known as N3/PSNH)
  - CSC LSP de-commissioning
  - HSCIC Transformation: development of staff professional groups
  
6. The two deliverables identified as 'orphans' but now re-assigned to parent directorates are listed below. More information about these is set out in **Appendix C**:
  - Set up and recruit to the new HSCIC Independent Advisory Group
  - Embed principles and processes for external engagement across HSCIC
  
7. The Head of Business Intelligence is to review the format and effectiveness of monitoring and reporting of Business Plan delivery progress.

## **Actions Required of the Board**

8. This report is for information only.

**APPENDIX A: 2014-15 Corporate Business Plan Deliverables 'At Risk of Not Being Achieved'**

Business Plan Deliverable	Lead Directorate	Business Plan Target Date	Revised Dates (if available)	Comments (from deliverable 'lead officers')
<p>NHS Mail / NHS Mail2: Subject to business case approval, put NHSmail 2 into live service</p>	<p>Programmes Delivery</p>	<p>March 2015</p>		<p>The deliverable was deemed to be at risk due to risks related to the complex approval process. Agreement has now been reached in principle to condense the HSCIC internal approvals down to a two week timeframe. Conversations are ongoing to reduce external (DH and Cabinet Office) approvals timelines, particularly in view of the General Election due in May 2015, although the programme has received advice that as it is an infrastructure replacement programme it will not be impacted directly by the pre-election period ('Purdah').</p>
<p>Offender Health IT Estate</p>	<p>Programmes Delivery</p>	<p>Prescribing Functionality: December 2014</p>		<p>Full documentation has been developed, this is available for all commissioner IT and Healthcare Providers. Training is now completed with over 30 IT/Prison Providers having participated. London NHS England has progressed to deployment with six sites having successful go-lives. North East NHS England deployment planning is nearing completion, with all site surveys completed and infrastructure works required agreed with the IT/Healthcare Provider. South East has appointed a project manager to pull together deployment planning, with the PID completed and HMP Rochester engaged. Events are planned for South West, Yorkshire and Humber and West Midlands. The remaining NHS England Area Teams are addressing the lack of clarity regarding the commissioning of local deployment resources.</p>
		<p>OHIT SCR: March 2015</p>	<p>Deferred to 2015/16</p>	<p>NHS England Area Team leads have been informed that an additional £1.6m has been allocated to Offender Health IT to enable commissioning of the Registration Authority functions locally to deliver Smartcards to all appropriate staff.</p> <p>These Registration Authorities are a dependency on enabling access to the Summary Care Record from the Prison Health IT infrastructure.</p> <p>The Programme Board and SRO have agreed to defer the deliverable to next Financial Year.</p>

Business Plan Deliverable	Lead Directorate	Business Plan Target Date	Revised Dates (if available)	Comments (from deliverable 'lead officers')
NHS Choices: The Online Channel	Programmes Delivery	Outline Business Case: September 2014  Full Business Case: January 2015  Full Investment Approval: 31 March 2015	TBD	The NHS England Commissioning team have taken responsibility to deliver the NHS Choices business case with support from the HSCIC.  Key assumptions, including approvals and governance approaches, are still being discussed and agreed with Department of Health, the Government Digital Service, and the Major Projects Authority.
Implementation of the Data Services for Commissioners programme	Information and Analytics	March 2015		There has been some progress on operational management of the service, including an agreement on the funding for 2014/15. However, there are senior level vacancies within the DSfC programme and a high level of staff turnover across the programme. Also, the current arrangements do not represent a suitable long term solution.  It has been difficult to agree the strategic direction of the service because it is extremely complex and there are a large number of dependencies. Given the risks for all parties with the current arrangements, the programme SRO and the HSCIC CTO have been working to explore technical and business options that can meet the requirements of the service and are consistent with the required levels of information governance. The provisional proposals developed by the programme SRO and the HSCIC CTO have been discussed by the senior teams from the HSCIC and NHS England, and it was agreed that they offer a potential way forward. Further work is needed to confirm the practicality, cost and timescales, and senior staff have committed to meeting regularly and frequently to move forward with pace.
PACS Closure: London PACS contract (exit of ten London trusts from the contract by June 2014)	Provider Support	June 2014	July 2015	The majority of London trusts have started to localise their data from the central data store and are on track to complete this by July 2015. There are some challenges which may run close to the end of the transition assistance period (July 2015) and as such pose significant risks.

Business Plan Deliverable	Lead Directorate	Business Plan Target Date	Revised Dates (if available)	Comments (from deliverable 'lead officers')
<p>Benefits and exploitation: To have in place a robust process for maximising and reporting benefits, and to develop a means to build, publish and maintain benefits resources and open information.</p>	<p>Provider Support</p>	<p>October 2014</p>		<p>A permanent Benefits team was not in place by July 2014 due to slow and failed recruitment activity (unavailability of suitably skilled resource in the market). This team is unlikely to be in place until the end of January 2015. The resource shortfall is 7 FTE out of 21 posts.</p> <p>A PSBC has been approved by the CEO and submitted: this includes provision for two specialist roles for external assurance (a health economist and a specialist modeller).</p> <p>Assurance processes for Lorenzo and SLCS have been established. Plans for quarterly reporting are in place for CSC, BT and SLCS.</p>
<p>CSC LSP: All services recipient organisations who have a contract end date of 7 July 2016 have an agreed exit or DH-approved transition plan.</p>	<p>Provider Support</p>	<p>March 2015</p>		<p>Attention is being focused on securing a path for GP systems and helping those organisations who have yet to plan their transition to do so. There is also a focus on putting in place workable procurement options.</p> <p>A quarter of NHS organisations have yet to confirm a path to exit. Although a number of procurement tools have been identified there are still too many organisations with no transition plan in place.</p>

**APPENDIX B: 2014-15 Corporate Business Plan Deliverables: ‘Likely to be achieved but issues to be resolved.’**

Business Plan Deliverable	Lead Directorate	Target Date(s)	Revised Dates (if available)	Comments (from deliverable ‘lead officers’)
N3 / Public Sector Network for Health (now re-named Health and Social Care Network)	Programmes Delivery	Outline Business Case: March 2015		<p>A new SRO has been appointed and is in post. A new Programme Director has also been appointed and is in post. The project name has been changed to Health and Social Care Network to reflect a modified strategic direction with less emphasis on alignment with the Public Sector Network.</p> <p>A Programme Business Case (PBC) has been drafted and is being reviewed by the programme team prior to entering the approval process, and the Outline Business Case is planned for March 2015.</p>
HSCIC Transformation Programme	HR and Transformation	<p>All staff part of professional group with clear development framework</p> <p>30 June 2014</p>	March 2015	<p>To date 1841 staff members (80% of the workforce) have selected a profession. Just under half of the 23 professions have submitted careers ladders, competency frameworks and generic job descriptions. However the initial target dates (of end of June) have been missed. The reasons for this vary across groups: in some cases it relates to resource constraints against the significant work to develop the generic job descriptions, but in others it reflects broader work that is now progressing through the career ladder development including more of a future focus aligned with the emerging HSCIC strategy, alignment to target future spans of control and to address pay challenges relating to hard to fill roles.</p> <p>A revised target of the end of the financial year has been set for Professional Groups and the focus remains twofold; firstly completing the work to develop career ladders, competency frameworks and job descriptions and secondly encouraging more staff engagement through the development of communities of practice and sharing knowledge and lessons across all the groups.</p>

Business Plan Deliverable	Lead Directorate	Target Date(s)	Revised Dates (if available)	Comments (from deliverable 'lead officers')
CSC LSP: Process for decommissioning agreed with CSC and decommissioning taking place where services are no longer used or delivering benefits	Provider Support	March 2015		Decommissioning notices are now being approved. Further work is required on the data repatriation process.

**APPENDIX C: 2014-15 Corporate Business Plan Deliverables: ‘Orphaned’ deliverables re-assigned to a parent directorate.**

Business Plan Deliverable	Lead Directorate	Business Plan Target Date	Revised Dates (if available)	Comments
Set up and recruit to the new HSCIC Independent Advisory Group	Operations and Assurance	June 2014	Will be built into 2015/16 planning assumptions	The initial focus will be a review of existing advisory groups (such as Data Access Advisory Group, Confidentiality Advisory Group, GPES Independent Advisory Group etc.).
Embed principles and processes for external engagement across HSCIC	Customer Relations	September 2014	Deliverable reviewed and activity planned by March 2015	Activity relating to this deliverable was deferred pending the appointment of the Director of Customer Relations and formation of the new directorate to take this work forward. The original deliverable will be reviewed, with future activity and outputs developed as part of the business planning process for 2015/16.