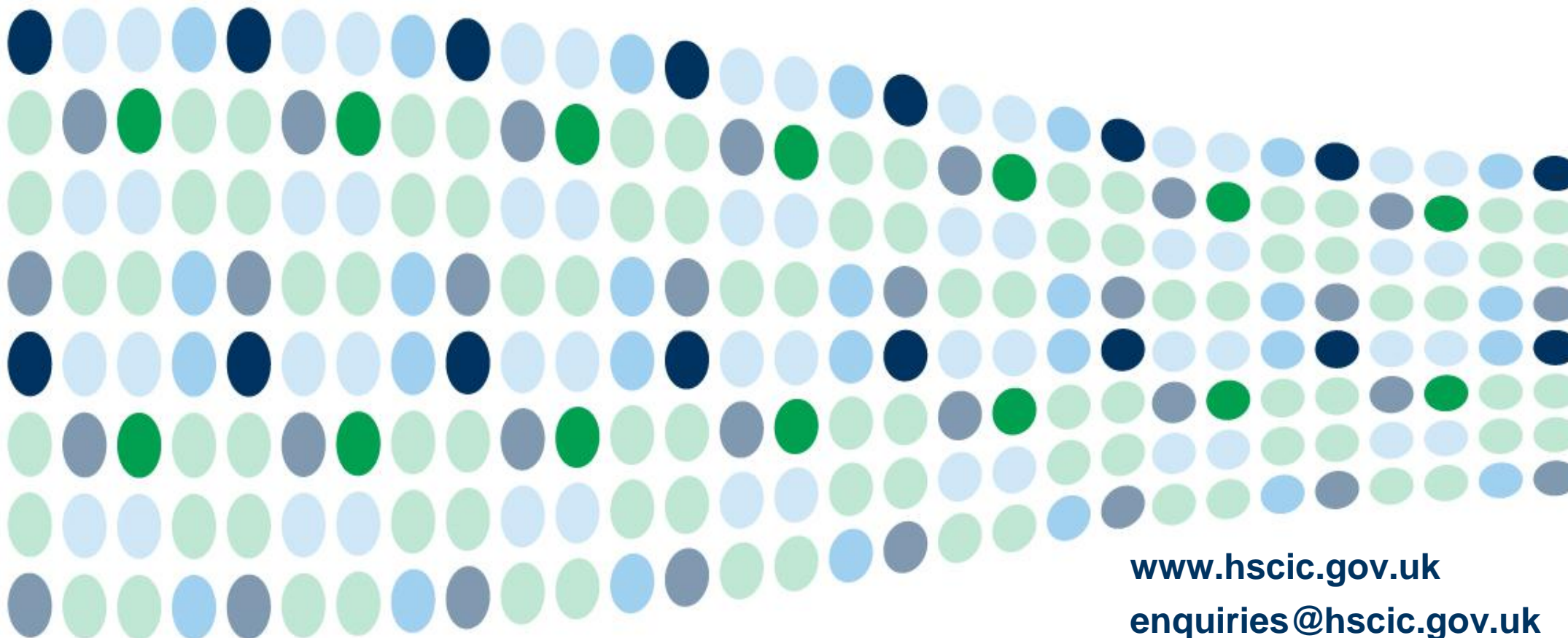





Health & Social Care  
Information Centre

# HSCIC Board Performance Pack

July Data



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# HSCIC Performance Summary: EMT KPIs

## Performance This Month

June 2014

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	A	R	A	G
Organisational Health	Rachael Allsop	R	R	R	R
Financial Management: HSCIC	Carl Vincent	G	G	G	G
Reputation	Director of Customer Relations	A	A	A	A
Data Quality (escalated from EMT)	Max Jones	R	R	R	R

### Potential Additional KPIs:

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

## Performance Tracker: Rolling 12 Months

2013-14

2014-15

Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14
A/G	A/G	A/G	A/G	A/G	A/G	A/G	A/G	A	A	A	A
A	A	A	G	A	G	A	A	A	G	A	R
R	R	R	R	R	R	R	R	R	R	R	R
R	R	R	R	R	R	R	R		G	G	G
A	A	A	A	A	A	A	A	A	A	A	A
A	A				A	R	R	R	R	R	R

# Executive Summary

## Overall Summary

Of 6 KPIs reported in the public section of the performance pack this month:

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

The three KPIs assessed as RED this month are:

- IT Service Performance: down from AMBER last month, see page 6.
- Organisational Health: also RED last month, see page 7.
- Data Quality: also RED last month, see page 10.

## Headlines

Programme Achievement performance is assessed as AMBER overall. Across the organisation almost one third of programmes (11 of 34) are currently assessed as either RED or AMBER/RED for overall delivery confidence. The same number are assessed as either GREEN or AMBER GREEN.

IT Service Performance is assessed as RED for the first time. A number of critical failures resulted from the expiry of supplier security certificates. The number of High Severity Service Incidents rose for the second consecutive month but remained below the 12-month average. Performance is forecast to improve to AMBER next month.

Organisational Health performance remains assessed RED, as it has been throughout the current rolling 12-month period. This rating is driven mainly by the volume of recruitment activity required to fill existing vacancies. Note that new measures are being developed which will provide a more accurate approach to reporting performance for this area of activity, based on more sophisticated measures of headcount and establishment.

HSCIC Financial Management performance is assessed as GREEN. The forecast core Grant-in-Aid funded financial position for the year is £165m, the same as the budget. The year-to-date position is £2.0m under budget, comprising an underspend on expenditure of £4.3m partially offset by £2.3m for external income streams that are currently under budget. Much of this is due to differences in the budget phasing versus actual income received or recognised and this is expected to recover during the rest of the year.

The Reputation performance measures now include media coverage and website statistics. Media coverage is very positive and much stronger than earlier in the calendar year. The website is experiencing increasing usage, although the most recent available data shows decreasing levels of external user satisfaction. The most recent survey of programme Senior Responsible Officers generated positive responses.

## EMT KPIs escalated to the Board

This month the EMT KPI for Data Quality is escalated to the Board as its assessed status is RED.

## Performance Pack Development

This is the first iteration of the new format for Performance Packs. The pack will continue to evolve in future months. For example, new KPIs are in development for Organisational Health, Data Quality, and Risk Management. These will be introduced during the autumn.

**Please note:** this Executive Summary is subject to change following the EMT meeting on Thursday 28 August

**KPI**  
**KPI Owner** Programme Achievement  
**James Hawkins**

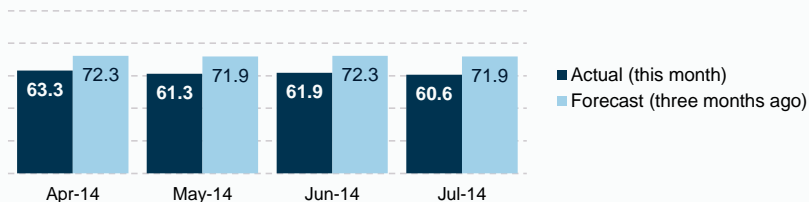
**Previous RAG**  
**Current RAG**  
**Forecast RAG**

	PD	PDD View	LSP	D+IS	O+TS	COMBINED
60.9%	A		82.8%	G	48.0%	A/R
61.1%	A		80.0%	G	54.3%	A
71.3%	A/G	A	80.0%	G	65.7%	A/G
					60.0%	A
						<b>63.1%</b>
						<b>60.6%</b>
						<b>69.1%</b>

**Overall Position**

Overall delivery confidence across all programmes is **60.6%**, a reduction from last month (63.1%). 4 programmes are assessed as 'RED' for overall delivery confidence, and 7 are AMBER/RED. Brief commentary about these is provided in the boxes opposite.

**Programme Achievement: Delivery Confidence (%)**

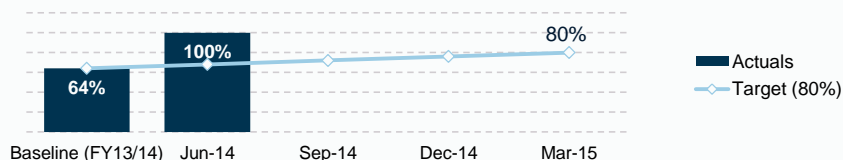


**Gateway Reviews**

Two reviews have taken place during 2014-15. Child Protection-Information Sharing was assessed as AMBER/GREEN, SCR as AMBER.

**Forward Look:** the next Gateway Reviews are Health and Justice Information Systems (August 2014) and NHS eReferrals (September 2014)

**Gateway Reviews: Programmes Amber or Better (%)**



**Other Programmes News by Directorate**

**Programmes Delivery:** Electronic Transfer of Prescriptions - benefits realisation confidence and overall investment justification spend status back on track since extension Business Case fully approved. Overall confidence AMBER, will be reassessed after their Assurance of Action Plan (AAP) in October 2014.

For **resourcing**, 9 of 15 programmes reported in the Programmes Delivery directorate are AMBER or worse. All but one project is now reporting Amber or worse for **operating expenditure against budget**. 16 are now RED: 7 due to underspend, 9 for overspend.

**Operations and Assurance:** Spine 2 - AMBER driven by the need to gain confidence in the data migration using the Golden Gate products, the Extract, Transform and Load (ETL) process and confidence from the rehearsals. Recent Gate 4a received AMBER/RED confidence rating, but was based on a July go-live date. To address the concerns, go live was moved to the fall back dates of 22nd - 24th August.

**Data and Information:** Strategic Capability Platform (SCP) P1 - Outline Business Justification is in the internal approvals process. Full Business Justification development now commenced. Supplier engagement is underway. Secure data access and service management requirements have been drafted and issued to Board members for review. A Gate 3 review has been planned for 11th August.

**LSP Delivery:** all programmes are assessed as GREEN or AMBER/GREEN

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

Key Actions to rectify variance from target	Target Date	Status
Revisit weighting of projects included in the KPI	30-Aug-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.

**Overall Delivery Confidence: Programmes Rated 'RED'**

**NHS Choices:** received approval to consolidate under one portfolio item at 14 August Programme and Services Delivery Board. This will be reflected in next month's dashboard; the Choices Business Case team awaits further guidance from the Government Digital Service and other stakeholders on how to proceed but the current service remains stable.

**Public Services Network for Health (PSNH):** Misalignment of Outline Business Case (OBC) approach with Cabinet Office preferred direction for the funding, operating model and commercial model has resulted in significant rework of OBC (due 20/8/14). The Professional Services Business Case has now been approved.

**Data Services for Commissioners (DSfC):** The Department of Health Accredited Safe Haven (ASH) consultation closed on 8th August with continued engagement on future options. Draft regulations will be shared with the HSCIC in September before submission to parliament in October. 47 Data Sharing Agreements are in review with the Information Governance (IG) team, plus a number of queries and requirements for guidance documentation. Several data flows to DSfC Regional Offices (DSCROs) are pending approval with the Information Governance team. PwC are performing a follow up on the DSCRO audits of 2013.

**Secondary Uses Services (SUS) Transition:** taken on by Operations and Assurance in mid-August, position to be assessed as part of handover.

**Overall Delivery Confidence: Programmes Rated 'AMBER / RED'**

**NHSMail2:** Drops to Amber/Red as procurement delays caused by having to reopen the framework have impacted other critical path activities towards Business Case approval. A risk has been raised with DH and Cabinet Office about the likelihood of Business Case approval before the Purdah period in 2015.

**Health and Justice Information Systems:** NHS England continues to explore affordability.

**N3:** N3 reports Amber/Red overall due to the uncertainty of funding to continue the service after April 2015. There is a key risk in that current suppliers need to be informed of service intentions by September 2014.

**Care.Data:** The programme is progressing in key areas. Governance is being strengthened; a revised plan for the delivery of primary-secondary care linked data for a number of 'pathfinder' GP practices is in development, supported by a developing communications and engagement plan. This activity is being shared with the Advisory Group. Members are scheduled to attend events/workshops. However, the programme is still without a business case and remains under intense scrutiny, the SRO having attended the Health Select Committee on 1st July. Resource gaps are being addressed, with new staff joining the team recently, including dedicated resources to recommence the business case development. The programme board approved the business case approach on 16 July.

**General Practice Extraction Service (GPES):** a number of issues in transitioning to an operational GPES service are being addressed through the GPES Transition project. Issues which have contributed to the RAG assessment this month are (1) elaboration of all elements of GPES Transition not completed (2) capacity issues which constrain the number of extracts supported (3) GPES System capacity is unproven in testing (4) the GPES Transition PID confirms shortage of resource to support the project.

**Maternity and Children Dataset (MCDS):** Sign off of the interim agreement is complete. It was approved by the NHS England Finance and Investment Committee (FIC) and formally communicated by the NHS England Director of Finance to HSCIC Director of Finance on 4th July. HSCIC is content that this interim agreement covers the forecast expenditure/liabilities for the first two quarters of this financial year.

**Spine Extension:** contract exit by 31st December 2014 is at risk as there is a dependence on the SUS Transition Project delivering an alternative platform.

**Availability**

June saw the average Availability Target achieved for all services with the exception of 11 (41 out of 52 services achieved their target).

Critical Failures were experienced on Microtest Evolution/Practice Manager following the non-renewal and subsequent expiration of the supplier's 'sub-certificate authority' ('Sub-CA') security certificates on 04/03. At 16.30 the certificates expired resulting in any smartcard related functionality being unavailable. Microtest did not attribute this outage to the expired certificates until the following day when they were renewed and service restored at 13:41.

Critical Failures were also experienced by EMIS Web, PCS and LV for the same non-renewal of the Sub-CA certificate. Web experienced an outage from 16.30 on 04/06 to 05:50 on the 05/06, with PCS and LV being fully resolved on 10/06 at 07:17 although individual local sites were resolved at earlier points in the incident lifecycle.

There was also an Availability Failure Level 3 experienced as a result of Severity 1 High Severity Service Incident (HSSI) relating to the ATOS Choose and Book system which ran from 10.00 to 18.13 on 04/06. This was attributed to a power failure in the Andover Data Centre which hosts the Choose and Book service. The loss of power to the infrastructure components resulted in unavailability of the Choose and Book production service. The root cause was attributed to an attempted restart of the Uninterruptible Power Supply (UPS) while in bypass mode.

**Response Times**

Performance was good for the great majority of services, with 23 out of 25 services reported against having achieved or exceeded their Response Times target. One of the failures, the Calculating Quality Report Service (CQRS), is a repeat failure at a critical level which has resulted in a Red status for the month. The supplier, GDIT, 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 are continuing to investigate.

There were also Amber level failures on BT London Health RiO (the electronic patient record system for Community and Mental Health Trusts) due to the following causes: the Child Health Birth report varies in performance according to the period of data selected, low transaction volumes on a system used for historic lookups can result in a service level failure even if only a small number of transactions perform poorly and a minor issue with a web server on 27 June resulted in a short period of degraded performance.

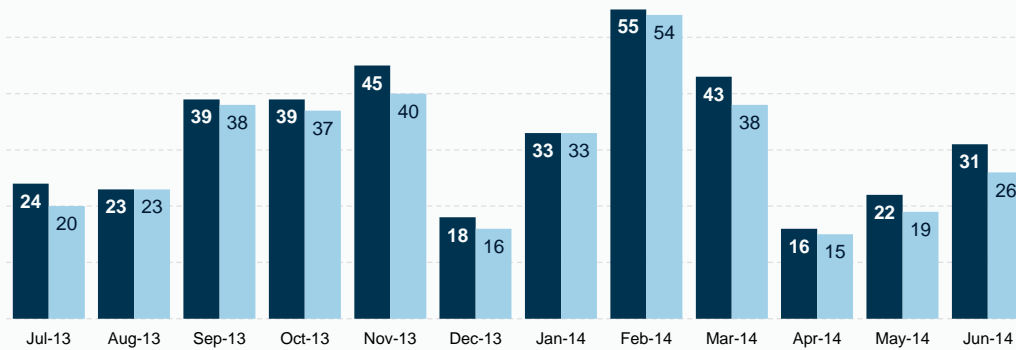
**Fix Times: High Severity Service Incidents (HSSIs)**

June saw the number of HSSIs in the month rise by 6 from the previous month to 31. Whilst this is an increase it remains lower than the 12 month average of 33. One of those HSSIs was related to Clinical Safety which was logged with Service Bridge for information in relation to Meningitis C Appointments. At the point of logging the incident had been already made safe as users were aware and a work around in place. There were also two Security Incidents raised as HSSIs in the month. 84% of HSSIs (26 out of 31) were resolved within the target Fix Time. The exceptions were:

- (1) the ATOS Choose and Book incident referenced in the **Availability** section opposite. This took 8:13 hours to resolve against a fix time target of 2:00 hours
- (2) the HSSIs relating to the non-renewal of the Sub CA certificates also detailed in the **Availability** section opposite. These exceeded the target fix time of 2:00 hours. For EMIS Web the duration was 13:20 hours; for PCS and LV the duration was 134:07 hours. For Microtest Evolution/Practice Manager where the duration was 21:11 hours.

**High Severity Service Incidents: Achieving Fix Times Target**

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



**Performance Update**

Since the reporting period of June and the generation of this commentary (7 August) the following HSSI has been reported which is worthy of note:

1/8/14 - NHSmail: 2 HSSIs where performance was degraded for all users.

**Forecast**

Forecasted RAG status: It is forecast that a GREEN RAG status will be achieved in July.

**Performance Indicators**

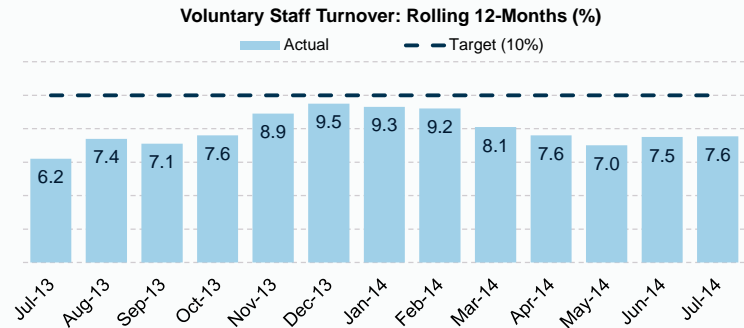
	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14
No. of Services achieving Availability target	77	73	71	75	71	75	69	72	46	54	45	52
No. of Services breaching Availability target, but not to a critical level	0	2	4	0	4	0	6	4	3	0	2	1
No. of Services breaching Availability target at a critical level	0	0	0	0	0	0	0	0	0	0	0	10
Total No. of Services measured for Availability Performance >>>>	77	75	75	75	75	75	75	76	49	54	47	63
No. of Services achieving Response Times target	42	42	41	40	37	39	41	41	27	24	23	23
No. of Services breaching Response Times target, but not to a critical level	3	2	4	4	3	3	3	4	2	1	1	1
No. of Services breaching Response Times target at a critical level	0	0	0	0	4	2	0	0	1	1	1	1
Total No. of Services measured for Availability Performance >>>>	45	44	45	44	44	44	44	45	30	26	25	25
Total number of High Severity Service Incidents (HSSIs)	24	23	39	39	45	18	33	55	43	16	22	31
Total number of HSSIs achieving Fix Time target	20	23	38	37	40	16	33	54	38	15	19	26
% HSSIs achieving Fix Time target	83%	100%	97%	95%	89%	89%	100%	98%	88%	94%	86%	84%

**Key Actions to rectify variance from target**

**Target Date**

**Status**

**Overall Position:** RED rated due to the current volume of recruitment. New measures for this KPI are being developed for September 2014. These will more accurately reflect performance; they will be based on the net increase in headcount against the newly agreed establishment on a monthly basis.

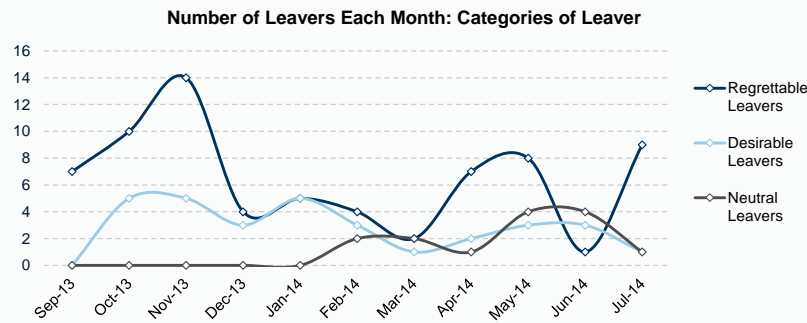


**Staff Turnover**

Cumulative voluntary turnover rose to 7.6% in July (for the period Aug 2013 - July 2014). Voluntary turnover in July was 13.94 (fte) which is comparable to the rolling year. 33% of these leavers had equal to or less than 18 months service.

Managers continue to be asked to assess whether the impact of leavers is felt to have been desirable, regrettable or neutral to provide more intelligence about whether we are losing high performing people that we should be able to retain. Since September 2013, responses indicate that 62% of turnover has been regrettable, 26% desirable and 12% neutral.

The main themes from leavers' exit interviews highlight a perceived lack of focus on career progression, talent management, training and development and performance management. These findings reflect the results of the most recent staff survey.



**Recruitment**

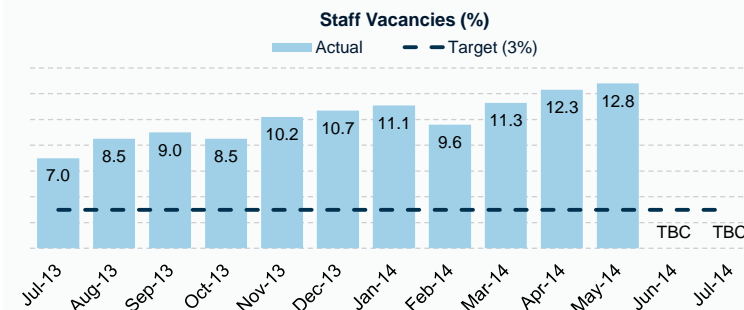
**Staff Vacancies** - We currently have 373 live vacancies recorded. 108 are being advertised and 90 are at the appointment stage. There are 175 vacancies at the selection (shortlisting/interview) stage, a proportion of these have been outstanding for some time so will be validated by the Human Resources Operational Team working with Directorates and Finance. (The current performance measures for staff vacancies are under review; as a result the data for July shows as 'to be confirmed'.)

**Process** - Time to recruit, from receipt of recruitment form to notification of start date is averaging 50 working days across the organisation, an increase of two days since June 2014. Whilst 75.8% of our vacancies are advertised externally, 50.9% of our appointments are internal, thereby creating further demand on recruitment in respect of backfill. Further work is underway to establish more meaningful metrics. Following feedback it is anticipated that the new recruitment process will launch on 1st September 2014. Specialist, recruitment specific, Electronic Staff Record Training is scheduled for early September with a view to implementing the ESR/NHS Jobs interface from 14th September.

**Establishment** - Several joint meetings have taken place with representatives from Finance, Human Resources and Procurement to agree establishment controls. This will help us maintain better control over vacancies and enable us to adopt a more strategic approach to workforce planning. Timescales for completion are being agreed.

**Labour Market Analysis** - The market intelligence report from Havas recommends a number of areas for immediate consideration: the development and articulation of an Employer Value Proposition, a review of job titles that better fit with the expectations of our target market, and using labour market salary information to inform our approach to recruitment and retention premiums (RRP).

**Growing Talent** - A HSCIC 2 year Graduate ICT Training Scheme is being advertised for 8 trainees. They will rotate between four placements within ICT. We are working with Leeds University to develop and advertise internship opportunities for undergraduates in the forthcoming academic year. Three apprenticeships are being finalised under the Business and Administration, Project Management and IT apprentice frameworks. A cohort of work experience placements is in place across the organisation and will continue over the summer period. An evaluation will follow to help determine our future approach.



**Training Activity**

The organisation has adopted Civil Service Learning (CSL) as its training route to training. Training budgets and decision making have been devolved to directorates. This KPI will therefore need to change to demonstrate that employees are making use of CSL functionality across the HSCIC. Since the organisation migrated to CSL as its route to training:

- 1285 individuals have registered (57% of the workforce.); 713 eLearning events have been accessed
- 16 gateway requests have been submitted (11 approved, 1 declined, 4 awaiting approval)

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

Key Actions	Target Date	Status
Planned recruitment reconciled with planned budget	30/09/2014	On target - but original deadline revised
Agree approach to deploying project and programme delivery professionals - currently with EMT for review and decision	30/09/2014	On target - but original deadline revised
Complete Standard Job Descriptions for all priority roles - part completed	15/09/2014	On target - but original deadline revised
Link NHS Jobs and ESR Recruitment Module; consequent further revision of process and guidance. Deadline extended to first embed recruitment process changes.	28/09/2014	On target - but original deadline revised
Devise strategic recruitment plan	15/08/2014	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.

<b>KPI</b>	<b>Reputation</b>
<b>KPI Owner</b>	<b>Customer Relations Director</b>

<b>Previous RAG</b>	<b>A</b>
<b>Current RAG</b>	<b>A</b>
<b>Forecast RAG</b>	<b>A</b>

**Overall Position:** the current reputation status is AMBER due to improvements required as highlighted by satisfaction surveys.

**Satisfaction Surveys: Senior Responsible Officers (SRO)**

This first SRO satisfaction survey of 2014-15 assesses Service Strategy, Programme Delivery, Service Delivery, Business Change, Comms & Stakeholder Engagement, Benefits Realisation and Overall Satisfaction.

The Q1 survey reports overall SRO satisfaction assessment of **75%** against a target of **74%**, but slightly below the 2013-14 Q3 and Q4 average of **77%**. However this was to be expected given that the survey was extended to other SROs not previously included.

SRO free text comments extracted from questionnaires provide further context to the scores and numerous positive comments were received. For example, the NHS eReferral Service programme was noted as having “continued exemplary performance” and the Electronic Transfer of Prescriptions programme received a positive comment around the “continued proactive performance by the Programme Director and Team.”

**HSCIC Website (July 2014 statistics)**

**Page views:** 1,301,056 - a record number for a single month, and up from 859,621 in June

**Sessions:** 505,615 - an increase of 142% compared to July 2013 (208,664)

**Users:** 324,097

**% International visitors:** 5.19%

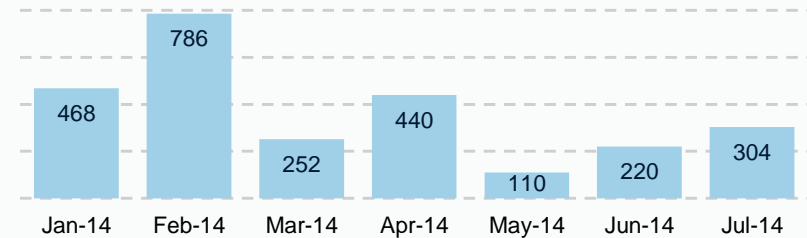
**Website satisfaction:** 62% (the most recent data is April, the next results will be September)

**Media Coverage**

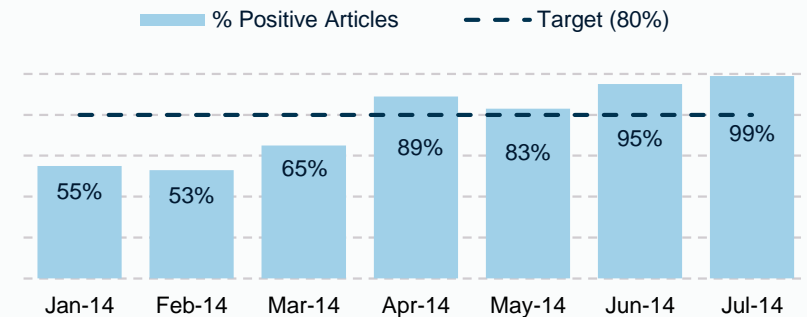
The negative media coverage experienced earlier this year following data sharing issues and two Health Select Committee sessions has recovered, with positive coverage at 99% in July. During the month HSCIC was covered in 304 units across press, broadcast and online sources. Potential reach totalled almost 150 million people and was valued at more than £4 million. Non-PR influenced coverage generated 46% (134 items) of all favourable mentions of the HSCIC.

Future performance packs will also include data about social media activity relating to HSCIC.

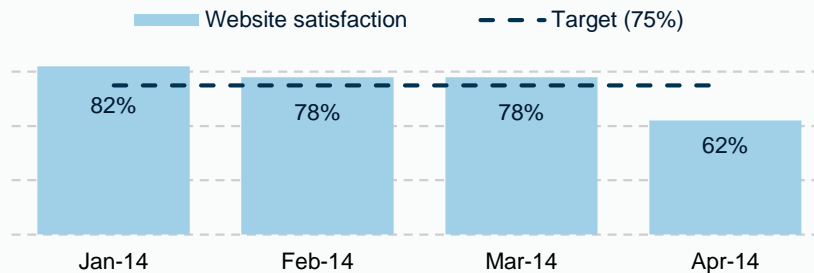
**HSCIC Media Coverage: Number of Units**



**HSCIC Media Coverage: Percentage of Positive Articles**



**Website Satisfaction: External Users**



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

**Key Actions: Next Steps following the Q1 SRO Satisfaction Survey**

- Efforts should be undertaken by relevant director/programme heads to improve response rates in Q2: data brought forward from previous months is becoming increasingly dated.
- Programme Heads should now engage with SROs as part of on-going governance to agree improvement plans for projects to meet the 80% target before the end of FY2014-15.
- Explore alternative means of managing the SRO Satisfaction process. New approaches (survey monkey, info path, face to face interviews) could improve data quality and return rate .

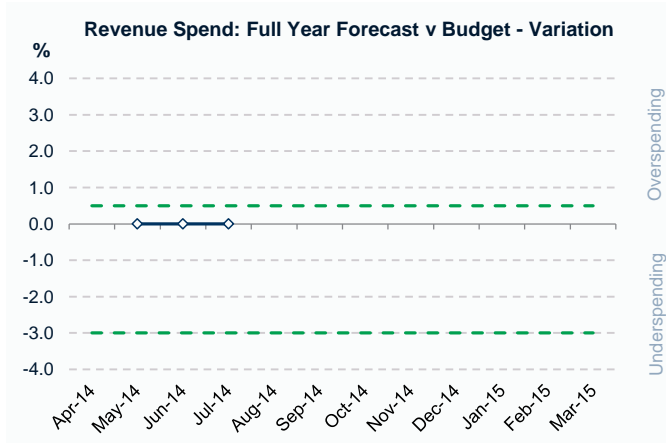
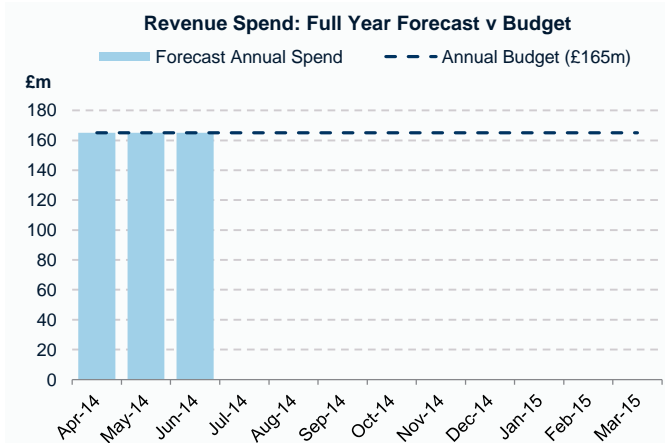
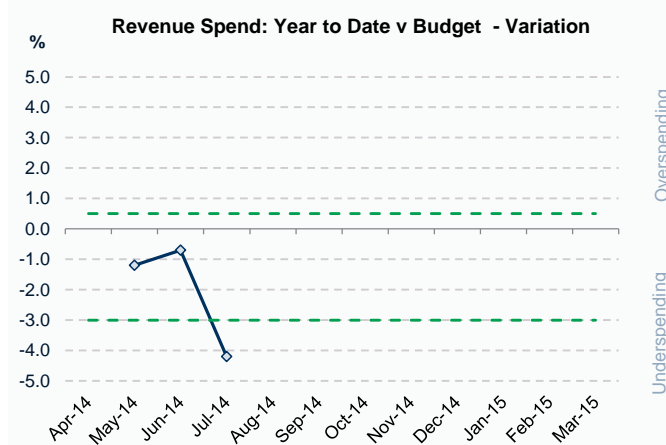
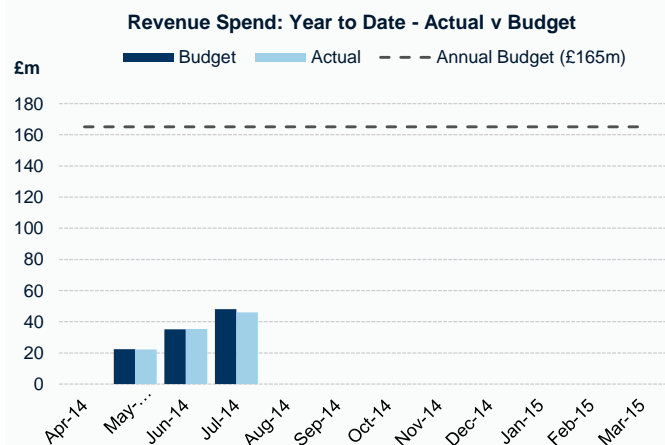


**KPI** Financial Management (HSCIC)  
**KPI Owner** Carl Vincent

**Previous RAG** G  
**Current RAG** G  
**Forecast RAG** G

Revenue Spend (July)	Budget (£m)	Actual (£m)	Variation (%)
Year to Date: Actual v Budget	48.1	46.1	4.2
Full Year: Actual v Budget	165	165	0

Forecast Accuracy (July)	Actual (£m)	Forecast (£m)	Variation (%)
Full Year: Actual v Budget	10.7	12.2	12.2



### HSCIC Operating costs

The forecast GiA-funded (gross costs net of external income) financial position for the year is £165m, the same as the budget.

The year-to-date position is £2.0m under budget, comprising an underspend on expenditure of £4.3m partially offset by £2.3m for external income streams that are currently under budget. Much of this is due to differences in the budget phasing v actual income received/ recognised and is expected to recover during the rest of the year. However, given that tight budgets were set at Directorate level, it is likely that there will be a number of pressures arising that may need to make calls on the currently unallocated funding and it is expected that, once approved by Portfolio Board, these funds will be fully utilised during the year. Further reporting will be provided on these requests as they are approved.

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

The forecast accuracy KPI is Red, with most Directorates spending less in July than they had forecast in June (the exception being D&IS that spent more than forecasted). The cost types showing the greatest variances were Professional Fees and Unallocated Funds.

### 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. Unallocated funding for other priority programmes will be allocated to Directorates as and when the Programme & Service Delivery Board has approved credible plans to utilise the resources.

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								

Key Actions	Date	Status
Implement a new Financial Reporting System to support business ownership of the forecasts, facilitate communications between budget holders and Finance and enable senior management review in a more timely manner, all of which should help to improve these metrics in the next financial year.	Oct-14	Plans for a new Finance Reporting System have been approved by the Transformation Board and the Portfolio Board. UAT is underway (following delays caused by technical issues) and revised go-live is expected in October.
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.

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.

**Overall Position**

The overall rating this month is RED.

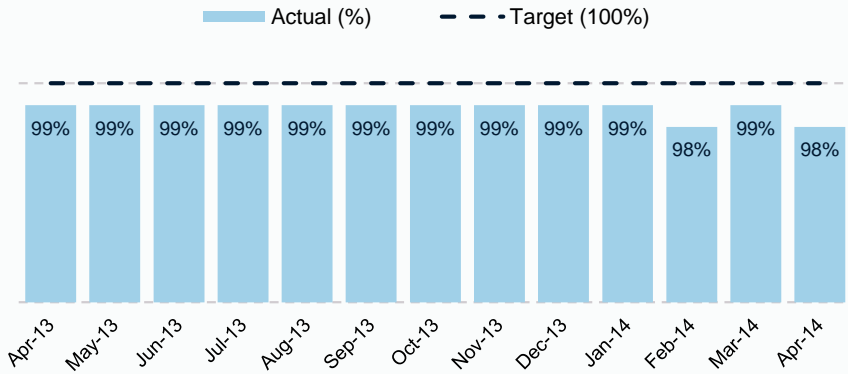
If at least one indicator is RED, the overall RAG for the Data Quality KPI is RED.

**Note**

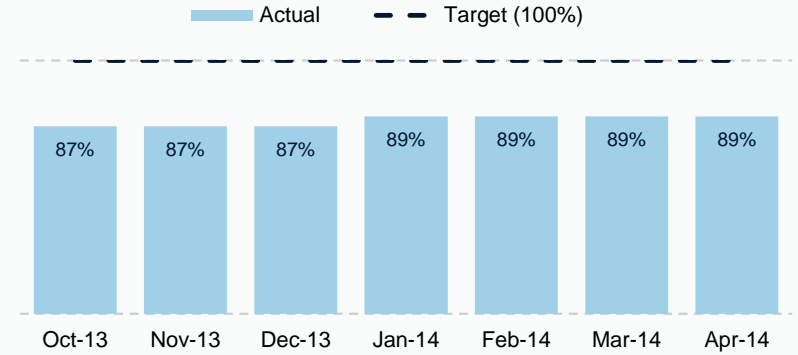
The current scope of measurement for both these indicators is Secondary Uses Services, APC, OP and A&E CDS with a three month lag due to the current SUS submission and reconciliation processes.

A new KPI for Data Quality is in development.

**Data Quality Indicator 1:  
 Percentage of Records with Valid Values in Critical Fields**



**Data Quality Indicator 2:  
 Organisations Submitting Expected Data (%)**



Indicator 2 remains RED but stable. The action to audit service providers that should be submitting mandated datasets is dependent on approval from Standardisation Committee for Care Information (SCCI) to collect the information required. A 'Statement of Need' for the collection was presented to the SCCI Service Management Board on 17th July 2014 but was rejected. Further clarification on the reasons for rejection is being sought prior to resubmission. The possibility of combining this collection with a similar collection proposed by NHS England is also being investigated. The originally requested collection date of 1st September 2014 is not achievable. A revised collection date will be provided after the route through the SCCI process has been discussed and agreed.

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

Key Actions	Target	Status
Work with external stakeholders to resolve the key issue identified during the indicator 3 investigation	01/08/2014	Original target date of 01/08/2014 missed due to reasons described above. Revised target date tbc.

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.

# Appendix 1 - Management Accounts

2014/15 HSCIC Management Accounts at 31st July 2014

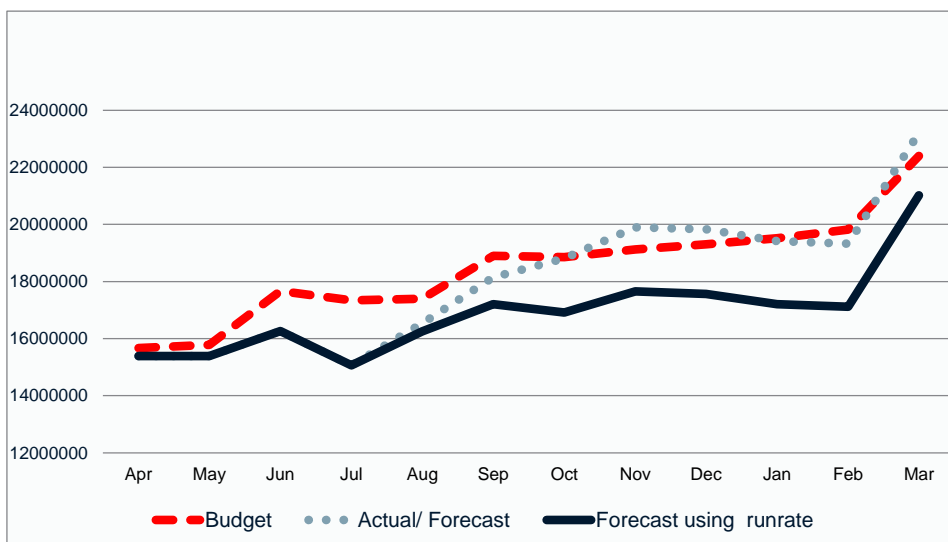
Summary Position

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Total Income	(66.5)	(64.1)	(2.3)	(221.8)	(222.4)	0.6
Total Staff Costs	45.4	44.9	0.5	143.8	148.4	(4.6)
Total Other Costs	20.5	17.2	3.3	67.8	68.9	(1.1)
Unallocated Costs	0.5	0.0	0.5	10.2	5.1	5.1
<b>Surplus/ (Deficit)</b>	<b>(0.0)</b>	<b>(2.0)</b>	<b>2.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.0)</b>
Depreciation GiA	(4.3)	(4.3)	(0.0)	(13.0)	(13.0)	(0.0)
Depreciation Cost	4.3	3.4	0.9	13.0	12.5	0.5
<b>Surplus/ (Deficit)</b>	<b>0.0</b>	<b>(0.9)</b>	<b>0.9</b>	<b>0.0</b>	<b>(0.5)</b>	<b>0.5</b>

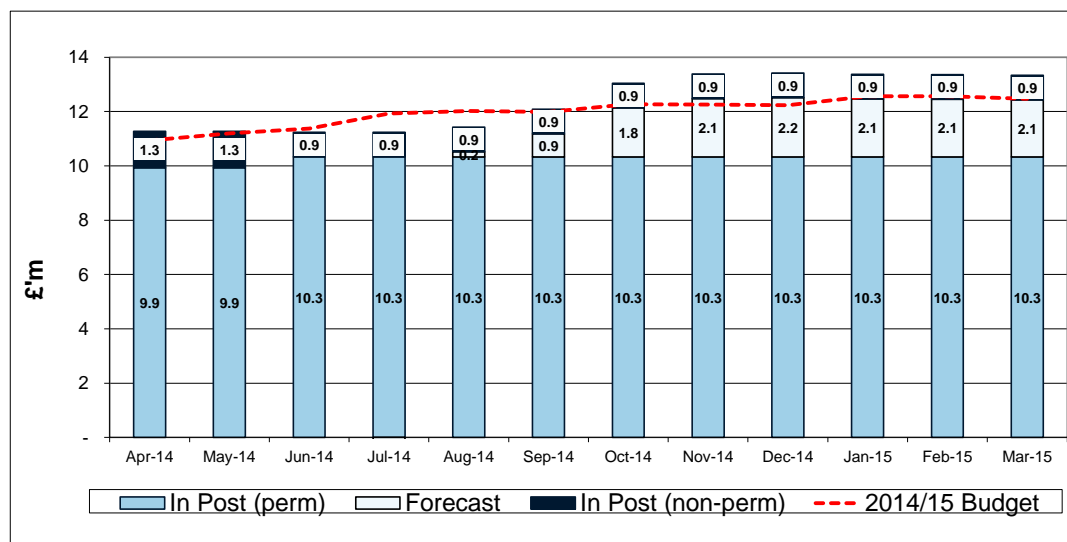
The full year forecast as at July 2014 remains overall at budget, with sufficient unallocated funding available at present to cover forecast overspends in individual directorates; however, this would require a release of £4.3m from the unallocated funds and no releases have yet been formally approved by PSDB.

Further reviews are on-going into expected funding requirements for the year, particularly in D&IS (full review of directorate forecasts to happen in August/September) and O&TS (further review of expected requirements from ring-fenced funding for Spine 2 and SUS).

The year-to-date position is £2.0m under budget with total expenditure being £4.3m under budget and income being £2.3m under budget; however, much of this is due to differences in the budget phasing and is expected to recover during the rest of the year.



Monthly trend of gross expenditure for the organisation for the original budget (red), the latest forecast (blue) (4 months of actual costs and 8 months of expected costs) and an extrapolation (runrate) of the position if the current staff position



Actual and forecast staff costs, showing permanent staff by current establishment (purple) and future recruitment (yellow), plus forecast non-permanent staff (blue). The red line shows the original budget.

# Appendix 1 - Management Accounts

2014/15 HSCIC Management Accounts as at 31st July 2014

Detail by Income/ Expenditure Type

£'m	Year-to-Date			Full Year			
	Budget	Actual	Var	Budget	F'cast	Var	
<b>Income</b>							<b>£0.4m full year variance includes:</b>
Grant in Aid	(46.4)	(46.4)	0.0	(154.8)	(154.8)	0.0	0.3 Choices Managed Service (additional income to fund additional costs)
Grant in Aid (ring-fenced)	(1.7)	(1.7)	0.0	(10.2)	(10.2)	0.0	(0.6) Data Services for Commissioners (reduced income expected from NHS England)
Income	(18.3)	(16.0)	(2.3)	(56.7)	(57.3)	0.6	0.3 FGMP (additional income from DH to fund programme)
<b>Total Income</b>	<b>(66.5)</b>	<b>(64.1)</b>	<b>(2.3)</b>	<b>(221.8)</b>	<b>(222.4)</b>	<b>0.6</b>	0.8 Infrastructure (additional income from DH to fund workpackage XXX) (0.3) Other
							<b>0.6</b> Projected higher than budgeted income for the full year
<b>Staff Costs</b>							<b>£2.0m full year variance includes:</b>
Permanent Staff	41.3	40.2	1.1	132.4	134.6	(2.3)	(0.5) LSP - additional costs £0.9m for staff working notice periods and £0.4m for additional contr
Non Permanent Staff	4.2	4.8	(0.6)	11.4	13.7	(2.3)	(0.5) Operations & Technical Services directorate (additional staff)
<b>Total Staff Costs</b>	<b>45.4</b>	<b>44.9</b>	<b>0.5</b>	<b>143.8</b>	<b>148.4</b>	<b>(4.6)</b>	(2.3) Data and Information Services directorate (additional staff) (0.5) Finance & Corporate Services (0.8) Other
							<b>(4.6)</b>
<b>Other Costs</b>							
Professional Fees	8.2	5.9	2.3	28.0	29.1	(1.1)	Includes Infrastructure workpackage funded by additional income from DH
Information Technology	4.6	4.3	0.3	14.7	14.7	0.0	
Travel & Subsistence	1.6	1.4	0.2	4.8	4.7	0.1	
Accommodation	4.2	4.0	0.1	12.5	12.4	0.1	
Marketing, Training & Events	0.4	0.3	0.1	1.5	1.6	(0.0)	
Office Services	1.3	1.0	0.4	3.9	3.9	(0.0)	
Other	0.3	0.3	(0.0)	2.3	2.5	(0.2)	
<b>Total Other Costs</b>	<b>20.5</b>	<b>17.2</b>	<b>3.3</b>	<b>67.8</b>	<b>68.9</b>	<b>(1.1)</b>	
<b>Unallocated Costs</b>							
Unallocated Costs	0.5	0.0	0.5	10.2	5.1	5.1	Provisional forecast release of unallocated funding pending Portfolio Board approvals
<b>Depreciation</b>							
Depreciation	4.3	3.4	0.9	13.0	12.5	0.5	

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 July 2014

Detail by Directorate

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
<b>LSP Delivery</b>						
Income	0.0	(0.0)	0.0	0.0	(0.1)	0.1
Staff Costs	3.2	3.6	(0.4)	10.8	11.3	(0.5)
Other Costs	0.3	0.2	0.1	1.0	1.1	(0.1)
Contingency/ Virements	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net GiA funded</b>	<b>3.5</b>	<b>3.9</b>	<b>(0.4)</b>	<b>11.8</b>	<b>12.3</b>	<b>(0.5)</b>
<b>Programmes Delivery</b>						
Income	(6.2)	(5.0)	(1.2)	(19.4)	(20.3)	0.8
Staff Costs	8.1	8.0	0.1	26.5	26.5	0.0
Other Costs	2.9	1.7	1.2	10.7	10.8	(0.1)
Contingency/ Virements	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net GiA funded</b>	<b>4.7</b>	<b>4.6</b>	<b>0.1</b>	<b>17.8</b>	<b>17.0</b>	<b>0.8</b>
<b>Operations &amp; Technical Services</b>						
Income	(4.7)	(4.4)	(0.3)	(14.9)	(15.5)	0.6
Staff Costs	15.2	14.0	1.2	49.4	49.9	(0.5)
Other Costs	4.4	3.8	0.6	13.7	14.6	(0.8)
Contingency/ Virements	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net GiA funded</b>	<b>15.0</b>	<b>13.4</b>	<b>1.5</b>	<b>48.2</b>	<b>48.9</b>	<b>(0.7)</b>
<b>Data &amp; Information Services</b>						
Income	(6.9)	(5.9)	(1.0)	(20.9)	(19.8)	(1.1)
Staff Costs	7.3	7.8	(0.5)	22.4	24.7	(2.3)
Other Costs	5.5	5.1	0.4	18.3	17.9	0.4
Contingency/ Virements	0.0	0.0	0.0	0.8	0.0	0.8
<b>Net GiA funded</b>	<b>6.0</b>	<b>7.0</b>	<b>(1.0)</b>	<b>20.6</b>	<b>22.8</b>	<b>(2.2)</b>
<b>Finance &amp; Corporate Services</b>						
Income	(0.1)	(0.1)	0.1	(0.1)	(0.3)	0.2
Staff Costs	6.2	6.3	(0.1)	18.0	18.6	(0.5)
Other Costs	6.1	5.4	0.7	18.3	18.8	(0.5)
Contingency/ Virements	0.0	0.0	0.0	0.0	0.0	0.0
<b>Net GiA funded</b>	<b>12.2</b>	<b>11.5</b>	<b>0.7</b>	<b>36.2</b>	<b>37.1</b>	<b>(0.9)</b>
<b>HR &amp; Transformation</b>						
	1.1	1.0	0.1	5.0	5.0	0.0
<b>Strategy</b>						
	0.1	0.1	0.1	0.4	0.3	0.1
<b>HSCIC Corporate</b>						
	(47.7)	(47.9)	0.2	(155.6)	(158.7)	3.1

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

£0.5m overspend on staff costs comprises £0.9m of additional costs for staff working notice during the first quarter of the year and £0.4m additional contractors for benefits, partially offset by £0.8m forecast underspend on staff costs due to delayed recruitment and leavers.

£0.8m variance on Income includes £0.1m additional income on Choices (Managed Services and Non-Core) to fund additional costs and £0.3m additional income from DH to fund FGMP, £0.2m on Cross-Government Projects and £0.1m each on Central and DMS Connectivity.

£0.6m increase of Income from Budget is primarily due to £0.8m of income in Infrastructure for cybersecurity, partially offset by lower than budgeted income on from NHS Pathways (due to lower costs), Spine 2 (income from DH for capitalised headcount; to be reviewed) and ITS.

£0.5m overspend on Staff costs is due to additional recruitment above budget across a number of areas, including ITS, Central, Information Standards Board, Information Assurance Special Projects and Infrastructure.

£1.1m decrease of Income against budget is due to £0.6m Data Services for Commissioners, £0.3m Community & Mental health and £0.2m for Social Care

£2.3m forecast overspend on Staff costs is due to additional planned recruitment above budget across several areas, including Data Services for Commissioners, Contact Centre, GPES, care.data, IT Development, Audit Support Unit and Benefits & Utilisation.

£0.8m under spend on Contingency is due to the budgeted directorate contingency being released

£0.5m overspend on staff costs is due to recruitment across the directorate, particularly to Portfolio Resourcing to support programmes/ projects across the organisation.

£0.5m forecast overspend on non-staff costs is due to additional legal and workpackages expenditure.

Includes provisional forecast release of unallocated funding pending Portfolio Board approvals.

# Appendix 1 - Management Accounts

2014/15 HSCIC Management Accounts as at 31st July 2014

Unallocated Funds "Contingency"

	Revenue £'m	Capital
<b>Central Unallocated Budget</b>	<b>9.424</b>	<b>3.540</b>
<b>Released</b>	<b>0.000</b>	<b>0.000</b>
<b>Pending requests to PSDB</b>		
Strategic Capability Platform (31/07/14)	(1.970)	(0.141)
Clinical Indicators Portal Replacement (31/07/14)	(0.102)	(0.367)
Data & Information Services (14/08/14) (on hold)	(0.258)	
Operations & Technical Services (28/08/14)	(1.859)	
	<b>(4.189)</b>	<b>(0.508)</b>
<b>Directorate forecast overspends, may require funding</b>		
Data & Information Services (under review)	(1.626)	
Corporate forecast capital overspends		(0.178)
	<b>(1.626)</b>	<b>(0.178)</b>
<b>Not yet in forecast, may be required later in the year (estimates)</b>		
care.data	(1.000)	
TIA workpackages	(1.500)	
NHS England funding - GPES	(2.500)	
	<b>(5.000)</b>	<b>0.000</b>
<b>Central Unallocated Surplus/ (Deficit)</b>	<b>(1.390)</b>	<b>2.855</b>

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

Programme Delivery Dashboard - July 2014

Reporting Month:	SRO?	Overall Delivery Confidence RAG						Assurance Delivery Confidence / Status						Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned (July FIGURES)			FY financial forecast (DH Prog) vs. budget (July FIGURES)			
		May	Jun	Jul	Aug	Sep	Oct	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	May	Jun	Jul	M2	M3	M4	M2	M3	M4
P0070 CQRS	✓	A	A	A	A	A	A	Med	4a	Oct-13	A	5	Oct-14	Not Booked	A	A	A	NR	G	A-U	NR	G	G
P0012 ETP	✓	A/R	A	A	A	A	A	High	5	Jan-14	A/R	AAP	Oct-14	Booked	A	G	G	NR	G	R-O	NR	R	G
P0014 GP2GP	✓	A	A/G	A/G	A/G	A/G	A/G	Low	4	Feb-14	A/G	5	Jun-15	Not Booked	R	A	G	NR	G	A-U	NR	G	G
P0208 GPSOC Replacement	✓	A/G	A	A	A	A	A	High	3	Nov-13	A	5	Feb-15	Not Booked	A	A	A	NR	R-O	R-O	NR	G	G
P0004 CP-IS	✓	A/G	A/G	A	A	A	A	Med	3	Jul-14	A/G	4	TBC	Not Booked	A	A	A	NR	G	R-U	NR	G	G
P0010 DMS Connectivity	✗	G	G	G	G	G	G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	NR	G	R-O	NR	G	G
P0301 FGMP	✓	G	G	G	G	G	G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	NR	N/A	R-O	NR	N/A	G
P0207 HJIS	✓	A	A/R	A/R	A/R	A/R	A/R	Med	1	Sep-13	A/G	2	Aug-14	Booked	A	A	A	NR	G	R-O	NR	G	G
P0037 OHIT	✓	A	A	A	A	A	A/G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	NR	G	R-O	NR	G	G
P0298 NHS Choices	✗	R	R	R	R	R	A	High	PVR	Dec-13	A	TBC	TBC	N/A	R	R	R	NR	G	R-U	NR	G	G
P0026 HSCDS (Choices Service)	✓	R	R	A	A/G	G	G	Med	5	Apr-12	G	N/A	No more assurance	G	G	G	NR	A	R-O	NR	R	G	
P0024 N3	✗	R	R	A/R	A	A	A	High	5	Jul-12	A/G	N/A	No more assurance	R	R	A	NR	A	R-U	NR	G	G	
P0190 PSNH	✗	R	R	R	R	R	A/R	High	AAP	Nov-13	R	AAP	TBC	Not Booked	R	R	R	NR	G	R-U	NR	G	G
P0329 E-Procurement	✗	NR	NR	A	A	A/G	A/G	TBC	TBC	TBC	TBC	TBC	TBC	TBC	NR	NR	A	NR	NR	TBC	NR	NR	TBC
P0196 NHSmail2	✓	A	A	A/R	A/R	A/R	A/R	Med	2	Jun-13	A	3	Mar-15	Not booked	A	A	R	NR	R-O	R-O	NR	G	G
P0238 NHS e-RS inc. CAB	✗	G	A	A	A	A	A	High	3	Jan-14	A/R	4	Sep-14	Booked	G	G	A	NR	G	R-U	NR	G	G
P0051 Summary Care Record	✓	A	A	A/G	A/G	A/G	A/G	Med	5	Apr-14	A	5	Jan-15	Not booked	G	G	G	NR	G	R-O	R	G	G

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

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

July's Calculated Delivery Confidence is at 59%. Calculated delivery confidence RAG remains AMBER. The 3-month calculated forecast Delivery Confidence (to October 2014) is 'AMBER / GREEN' at 68%. The Director's subjective view is that AMBER remains a more accurate representation of forecast confidence.

Delivery Confidence - Programme Delivery:	
July-2014	A 58.75%
October-2014	A/G 67.50%

PDD View	
July-2014	N/A
October-2014	A

Sourced from Highlight Reports July-14

KEY

- Trend
- ↑ 3 RAG improvement from previous month
  - 2 RAG same as previous month
  - ↓ 1 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 of information around the progression of an approval)

Previous RAG	A
Current RAG	A
Forecast RAG	A/G

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

Programme Delivery Dashboard - July 2014

Reporting Month:	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						
	May	Jun	Jul		May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul				
Primary Care IT	P0070	CQRS	G	G	G	→	A	A	A	→	G	G	G	→	A	A	A	→	G	G	G	→	G	G	A	↓
	P0012	ETP	G	G	G	→	R	G	G	→	G	G	G	→	R	G	G	→	A	G	G	→	A	G	G	→
	P0014	GP2GP	G	G	G	→	A	G	G	→	A	A	A	→	G	G	A	↓	G	G	G	→	N/A	N/A	N/A	→
	P0208	GPSOC Replacement	G	G	G	→	G	G	A	↓	A	A	A	→	G	G	G	→	G	G	G	→	G	G	G	→
Cross Govt IT	P0004	CP-IS	G	G	G	→	N/A	N/A	N/A	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→
	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	→
	P0301	FGMP	G	G	G	→	N/A	N/A	N/A	→	N/A	N/A	N/A	→	G	G	G	→	G	G	G	→	N/A	N/A	N/A	→
	P0207	HJIS	N/A	N/A	A	↑	N/A	N/A	N/A	→	G	G	G	→	A	A	A	→	A	A	A	→	G	A	A	→
	P0037	OHIT	G	G	G	→	A	N/A	N/A	→	G	G	G	→	A	G	G	→	N/A	N/A	N/A	→	N/A	N/A	N/A	→
Choices	P0298	NHS Choices	R	R	R	→	N/A	N/A	N/A	→	N/A	N/A	N/A	→	R	R	R	→	A	A	A	→	A	A	A	→
	P0026	HSCDS (Choices Service)	N/A	A	A	→	N/A	N/A	A	↑	N/A	N/A	N/A	→	R	A	A	→	N/A	N/A	N/A	→	N/A	N/A	N/A	→
Networks	P0024	N3	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→	R	R	A	↑	R	R	R	→
	P0190	PSNH	A	G	G	→	NR	NR	NR	↓	A	A	A	→	R	R	R	→	A	A	A	→	A	A	A	→
	P0329	E-Procurement	NR	NR	TBC	0	NR	NR	TBC	↓	NR	NR	TBC	↓	NR	NR	TBC	↓	NR	NR	A	↓	NR	NR	N/A	↓
	P0196	NHSmail2	G	G	G	→	G	G	G	→	G	G	G	→	A	A	A	→	G	G	G	→	G	G	G	→
	P0238	NHS e-RS inc. CAB	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→
	P0051	Summary Care Record	G	G	G	→	A	A	A	→	G	G	G	→	G	G	G	→	G	G	G	→	G	G	G	→

Overall Delivery Confidence for Programme Delivery (Calculated):	
July-2014	A 58.75%
October-2014	A/G 67.50%

PDD View	
July-2014	N/A
October-2014	A

July's Calculated Delivery Confidence is at 59%. Calculated delivery confidence RAG remains AMBER. The 3-month calculated forecast Delivery Confidence (to October 2014) is 'AMBER / GREEN' at 68%. The Director's subjective view is that AMBER remains a more accurate representation of forecast confidence.

Sourced from Highlight Reports (Key RAGs)

July-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 GDS Spend Approval)
- TBC Data item was not available at the time of report production (for example, discrepancies with budget figures or a lack of information around the progression of an approval)



Appendix 2 - Programme Delivery Dashboard

LSP RAG Summary	
Previous RAG	A/G
Current RAG	G
Forecast RAG	G

D+IS RAG Summary	
Previous RAG	A
Current RAG	A
Forecast RAG	A/G

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

LSP Dashboard - End July 2014

Reporting Month	SRO Appr?	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			
		May	Jun	Jul	Aug	Sep	Oct	RPA	Gate	Date	RAG	Next Gate	Date	Status	May	Jun	Jul	M2	M3	M4	M2	M3	M4		
P0033	PACS	u/k	G	A/G	A/G	A/G	A/G	A/G	A/G	TBC	0	Nov-2011	A	TBC	TBC	TBC	G	G	G	N/A	G	A-U	N/A	G	G
P0183	South Community Programme	u/k	A/G	G	G	G	G	G	G	Med	3	Dec-2012	A/G	5	Jun-15	Not booked	G	G	G	N/A	G	R-U	N/A	G	N/A
P0182	South Ambulance Programme	u/k	A	A	A	A	A	A	A	Med	3	Dec-2013	A/G	4	Oct-14	TBC	R	A	A	N/A	G	R-U	N/A	G	N/A
P0181	South Acute Programme	u/k	A/G	A/G	A/G	A/G	A/G	A/G	A/G	High	2	Dec-2012	A/G	0	Dec-14	TBC	A	A	A	N/A	G	R-U	N/A	G	N/A
P0047	BT LSP - South	u/k	G	G	G	G	G	G	G	Med	PAR	Feb-2014	A/R	TBC	TBC	TBC	G	G	G	N/A	G	R-U	N/A	G	G
P0022	BT LSP - London	u/k	A	A/G	A/G	A/G	A/G	A/G	A/G	High	PAR	Feb-2014	A/R	TBC	TBC	TBC	G	G	G	N/A	G	R-O	N/A	G	G
P0031	CSC LSP	u/k	A	A	A	A	A	A	A	High	PAR	Feb-2014	A/R	TBC	TBC	TBC	G	G	G	N/A	G	R-U	N/A	G	A-U

Overall Delivery Confidence for LSP:

July-2014	G 80.00%
October-2014	G 80.00%

Overall delivery confidence is 80%. 3-month forecast delivery confidence remains steady at 80% as well. Current delivery confidence is GREEN and is forecast be green in 3 months' time. The Executive summary provides additional commentary and justification for RAGs.

Data and Information Services Dashboard - End July 2014

Reporting Month	SRO Appr?	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		
		May	Jun	Jul	Aug	Sep	Oct	RPA	Gate	Date	RAG	Next Gate	Date	Status	May	Jun	Jul	M2	M3	M4	M2	M3	M4	
P0291	care.data	u/k	A	A/R	A/R	A/R	A/R	A	High	PVR	May-14	R	TBC	TBC	TBC	A	A	A	N/A	R-O	R-O	N/A	N/A	N/A
P0265	Data Services for Commissioners	u/k	A/R	A/R	R	A/R	A/R	A/R	TBC	N/A	N/A	N/A	N/A	N/A	N/A	R	R	R	N/A	R-O	R-U	N/A	N/A	N/A
P0281	GPES	u/k	A	A	A/R	A/R	A/R	A/R	TBC	4	Dec-2012	A	TBC	TBC	TBC	G	G	G	N/A	R-O	R-O	N/A	N/A	N/A
P0294	National Tariff System (NTS)	u/k	G	G	A/G	A/G	A/G	A/G	Med	PVR	Feb-14	A	TBC	TBC	TBC	R	A	A	N/A	R-O	R-O	N/A	N/A	N/A
P0055	Maternity and Childrens Dataset	u/k	A/R	A/R	A/R	A/R	A/R	A/R	TBC	N/A	N/A	N/A	N/A	N/A	N/A	R	R	R	N/A	R-U	R-U	N/A	N/A	N/A
P0042	SUS	u/k	G	G	G	G	G	G	Med	See Spine	See Spine	See Spine	N/A	N/A	N/A	G	G	G	N/A	R-O	R-O	N/A	G	G
P032'1	SCP P1	u/k	NR	NR	A	A	A	A	Med	3	Aug-2014	TBC	TBC	TBC	TBC	N/A	N/A	A	N/A	R-O	R-O	N/A	N/A	N/A

Overall Delivery Confidence for D+IS:

July-2014	A 54.29%
October-2014	A/G 65.71%

Overall Delivery Confidence is assessed as Amber based on the Highlight Reports covering the July 2014 period. The 3 month look ahead shows an improvement to Amber/Green.

Operations and Assurance Services Dashboard - End July 2014

Reporting Month	SRO Appr?	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		
		May	Jun	Jul	Aug	Sep	Oct	RPA	Gate	Date	RAG	Next Gate	Date	Status	May	Jun	Jul	M2	M3	M4	M2	M3	M4	
P0049	Spine Extension	X	A/R	A/R	A/R	A/R	A/R	A/R	Med	5	Mar-2014	A	N/A	N/A	N/A	G	G	G	N/A	R-O	G	N/A	R-O	R-U
P0050	Spine 2	X	A	A	A	A	A	G	High	4	Jul-2014	A/R	4A	Oct-14	TBC	A	A	A	N/A	R-O	R-O	N/A	G	G
P0335	SUS Transition	u/k	R	R	R	R	R	A/R	High	PAR	Jul-2014	R	AAP	TBC	TBC	A	A	R	NR	NR	A	NR	NR	A

Overall Delivery Confidence for O+TS:

July-2014	A/R 40.00%
October-2014	A 60.00%

Overall Delivery Confidence is assessed as AMBER/RED based on the Highlight Reports covering the July period. The average is only derived from two reports. Confidence increases to AMBER over the next 3 months.

Sourced from Highlight Reports (Key RAGs)

July-14

KEY Trend

↑ 3	RAG improvement from previous month
→ 2	RAG same as previous month
↓ 1	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 of information around the progression of an approval)

LSP RAG Summary	
Previous RAG	A/G
Current RAG	G
Forecast RAG	G

D+IS RAG Summary	
Previous RAG	A
Current RAG	A
Forecast RAG	A/G

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

### LSP Dashboard - End July 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		
		May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul
P0033	PACS	G	G	G	G	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	A	A	A
P0182	South Ambulance Programme	G	G	G	A	A	A	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	A	G	G
P0047	BT LSP - South	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	A	A	A
P0022	BT LSP - London	G	G	G	A	A	A	G	G	G	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	A	A	A

Overall Delivery Confidence for LSP:	
July-2014	G 80.00%
October-2014	G 80.00%

Overall delivery confidence is 80%. 3-month forecast delivery confidence remains steady at 80% as well. Current delivery confidence is GREEN and is forecast be green in 3 months' time. The Executive summary provides additional commentary and justification for RAGs.

### Data and Information Services Dashboard - End July 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		
		May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul
P0291	care.data	R	R	R	A	A	A	A	A	R	R	R	R	R	R	R	A	A	A
P0265	Data Services for Commissioners	R	R	R	R	R	R	A/R	A	A	A/R	A/R	A	R	R	R	A/R	R	A
P0281	GPES	G	G	G	N/A	N/A	N/A	A	A	A	A	A	A	G	G	G	R	R	R
P0294	National Tariff System (NTS)	A	A	G	A	A	A	N/A	N/A	A	R	R	A	A	A	R	A	A	A
P0294	Maternity and Childrens Dataset	G	G	G	N/A	N/A	N/A	G	G	G	NR	NR	NR	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
P0321	SCP P1	N/A	N/A	NR	N/A	N/A	G	N/A	N/A	A	N/A	N/A	TBC	N/A	N/A	N/A	N/A	N/A	A

Overall Delivery Confidence for D+IS:	
July-2014	A 54.29%
October-2014	A/G 65.71%

Overall Delivery Confidence is assessed as Amber based on the Highlight Reports covering the July 2014 period. The 3 month look ahead shows an improvement to Amber/Green.

### Operations and Assurance Services Dashboard - End July 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		
		May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul	May	Jun	Jul
P0049	Spine Extension	G	G	G	G	G	G	A	A	A	A	A	A	G	G	G	A	A	A
P0050	Spine 2	G	G	G	A	G	A	A	G	A	G	G	G	G	G	G	A	A	A
P0335	SUS Transition	NR	NR	A	NR	NR	R	NR	NR	R	NR	NR	A	NR	NR	A	NR	NR	A

Overall Delivery Confidence for O+TS:	
July-2014	A/R 40.00%
October-2014	A 60.00%

Overall Delivery Confidence is assessed as AMBER/RED based on the Highlight Reports covering the July period. The average is only derived from two reports. Confidence increases to AMBER over the next 3 months.

Sourced from Highlight Reports (Key RAGs)

KEY	
	RAG improvement from previous month
	RAG same as previous month
	RAG decrease from previous month
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 of information around the progression of an approval)