	AS IS…				TO BE…					
Ref	Current KPI	Description	EMT KPI	Board KPI	Proposal	EMT KPI	Board KPI	Business Plan Q Report	Annual or Six Month Reporting	Other
1	Programme Achievement	Presents headline summary of current status of major programes. Information tends to be organised by directorate rather than by programmes' reported status. Detailed programme delivery dashboards are presented in the performance pack appendix.	YES	YES	Retain as Board and EMT KPI. Organise the information around status (eg programmes that are red, programmes that are amber-red, programmes that have been downgraded. Introduce additional visual information (charts, graphs). Retain the detailed dashboards in the EMT pack appendices, but not in the Board pack.	YES	YES			
2	IT Service Performance	Presents headline information about service performance, organised around three categories: (1) service availability, (2) high severity service incidents, and (3) fix times	YES	YES	Retain as Board and EMT KPI. Enhance the presentation, fine-tune the text.	YES	YES			
3	Organisational Health	Presents information about staffing issues: vacancies, recruitment, training	YES	YES	Retain as Board and EMT KPI: new KPI is in development to capture new ('soft headcount') approach to reporting vacancies. This should be in palce for October.	YES	YES			
4	Reputation	Intended to present information about HSCIC reputation. Currently reports a brief note on media coverage and some information about SRO satisfaction.	YES	YES	Retain as Board and EMT KPI. Improve the quality and quantity of information, including more about media coverage and website. Potential to report on HSCIC social media presence and senitment. Incorporate information from other KPIs: for instance, Supplier Satisfaction.	YES	YES			
5	Information Quality	Presents information about the quality of statistical releases published by HSCIC, highlighting numbers of high and severe quality issues.	YES	NO	Retain as EMT KPI only.	YES	NO			
6	Data Quality	Presents information about the quality of incoming data received by HSCIC from health and social care providers. This is intended to reflect HSCIC's role in supporting high quality data across the health and social care system.	YES	NO	Retain as EMT KPI only. New Data Quality KPI in development.	YES	NO			
7	Key Customer Satisfaction	Presents information received from satisfaction surveys of key customers. Survey data has been difficult to obtain. Not suited to monthly reporting.	YES	NO	Remove as a stand alone KPI. Incorporate into Reputation KPI (see line 4 above).	NO	NO			
8	Key Supplier Satisfaction	Presents information received from satisfaction surveys of key suppliers. Survey data has been difficult to obtain. Not suited to monthly reporting.	YES	NO	Remove as a stand alone KPI. Incorporate into Reputation KPI (see line 4 above)	NO	NO			Incorporate into Reputation KPI

		AS IS…			TO BE…				
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9	Usefulness of Service	Intended to present information about how useful HSCIC services are. This KPI is undeveloped and further work is required to achieve a meaningful measure. The Board has stated its preference to retain this KPI but only if a meaningful measure can be developed.	YES	YES	This KPI requires further development work in order to achieve a meaningful measure. It is proposed to retain it in the EMT and Board list of KPIs, but temporarily suspend it from the performance pack until a meaningful measure is developed.	YES, but suspend pending further work	YES, but suspend pending further work	YES	YES	
10	Burden Reduction	Intended to present information about progress in reducing the burden. This KPI has been difficult to develop and sustain, and reporting of it lacks clarity. Not suited to monthly reporting.	YES	NO	Remove as a KPI. Progress can be reported through Business Plan quarterly monitoring and / or through an annual statement of progress.	NO	NO	YES	YES	
11	Support the Growth Agenda	Intended to present information and progress about how HSCIC work supports the development of the health informatics system and the wider economy more generally. Has been difficult to develop and sustain, and reporting of it lacks clarity. Not suited to monthly reporting.	YES	NO	Remove as a KPI. Progress can be reported through Business Plan quarterly monitoring and / or through an annual statement of progress.	NO	NO	YES	YES	
12	Transformation Programme Progress	Provides a headline summary of progress in delivering the transformation programme	YES	YES	Remove as both a Board and EMT KPI. Progress can be reported through regular updates to the Board, and to EMT in its role as Transformation Board (via the dashboard report developed recently).	NO	NO			Existing reporting routes for the transformation programme
13	Innovation	Presents proxy information about progress on innovation. The measures developed are not clear or meaningful. Innovation should be reported on - it is a HSCIC value and a high profile work programme - but it is not suited to a monthly KPI.	YES	NO	Remove as a KPI. Progress can be reported through Business Plan quarterly monitoring.	NO	NO	YES	YES	Develop alternative reporting routes for Innovation
14	Financial Management (HSCIC)	Provides headline information about spend against HSCIC budget, including forecasts and variance	YES	YES	Retain as Board and EMT KPI. Develop more visual material to improve clarity and analysis (eg demonstrate trends over time).	YES	YES			
15	Financial Management (DH)	Provides headline information about spend against HSCIC budget (capital and revenue), including forecasts and variance	YES	YES	Retain as Board and EMT KPI, but divide into two separate KPIs: one for revenue, one for capital. Develop more visual material to improve clarity and analysis (eg demonstrate trends over time).	YES	YES			

| | AS IS… | | | | TO BE… | | | | | |
Ref	Current KPI	Description	EMT KPI	Board KPI	Proposal	EMT KPI	Board KPI	Business Plan Q Report	Annual or Six Month Reporting	Other
16	Staff Engagement	Provides summary of staff engagement scores achieved during the six-monthly Staff Survey. Not suited to monthly reporting, and does not merit a KPI in its own right.	YES	YES	Remove as both a Board and EMT KPI. Progress can be reported through reporting of the six-monthly Staff Survey, and information can be included in the Organisational Health KPI if required.	NO	NO			Existing reporting routes for the Staff Survey results
17	Knowledge Management	Presents headline information about the development of the Knowledge Management / Lessons Learned process within HSCIC. Information not suited to monthly reporting.	YES	NO	Remove as a KPI. Progress can be reported through Business Plan quarterly monitoring.	NO	NO	YES	YES	
18	Information Governance Incidents	Provides summary of IG incidents, organised into three categories: (1) internal to HSCIC, (2) supplier compliance, (3) external to HSCIC	YES	YES	Retain as both a Board and EMT KPI. Enhance presentation of the information.	YES	YES			
19	Risk Management	Current KPI provides information about the progress of an organisation-wide data cleanse regarding risk and issues information.	YES	YES	Retain as both a Board and EMT KPI. Improve presentation of the information. During the autumn develop a more meaningful KPI for the effectiveness of risk management	YES	YES			
20	Patient and Public Engagement	Intended to provide information about HSCIC engagement with patients and the wider public. Existing KPI suspended due to lack of progress and departure of lead for this area (Dr Mark Davies)	YES	YES	Retain as an area for performance reporting, but remove as a KPI and instead develop a more effective alternative reporting route. More impetus required here following the 21 July stakeholder event which identified better engagement as a priority for HSCIC	NO	NO			Develop a new reporting route, but not a monthly KPI
21	Cyber Security	No existing KPI. PWC internal audit recommended that HSCIC develop a KPI for Cyber Security	NO	NO	Include in the list of EMT and Board KPIs, but do not include in the performance packs until a suitable measure can be developed and approved. Other reporting routes to the Board and EMT are in place for the Cyber Security Programme.	YES, pending further work	YES, pending further work			Existing reporting routes for the Cyber Security programme

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	Points of Interest	Provides brief news items or updates	YES	YES	The 'good news' stories in the Points of Interest page do not represent objective performance information. Some items here could be seen as 'mini case studies' that illustrate delivery of HSCIC objectives. In this regard, these could be included in quarterly business plan delivery reports to provide examples of the work delivered by the organisation.	NO	NO	Some, as supporting case studies		
	KPI Definitions and Thresholds	Provides technical information about the KPIs	YES	YES	The organisation should maintain this information for audit and assurance purposes. It does not need to be in the performance pack every month.	NO	NO			Not in the performance pack
	Glossary	Provides a glossary of terms used in HSCIC business documents	YES	YES	If there is need for a glossary, this need is not confined to the performance pack. A single HSCIC glossary could be produced to support all items on a meeting agenda.	NO	NO			Not in the performance pack
	Programme Definitions	Provides a list of definitions of HSCIC programmes	YES	YES	If there is need for a programme definitions, this need is not confined to the performance pack. Instead, programme definitions could be included in a single HSCIC glossary produced to support all items on a meeting agenda.	NO	NO			Not in the performance pack
	Programme Delivery Dashboard	Provides detailed management information about the status of many aspects of programmes in the HSCIC portfolio	YES	YES	This is essential management information and should be available to EMT. Although this information supports the Programme Achievement KPI, arguably it is too detailed for the strategic business of the Board. It can be provided to Board members upon request.	YES	NO			
	Secretary of State Dashboard	Shows progress of DH delivery of Secretary of State priorities	YES	YES	This only indirectly captures HSCIC performance, in that to a limited degree it shows progress in delivery work to which HSCIC contributes. It is proposed to report this quarterly as part of business plan delivery updates	NO	NO	YES		
	Management Accounts	Shows monthly breakdown of financial information	YES	YES	Retain as appendices in both the Board and EMT packs	YES	YES			