hscic Health & Social Care Information Centre

Board Performance Pack

February 2015 Data

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HSCIC Performance Summary

Overall programme delivery confidence improved for the fourth consecutive month, and is now at its highest level since April last year. The gap between actual and forecast delivery confidence has narrowed substantially in recent months, suggesting more realistic forecasting and better delivery. Across the portfolio only one programme is rated as RED for overall delivery confidence, this is the Health and Social Care Network. Two notable programme achievements were successful transition of both the Care Identity Service and the Secondary Uses Service.

IT Service Performance is AMBER this month. However, the performance data remains generally good; 97% (65 of 67) services achieved their availability target, 90% (26 of 29) of high severity service incidents were resolved within the target fix time, and 97% achieved the response time target.

Organisational Health is rated AMBER, the first time since August that this has not been GREEN. There has been improved performance in time to recruit, training spend, sickness absence and turnover. However, there are issues around key business plan objectives, regarding professional groups, PDRs and staff survey action plans.

Financial Management (HSCIC) is now rated RED because the year-end revenue surplus is forecast to be £23m, which is £2m less than the planned amount as per the month six financial review (£25m).

Data Quality is rated AMBER as one of the datasets currently in scope does not have a published data quality report. A new KPI will focus on quality of all datasets that contain patient confidential data.

New KPIs to be introduced for the 2015/16 reporting year are (1) Organisational Reputation and (2) Customer Service (with an initial focus on the DARS performance).

Performance This Period

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

Performance Tracker: Rolling 12 months

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

KPI	Programme Achievement		Previous RAG	61.8%	A
KPI Owner	James Hawkins		Current RAG	63.1%	A
			Forecast RAG	75.0%	A/G

Overall Delivery Confidence across all programmes is 63.1% (AMBER).
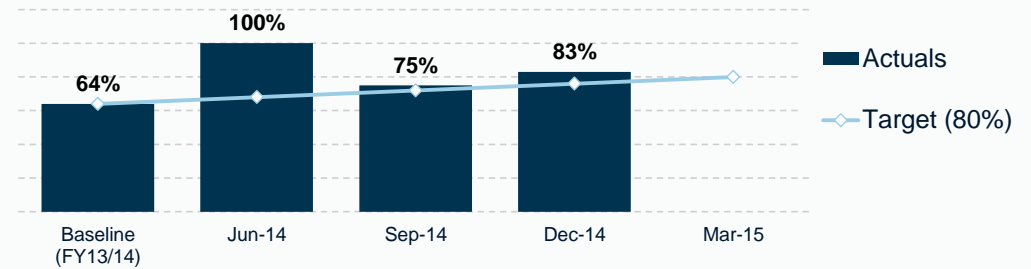
This is an improvement from last month (61.8%), and is the best performance since April last year. This is the fourth consecutive monthly improvement in programme delivery confidence, reflecting the positive impact of the Path to Green work. The forecast for next month indicates movement from AMBER to AMBER / GREEN.

Notable achievements in February include the successful transition of (1) the Care Identity Service (which brings in-house the provision of NHS smartcard management) and (2) the Secondary Uses Service.

Programme Achievement: Delivery Confidence (%)

■ Actual (this month) ■ Forecast (three months ago)

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
Actual	63.3	61.3	61.9	60.6	60.6	58.2	57.6	61.1	61.8	63.1
Forecast	72.3	71.9	72.3	71.9	71.9	69.0	69.1	67.5	66.1	64.8

Overall Delivery Confidence: Programmes Rated as RED

Only one programme is rated as RED for overall delivery confidence:

Health and Social Care Network. Key issues:

(1) **funding approvals -** for a solution to replace N3 post-March 2017
(2) **discovery phase -** pace and volume of work required
(3) **resourcing** - no funding agreed for specialist resources post-discovery phase required to ensure the programme can develop an OBC and get ready for exit and transition.

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

Gateway Reviews: Programmes achieving Amber or Better (%)

■ Actuals
◇ Target (80%)

Gateway Reviews

The chart above shows progress against the Programmes Delivery Directorate target for 80% of delivery confidence assessments at Gateway Reviews to be AMBER or better (Baseline of 64% based on % achieved during FY13/14). Five out of the six reviews held so far this year have achieved AMBER or better. From next month this measure will be extended to Gateways Reviews for all programmes.

Release Dates		
Proposed releases - Cross programme dependency group are monitoring the following release dates.		
Portfolio	**Portfolio Item**	**Release Date**
P0335/00	SUS R15	27/03/2015
P0055/00	MCDS	May-15
P0238/00	NHS eRS	Spring 2015
P0321/00	PoDME - BGL	19/06/2015

Submitted Priotisation (Top 10)						
Portfolio	**Portfolio item name**	**RPA Score**	**Total score - submitted**	**External Delivery Confidence**	**Last Gate Date**	**Next Gate Date**
P0325/00	Cyber Security Programme (CSP)	High	18	Unknown	26/02/2015	
P0335/00	SUS Transition	High	18		18/02/2014	
P0190/00	HSCN	High	17.9		28/01/2015	
P0196/00	NHSmail2	High	16.8	Unknown	25/02/2015	30/06/2015
P0238/00	NHS e-Referral Service Programme	High	16.7		05/09/2014	24/04/2015
P0208/00	GPSoC Replacement	High	16.7		27/11/2013	22/04/2015
P0031/00	CSC LSP Delivery Programme	High	16.2		14/02/2014	02/04/2015
P0321/00	Pathfinders on DME	Medium	16		13/08/2014	
P0181/00	South Acute Programme	Medium	14.8		06/12/2012	01/04/2015

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

Availability

January saw the average Availability Target achieved for 65 out of 67 services. The two services that breached their availability target were as follows:

BT South RiO: breached its availability target due to a single HSSI on 29/01, which impacted all 22 Southern trusts. All users were unable to log in and those users already logged-in experienced session failures when accessing the RiO Database.

SUS: breached its availability target due to a single HSSI on 29/01, when SUS was unavailable from 16:54.to 17:39.

The forecasted RED RAG status for January was predicted on the basis of the significant downtime experienced on the INPS Vision application. The incident is still running although root cause is not yet known the service has been stable for two weeks. Further activity is ongoing to ascertain the root cause which will enable this to be attributed to INPS or N3.

Fix Times: High Severity Service Incidents (HSSIs)

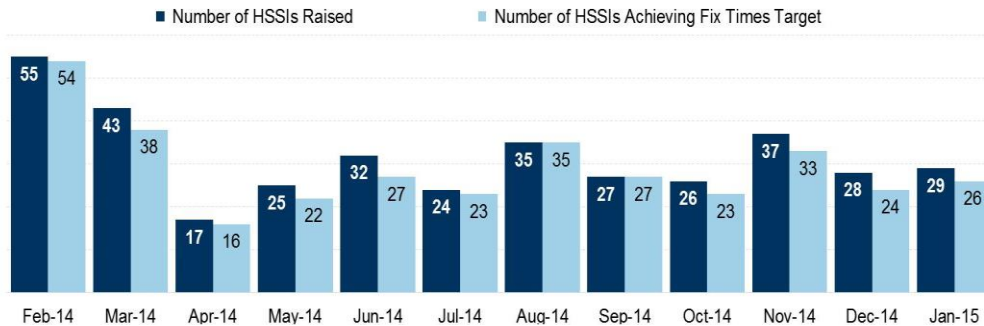There were 29 HSSIs in January, one more than in the previous month.

3 Security Incidents and 2 Clinical Safety incidents were raised as HSSIs during the month.

Fix time performance was good in January with 26 out of 29 HSSIs resolved within the target Fix Time. However the fix time target was not met for the following 3 HSSIs:

BT Spine: two Severity 1 Fix Time breaches in the month.

BT South RiO: one Severity 1 HSSI that breached its Fix Time target.

High Severity Service Incidents: Achieving Fix Times Target

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

	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
Raised	55	43	17	25	32	24	35	27	26	37	28	29
Achieving	54	38	16	22	27	23	35	27	23	33	24	26

Response Times

Performance was good for the majority of services in January with 29 out of 30 services reported against having achieved or exceeded their Response Times target.

The Calculating Quality Report Service (CQRS) experienced a repeat failure at a critical level. 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 deployed a fix for this issue, by loading data in smaller datasets, as part of Build 53 on 1 December 2014. However this has not delivered the expected outcome.

At HSCIC's request, GDIT have been conducting a detailed investigation into these failures.

Incidents of note outside the reporting period

Since the reporting period of January and the generation of this commentary (3 March) the following HSSIs have been reported which are worthy of note:

05/02/2015 - ATOS GPES - GPET Q user interface unavailable to end users.

23/02/2015 - EMIS WEB experienced degraded performance in the application.

24/02/2015 - ATOS GPES - Customer result output files not sent to CQRS resulting in missing data for the extract that was processed that day.

Forecast

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

Performance Indicators	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15
No. of Services achieving Availability target	72	46	63	62	58	69	68	62	60	64	69	65
No. of Services breaching Availability target, but not to a critical level	4	3	0	2	1	0	1	0	2	4	0	2
No. of Services breaching Availability target at a critical level	0	0	0	0	10	0	0	0	0	0	0	0
Total No. of Services measured for Availability Performance >>>>	76	49	63	64	69	69	69	62	62	68	69	67
No. of Services achieving Response Times target	42	40	28	25	24	24	25	22	22	26	29	29
No. of Services breaching Response Times target, but not to a critical level	2	5	1	1	1	1	0	2	1	2	0	0
No. of Services breaching Response Times target at a critical level	0	0	1	1	1	1	1	1	2	1	1	1
Total No. of Services measured for Response Times Performance >>>>	44	45	30	27	26	26	26	25	25	29	30	30
Total number of Higher Severity Service Incidents (HSSIs)	55	43	17	25	32	24	35	27	26	37	28	29
Total number of HSSIs achieving Fix Times target	54	38	16	22	27	23	35	27	23	33	24	26
% HSSIs achieving Fix Times target	98%	88%	94%	88%	84%	96%	100%	100%	88%	89%	86%	90%

Overall Position: AMBER rated; whilst there has been an improvement in some indicators, including time to recruit, training spend, sickness absence and turnover, there are some issues around key objectives, notably in relation to professional groups, PDRs and staff survey action plans. A greater focus on these areas is required across directorates to support the delivery of the right staff, in the right numbers and with the right skills. HR managers are working with directorates to target action, supported by underpinning policy developments (e.g. allocating all new starters to a professional group at recruitment). Work on growing our own talent continues and we are developing more initiatives for the year ahead, including graduate trainees. We are getting closer to a reconciled establishment, which will assist workforce planning and simplify recruitment approvals. Time to recruit at the selection stage has improved but remains a cause for concern.

Summary Table	Target	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Engagement Score	>=70			72						73			
Engagement Actions Completed	>=90%	#	#	#	#	#	93%	95%	92%	92%	#	100%	
Professional Group Membership	>=90%	66%	72%	77%	83%	86%	87%	80%	81%	80%	81%	81%	
PDR Completion	>=90%	#	#	59%	69%	71%	73%	2%	58%	75%	76%	77%	
Training Spend / Head	£240	#	#	#	#	#	£33	£93	£150	£215	£250	£295	
Monthly Sickness Absence%	<=3%	1.9%	1.7%	1.6%	2.0%	2.3%	2.7%	2.7%	2.8%	2.9%	2.2%	2.2%	
Time to Recruit (working days)	<=40	56	48	49	50	52	61	62	66	57	72	63	
Turnover	9% - 11%	9.5%	9.6%	11.8%	11.9%	11.3%	11.7%	11.0%	10.6%	10.5%	10.4%	10.2%	
Net Monthly Movement	21	63	22	-16	21	14	22	28	32	28	45	20	

Sickness Absence
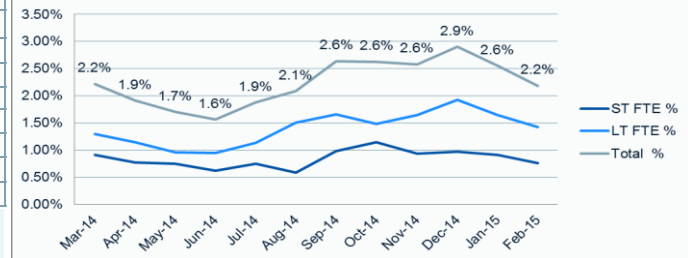
PDR
- Whilst there has been a small improvement in overall numbers, all directorates continue to be well short of the 90% target and further action is required to improve the position. Work is progressing well on the integration of talent management and moderation.
- Enhanced reporting capabilities will go live on 01 April.

Engagement
- The completed actions score disguises a significant gap in the number of action plans produced thus far in response to the last survey. Plans exist in HR, NHS Choices, Information Governance and some of the corporate functions. HR Managers are working with directorates to ensure that plans are in place by the end of March.

Training and Development
Training Spend Per Head - This figure continues to increase, which can be attributed to the large number of ISO courses taking place this month and more individuals accessing open courses through CSL

Civil Service Learning -
- 77% of the workforce are now registered; 1622 eLearning events have been accessed
- 657 classroom events have been booked (an increase of over 150 since last month)
- *Internally Delivered Training*
- 168 new starters have attended corporate induction since 1st Oct launch (24 in February)
- The rate of managers attending classroom based policy training is continuing to slow (currently 455) and training is now being migrated to eLearning to improve accessibility and convenience.
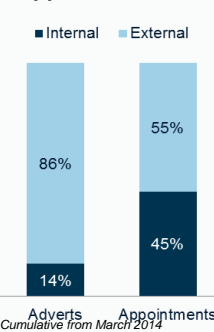
Sickness Absence
- Sickness absence for February continues to decrease from a December peak of 2.9%, reflecting seasonal trends, and remains within target.
- The HR team is taking steps to improve the accuracy of absence reporting by exploring the use of CRM and automated forms.
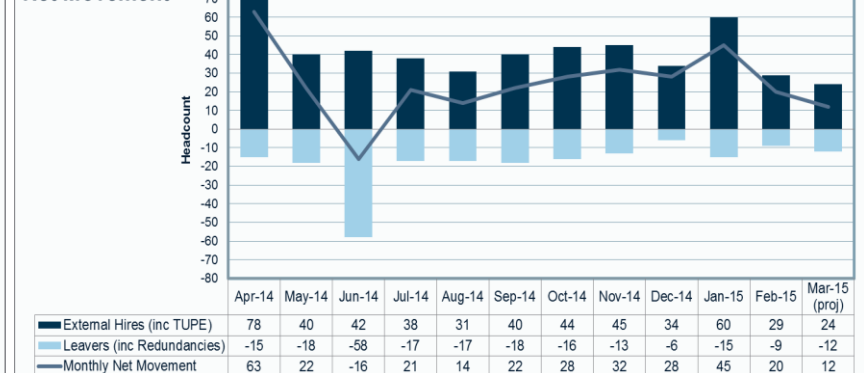
Turnover
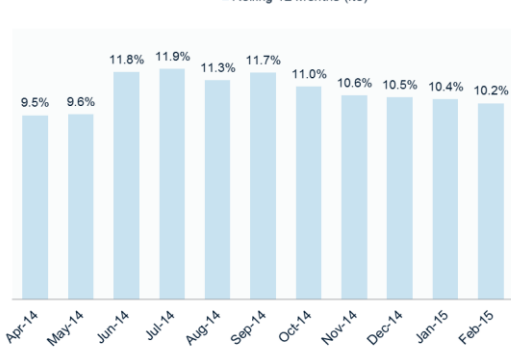
Recruitment Summary

Live Campaigns	% Total Time	Working Days
Advertising	approval to advert	
62	3.2%	1.93 ↓
Selection	advert to outcome	
194	68.2%	41.27 ↓
Appointment	outcome to checks	
	16.4%	9.94 ↑
70	checks to agreed start date	
	12.2%	7.38 ↑

Adverts & Appointments

Cumulative from March 2014

Net Movement

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15 (proj)
External Hires (inc TUPE)	78	40	42	38	31	40	44	45	34	60	29	24
Leavers (inc Redundancies)	-15	-18	-58	-17	-17	-18	-16	-13	-6	-15	-9	-12
Monthly Net Movement	63	22	-16	21	14	22	28	32	28	45	20	12

Transactional Recruitment & Turnover
- **Adverts/Appointments** - Time to recruit has decreased by approximately 13.14% to 62.54 working days . The Recruitment Team has had an additional one WTE resource provided by the HR Admin Team on a temporary basis.
- Across the Directorates there are currently 72 live campaigns that have been at the **selection stage** for more than 30 working days, i.e. more than six weeks has elapsed since the advert closed and there has been no instruction to appoint received within HR. This represents 38% of all campaigns at the selection stage and impacts significantly on the time to recruit.

Net Movement
- The proportion of roles advertised externally has held steady, on average, however in February 2015 6.6% of all advertised roles were advertised as internal only. On average, 55% of appointees since April 2014 have been external candidates.
- Cumulative net movement since April 14 is 279, we now project a net increase of 310 by 31st March 2015.

Attracting and Growing Talent

- Use of recruitment agencies via the **preferred supplier list** has so far resulted in 4 successful appointments (2 in Technical Architecture and 2 in Software Development).

- The HSCIC had a stand at the **University of Leeds Graduate and Internship Fair** promoting entry level opportunities into the organisation. 45 students registered their details to be advised of future opportunities.

- A paper presented to EMT on 12 March set out a strategic approach to **Recruitment and Retention Premia** within the Technical Architecture and Software Engineering professions that will enhance our ability to recruit to posts where the labour market is particularly challenging.

| KPI	Data Quality		Previous RAG	G
KPI Owner	Carl Vincent		Current RAG	A
			Forecast RAG	A

Overall Position: The overall RAG rating this month is AMBER. This is because one of the seven key data assets included in the KPI does not have results reports available on the HSCIC website yet. See commentary for details.

Forecast: The forecast RAG is AMBER.

Notes:

- The six key datasets currently in scope for these indicators are: Admitted Patient Care, Outpatients, Accident & Emergency, Improving Access to Psychological Therapies, Mental Health & Learning Disabilities and Diagnostic Imaging.
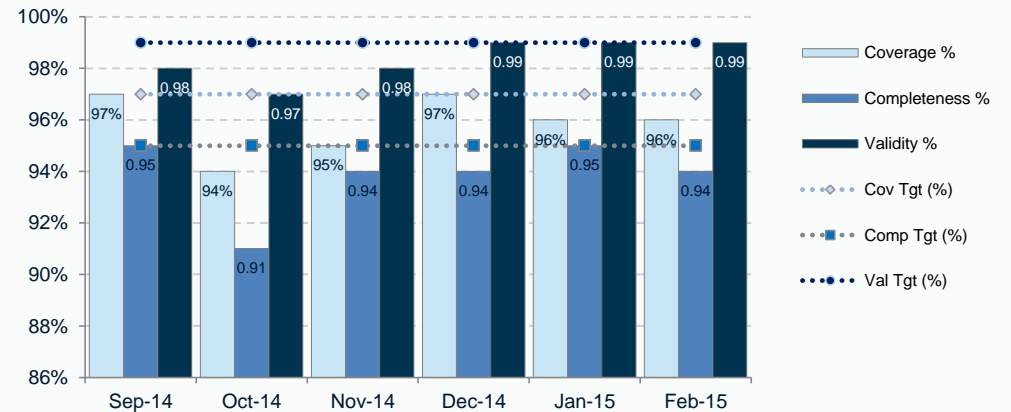
Key data asset key performance indicator (KPI)
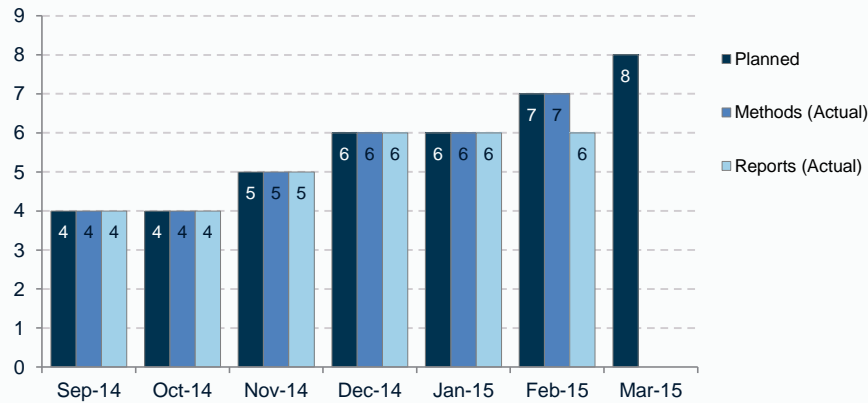
Planned: Planned no. of key data assets with documented data quality assessment methodologies and reports available on the HSCIC website
Actual: Actual no. of key data assets with documented data quality assessment methodologies and reports available on the HSCIC website

Key data asset management information (MI)

Coverage: % of data providers expected to submit key data assets that actually submit them
Completeness: % of key data items in which a value is expected and where a value is present
Validity: % of key data items whose values are in the correct format and within the permitted range of values
Targets: Monthly performance in each category is calculated using aggregate data for all datasets in scope for that month.

Key Performance Indicator (KPI) Commentary

- The KPI measures HSCIC performance.
- The current scope is seven key datasets. All seven have assessment methodologies on the HSCIC website, or linked to from it. Only six currently have results reports on the HSCIC website, or linked to from it. The exception is the Sexual and Reproductive Health Activity Data Set (SRHAD). This dataset is moving to a new collection platform and results reports that meet the HSCIC's statutory data quality assurance requirements are expected to accompany the first publication that uses data from the new platform in October 2015.
- The number of datasets in Group 2 of the phased roll-out is expected to be eight, with up to four more expected by Jul 2015.

Management Information (MI) Commentary

- MI measures the quality of data submitted by data providers.
- It is not possible to draw conclusions from the MI yet as the number of datasets included in the calculation of each month's figures are still inconsistent. The reasons for this include the phased introduction of datasets and delays in the production of data due to the implementation of new versions of some datasets.
- The targets for management information (MI) are based on best performance to date in each category. For example, if the highest score achieved for validity in the second month of reporting the KPI is 92%, this will become the target. It will remain the target for validity until a higher monthly score is achieved, at which point that score will become the new target. The rationale for using this method is that it is based on best achievement to date and should progress towards 100% as data quality improves.

12 Month Tracker	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15			
RAG Rating	G	G	G	G	G	A			

KPI	Financial Management (HSCIC) - for public session of the Board			Previous RAG	G
KPI Owner	Carl Vincent			Current RAG	R
				Forecast RAG	R

Revenue Spend	Budget (£m)	Actual (£m)	Variation (%)
Year to Date: Actual v Budget	148.3	131.0	11.7%
Full Year Forecast v Original Budget	165.0	142.0	14.0%
Full Year Forecast v Revised Target	140.0	142.0	-1.4%

Forecast Accuracy	Actual (£m)	Forecast (£m)	Variation (%)
In-month: Forecast v Actual	12.6	13.0	3.0%

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
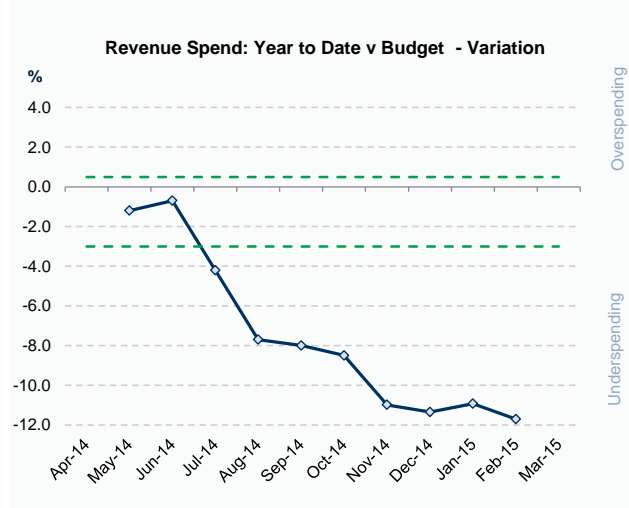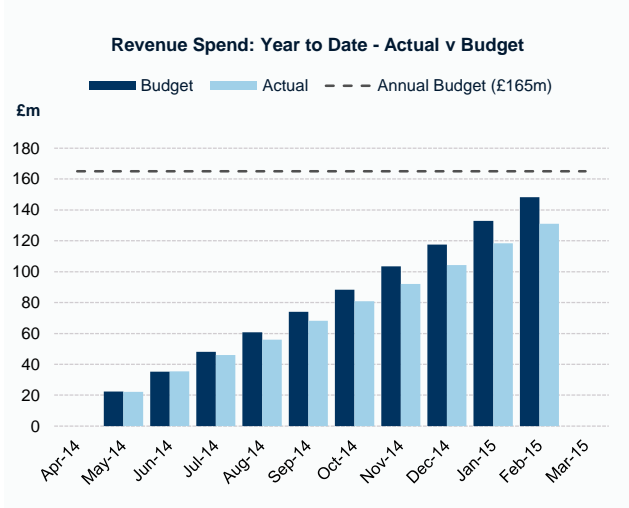
HSCIC Operating costs

The forecast outturn for the year at February month-end is £142.0m. This includes central adjustments of £2.8m to staff costs, professional fees, redundancy provision and unallocated funds, given the year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met. After the central adjustments, we forecast that we will end the year with a surplus of £23m, £2.0m less than the £25m indicated in the M6 financial review, although there is a risk that any year-end adjustments could alter this position.

The year-to-date position is £17.3m under budget (compared with £15.2m at February month-end) with total expenditure being £21.7m under budget and income being £4.3m under budget. With only one month of the year remaining, the impact of optimistic recruitment assumptions in the forecast is reducing but the forecasts for non-staff costs (particularly professional fees) still contain planned expenditure that is now highly unlikely to be incurred in this financial year. To compensate, central adjustments have been made to adjust these assumptions to the expected year-end positon.

The full year cost centre forecasts include potentially unachievable recruitment targets in the remainder of the year, with 108 permanent vacancies included in directorate forecasts (although this includes circa 50 additional staff due to TUPE in from BT in March). This is a reduction from the 170 reported last month due to both recruitment and directorates reviewing vacancies as part of 1516 budget setting.

Further details are supplied in the Management Accounts (Appendix 1 of the performance pack).

The forecast accuracy KPI is Red, primarily due to over-forecasting on Income (£1.7m)

Management action

We 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. Tight budgets are being finalised for 2015/16; accurate forecasting will be required throughout next year to ensure that any available funds can be released for organisational priorities.
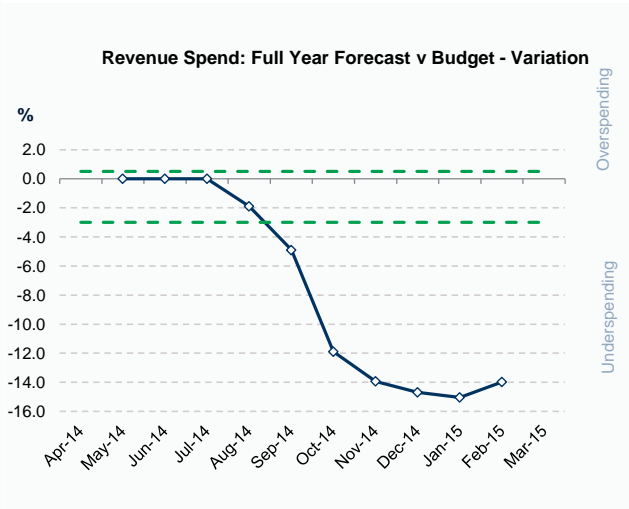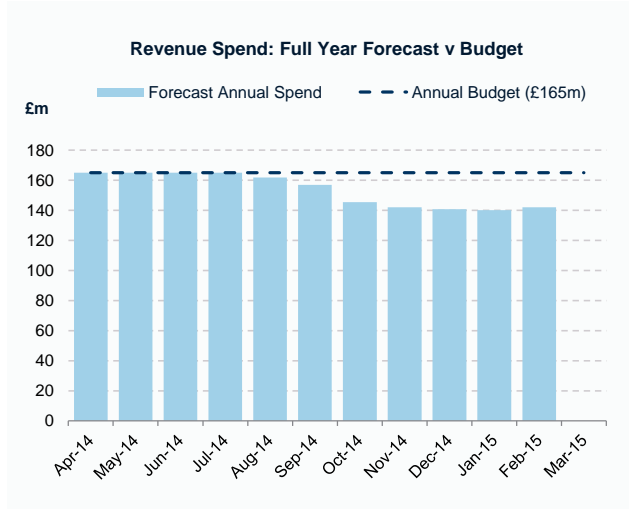
2014-15 Financial Year Tracker	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15
RAG Rating	n/a	G	G	G	A	A	R	R	G	G	R

£'m	Year-to-Date			Full Year		
	Budget	**Actual**	**Var**	**Budget**	**F'cast**	**Var**
Total GiA	(148.3)	(148.3)	(0.0)	(165.0)	(165.0)	(0.0)
Total Income	(51.0)	(46.7)	(4.3)	(56.7)	(54.7)	(2.1)
Total Staff Costs	131.3	124.9	6.4	143.8	137.3	6.5
Total Other Costs	60.4	52.8	7.6	67.8	62.1	5.7
Unallocated Costs	7.6	0.0	7.6	10.2	0.0	10.2
Surplus/ (Deficit)	**(0.0)**	**(17.3)**	**17.3**	**0.0**	**(20.2)**	**20.2**
Central Adjustment					(2.8)	2.8
Revised Surplus/ (Deficit)				**0.0**	**(23.0)**	**23.0**
Depreciation GiA	(11.9)	(11.9)	(0.0)	(13.0)	(13.0)	(0.0)
Depreciation Cost	11.9	10.7	1.2	13.0	11.9	1.1
Surplus/ (Deficit)	**0.0**	**(1.2)**	**1.2**	**0.0**	**(1.1)**	**1.1**

The forecast outturn for the year at the February month-end is £142.0m. This includes central adjustments of £2.8m to staff costs, professional fees, redundancy provision and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met. After the central adjustments have been included, we are forecasting that we will end the year with a surplus of £23m, £2.0m less than the £25m indicated in the M6 financial review, although there is a risk that any year-end adjustments could alter this position.

The year-to-date position is £17.3m under budget (compared with £15.2m at February month-end) with total expenditure being £21.7m under budget and income being £4.3m under budget. With only one month of the year remaining, the impact of optimistic recruitment assumptions in the forecast is reducing but the forecasts for non-staff costs (particularly professional fees) still contain planned expenditure that is now highly unlikely to be incurred in this financial year. To compensate, central adjustments have been made to adjust these assumptions to the expected year-end positon.
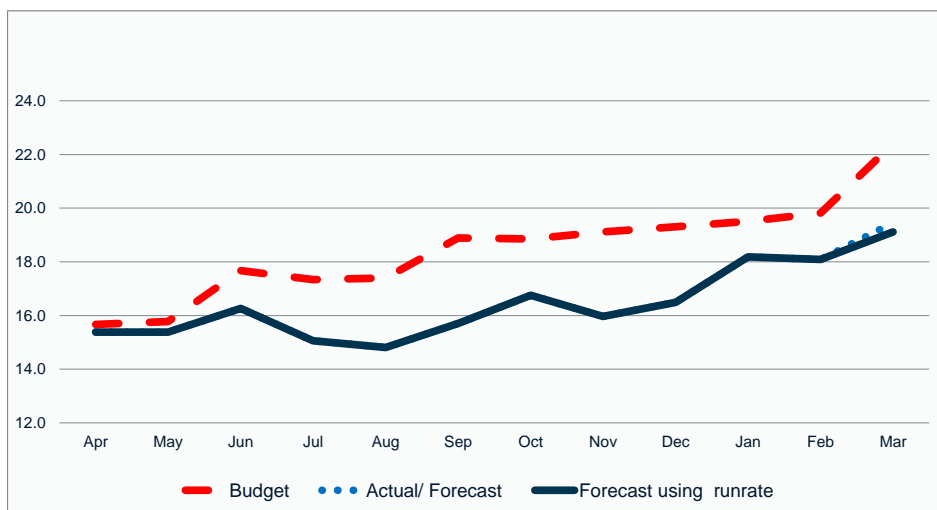
The full year cost centre forecasts include potentially unachievable recruitment targets in the remainder of the year, with 108 permanent vacancies included in directorate forecasts (although this includes circa 50 additional staff due to TUPE in from BT in March). This is a reduction from the 170 reported last month due to both recruitment and directorates reviewing vacancies as part of 1516 budget setting.

Monthly trend of gross expenditure for the organisation for the original budget, the latest forecast (11 months of Actual and 1 month of expected costs, including central adjustments) and an extrapolation (runrate) of the position if the current staff position remained at February levels for the remainder of the year.

Actual and (adjusted) 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.

2014/15 HSCIC Management Accounts as at 28th February 2015   **Detail by Income/ Expenditure Type**

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Income						
Grant in Aid	(139.5)	(139.5)	(0.0)	(154.8)	(154.8)	(0.0)
Grant in Aid (ring-fenced)	(8.9)	(8.8)	(0.0)	(10.2)	(10.2)	(0.0)
Income	(51.0)	(46.7)	(4.3)	(56.7)	(54.7)	(2.1)
Total Income	**(199.4)**	**(195.0)**	**(4.4)**	**(221.8)**	**(219.6)**	**(2.1)**

£1.8m full year variance includes:

2.1	SSD (additional income)
1.0	care.data (additional income agreed with NHS E)
(1.0)	GPES
(2.8)	Information Analysis (HES, Clinical Indicators, Population Health)
(0.5)	DSfC
(0.6)	MCDS
(0.3)	Other
(2.1)	

Income is £4.4m under budget for the year-to-date and is now forecast to end the year £2.1m below budget. However, this includes a number of material unders and overs by programme (see above). The main reason for the difference between the YTD and full year positions is due to income recognition lagging behind budget phasing due to delays in expenditure/ delivery but these are largely expected to catch-up by the end of the year (primarily in PDD). In the event that this doesn't happen, costs as well as income would drop but with a mostly net nil effect on the bottom line

Staff Costs						
Permanent Staff	120.8	113.0	7.8	132.4	124.2	8.1
Non Permanent Staff	10.6	12.0	(1.4)	11.4	13.1	(1.7)
Total Staff Costs	**131.3**	**124.9**	**6.4**	**143.8**	**137.3**	**6.5**

£6.5m full year variance includes:

5.5	O&AS directorate (reduced requirement for ring-fenced staff plus funding transferred to workpackages)
(0.9)	Finance & Corporate Services (additional staff)
0.7	Architecture, Standards & Innovation directorate (delayed recruitment against budget)
1.2	Provider Support directorate (delayed recruitment against budget)
(0.1)	Other
6.5	note: some of the additional staff costs are covered by additional income streams (see above)

Although Staff Costs are under budget for the year, this is primarily due to lower than expected requirements for ring-fenced staff costs on Spine 2, SUS and GPSoC R, primarily in O&AS directorate. Permanent Staff numbers have increased over the year by a net 290 FTEs (including decrease for the LSP staff that left in June) and Permanent Staff runrate was £10.9m at M11, compared with £9.9m at M12 last year.

Other Costs						
Professional Fees	24.6	18.3	6.4	28.0	22.8	5.3
Information Technology	13.2	13.9	(0.7)	14.7	16.1	(1.4)
Travel & Subsistence	4.4	4.0	0.4	4.8	4.4	0.4
Accommodation	11.4	11.4	0.0	12.5	12.6	(0.1)
Marketing, Training & Events	1.6	1.2	0.4	1.8	1.7	0.1
Office Services	3.3	2.6	0.7	3.6	2.9	0.7
Other	1.9	1.3	0.6	2.3	1.6	0.7
Total Other Costs	**60.4**	**52.8**	**7.6**	**67.8**	**62.1**	**5.7**

With £18.3m incurred after 11 months, the full year forecast of £22.8m still appears optimistic, but has reduced from £23.4m last month

Budget included £0.8m for DAS; now forecast against Other

£1m of redundancy budget released; £0.8m for DAS moved from Offices Services to Other

Unallocated Costs/ Central Adjustment						
Unallocated Costs	7.6	0.0	7.6	10.2	0.0	10.2

Includes central forecast reduction of £2.8m. All unallocated funding ("contingency") has been released

Depreciation						
Depreciation Grant-in-Aid	(11.9)	(11.9)	(0.0)	(13.0)	(13.0)	(0.0)
Depreciation Costs	11.9	10.7	1.2	13.0	11.9	1.1
	0.0	**(1.2)**	**1.2**	**0.0**	**(1.1)**	**1.1**

£'m	Year-to-Date			Full Year			
	Budget	Actual	Var	Budget	F'cast	Var	
Provider Support							
Income	0.0	(0.3)	0.3	0.0	(0.3)	0.3	£1.2m underspend on staff costs due to delayed recruitment and leavers of £2.1m, partially offset by £0.8m of unbudgeted costs for staff notice periods in Q1. Full year forecast includes 5.2 vacant posts to be recruited by end of March 15.
Staff Costs	10.8	9.7	1.1	11.9	10.6	1.2	
Other Costs	1.0	0.7	0.3	1.1	0.8	0.3	
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0	
Net GiA funded	**11.8**	**10.1**	**1.7**	**13.0**	**11.2**	**1.8**	
Programmes Delivery							
Income	(19.9)	(16.5)	(3.4)	(21.9)	(19.4)	(2.5)	£2.5m variance on Income includes reduction on CPIS £0.5m, HSCISP £0.7m, Choices 0.9m (all reflecting a reduction in costs), and GPES £1.0m. Full year forecast includes 15.5 vacant posts to be recruited by end of March 15.
Staff Costs	23.7	23.0	0.7	26.0	25.5	0.5	
Other Costs	12.1	8.4	3.7	13.9	11.6	2.3	
Contingency / Virements	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.0)	£2.3m variance on non-Staff costs primarily from reductions to professional fees and other costs which are offset by reduced income, with £1.1m each for Choices and cross-goverment projects.
Net GiA funded	**15.9**	**14.9**	**1.0**	**17.9**	**17.7**	**0.2**	
Operations & Assurance Services							
Income	(13.0)	(14.9)	1.9	(14.9)	(18.1)	3.2	£3.2m increase of Income from Budget is primarily due to additional income from SSD £2.1m and income from DH for capitalisation of HSCIC headcount £1.1m.
Staff Costs	45.0	39.9	5.1	49.4	43.9	5.5	
Other Costs	12.4	14.5	(2.1)	13.7	16.7	(2.9)	£5.5m underspend on Staff costs is due to a reduction in vacancies forecasted across Spine 2, Service Management, Solution Assurance & Central (£7.6m, mainly from ring-fenced funding), partially offset by additional recruitment above budget for NHS Pathways, ITS, Infrastructure and Information Assurance. Additionally, some ring-fenced funding budgeted against staff costs has been reforecast to fund workpackages. Full year forecast includes 52.8 vacant posts to be recruited by end of March 15 - primarily staff TUPE'ing from BT.
Contingency / Virements	1.0	0.0	1.0	1.2	0.0	1.2	
Net GiA funded	**45.4**	**39.4**	**6.0**	**49.4**	**42.4**	**6.9**	£2.9m overspend on non-staff costs includes additional costs in central ICT £1.2m and IG £1.5m; partially offset by reduced costs in SSD £1.0m and the reallocation of ring fenced funding budgeted against staff costs but now forecast as workpackages £0.4m.
							£1.2m virement variance is due to transfer of budget for SUS Transition from I&A directorate; costs are reported on the table opposite.
Information & Analytics							
Income	(16.9)	(13.2)	(3.6)	(18.4)	(14.8)	(3.6)	£3.6m decrease of Income against budget is due to £2.8m in Information Analysis, £0.5m DSfC, £0.6m MCDS and £0.6m in Data Dissemination Services, partially offset by additional income of £1.0m for care.data.
Staff Costs	19.2	19.2	(0.0)	21.0	21.1	(0.1)	
Other Costs	13.4	11.4	2.0	15.0	12.3	2.6	£0.1m forecast overspend on Staff Costs is due to additional planned recruitment above budget across several areas, including care.data, now mainly offset by a reduction in staff costs from the capitalisation of staff on IT Development. Full year forecast includes 22.5 vacant posts to be recruited by end of March 15.
Contingency / Virements	(0.5)	0.0	(0.5)	(0.4)	0.0	(0.4)	
Net GiA funded	**15.3**	**17.4**	**(2.1)**	**17.1**	**18.7**	**(1.5)**	£2.6m forecast underspend on Other Costs includes £1.2m in Information Analysis, £0.6m DSfC and £0.6m MCDS.
							Contingency/ virements includes £0.4m due to the budgeted directorate contingency being released to fund the overspend on staff costs, offset by £1.2m budget virement to O&AS for SUS Transition.
Architecture, Standards & Innovation							
Income	(1.0)	(1.2)	0.1	(1.3)	(1.3)	0.0	£0.7m underspend on Staff costs is due to a reduction in vacancies forecasted in directorate, primarily from Technical Architects £0.8m. Full year forecast includes 17 vacant posts to be recruited by end of March 15.
Staff Costs	13.0	12.2	0.7	14.2	13.4	0.7	
Other Costs	2.8	1.9	0.9	3.5	2.8	0.7	
Contingency / Virements	0.1	0.0	0.1	0.1	0.0	0.1	
Net GiA funded	**14.8**	**13.0**	**1.8**	**16.5**	**15.0**	**1.5**	£0.7m underspend on Other Costs is primarily due to reduced forecast on Professional Fees.
Finance & Corporate Services							
Income	(0.1)	(0.3)	0.1	(0.1)	(0.4)	0.2	£0.9m overspend on staff costs is due to recruitment across the directorate, including Portfolio Resourcing £0.6m to support programmes/ projects across the organisation and Finance £0.2m. Full year forecast includes 6.6 vacant posts to be recruited by end of March 15.
Staff Costs	14.2	15.0	(0.8)	15.4	16.4	(0.9)	
Other Costs	16.0	14.0	1.9	17.4	15.4	2.0	
Contingency / Virements	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.0)	£2.0m underspend on non-staff costs is primarily due to Legal/ Professional Fees for the year now forecast to be less than budgeted.
Net GiA funded	**30.0**	**28.7**	**1.3**	**32.7**	**31.4**	**1.3**	
HR & Transformation	4.4	2.9	1.5	5.0	3.5	1.5	Reduction in forecast for redundancy costs.
Customer Relations	3.6	3.5	0.1	4.1	3.9	0.1	
HSCIC Corporate	(141.3)	(147.3)	6.1	(155.6)	(164.0)	8.4	Includes central forecast reduction of £2.8m. All unallocated funding ("contingency") has been released.

			Prov Sup RAG Summary		I&A RAG Summary		O+AS RAG Summary		PDD RAG Summary
KPI		Programme Achievement	Previous RAG	G	Previous RAG	A	Previous RAG	A/R	Previous RAG	A
KPI Owner		James Hawkins	Current RAG	A/G	Current RAG	A/R	Current RAG	A	Current RAG	A/G
	Appendix 2 - Programme Delivery Dashboard		Forecast RAG	A/G	Forecast RAG	A	Forecast RAG	G	Forecast RAG	A/G

Programme Delivery Dashboard - January 2015

Area	KPI	Reporting Month:	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		
				Nov	Dec	Jan	Feb	Mar	Apr	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
Primary Care IT	P0070	Calculating Quality Reporting Service	No	A/G	A/G	A/G	A/G	A/G	A/G	Low	5	Oct-2014	A/G	5	Oct-2015	Not booked	A	A	A	R-U	R-U	R-U	R-U	R-U	R-U
Primary Care IT	P0281	General Practice Extraction Service	Yes	A/R	A/R	A	A	A	A/G	TBC	4	Dec-2012	A/G	TBC	TBC	TBC	G	G	A	R-O	R-O	R-O	N/A	N/A	N/A
Primary Care IT	P0012	Electronic Transfer of Prescriptions	Yes	A	A	A	A	A	A	High	AAP	Oct-2014	A	5+0	Apr-2015	Booked	G	G	G	R-O	R-O	R-O	N/A	N/A	N/A
Primary Care IT	P0208	GP Systems of Choice Replacement	No	A	A	A	A	A	A	High	3	Nov-2013	A	5	Apr-2015	Booked	A	A	A	R-U	R-U	R-U	R-U	R-U	R-U
Cross Govt IT	P0004	Child Protection – Information Sharing	No	A	A	A	A/G	A/G	A/G	Med	4	Jul-2014	A/G	5	Apr-2016	Not Booked	R-U	G	R-O	N/A	N/A	NR			
Cross Govt IT	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	A	A	R-O	R-O	R-O	N/A	N/A	N/A
Cross Govt IT	P0341	SCIP	Yes	G	G	A/G	A/G	A/G	G	TBC	N/A	N/A	N/A	TBC	TBC	TBC	G	G	G	R-U	A-U	R-U	N/A	N/A	N/A
Cross Govt IT	P0372	ISP	Yes	A/G	A/G	A/G	A/G	A/G	A/G	TBC	N/A	N/A	N/A	TBC	TBC	TBC	A	A	A	TBC	TBC	TBC	N/A	N/A	N/A
Cross Govt IT	P0301	FGMP	Yes	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	A-U	G	N/A	N/A	N/A
Cross Govt IT	P0207	Health & Justice Information Services	Yes	A	A/G	A	A	A/G	A/G	Med	2	Aug-2014	A/R	3	Sep-2015	Not booked	G	G	A	R-O	R-O	R-O	N/A	N/A	N/A
Cross Govt IT	P0037	Offender Health IT	Yes	A/G	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-O	R-O	N/A	N/A	N/A
Cross Govt IT	P0014	GP2GP	Yes	A/G	A	A	A	A	A/G	Low	4	Feb-2014	A/G	5	Aug-2015	Not Booked	A	A	A	A-U	R-U	R-U	R-O	R-U	R-U
Cross Govt IT	P0026	NHS Choices	Yes	A	A	A	A	A	A	High	PVR	Dec-2013	A	TBC	TBC	NA	G	G	G	R-U	R-U	R-U	R-U	R-U	R-U
Cross Govt IT	P0190	Health and Social Care Network	Yes	R	R	R	A/R	A/R	A/R	High	PAR	Jan-2015	R	TBC	TBC	Not Booked	R	A	A	R-U	R-U	R-U	N/A	N/A	R-O
Cross Govt IT	P0329	E-Procurement	Yes	R	R	N/A	N/A	N/A	N/A	TBC	N/A	TBC	TBC	TBC	TBC	TBC	A	A	N/A	TBC	TBC	N/A	N/A	N/A	N/A
Cross Govt IT	P0196	NHSmail 2	Yes	A	A	A/G	A/G	A/G	A/G	High	2	Jun-2013	A	3	Feb-2015	Booked	G	G	G	R-O	R-O	R-O	A-U	R-O	R-O
Cross Govt IT	P0238	NHS e-Referrals inc. CAB	No	A/R	A/R	A/R	A	A	A/G	High	4	Sep-2014	A	4	Jul-2015	Not Booked	A	A	A	G	A-U	R-O	R-O	R-O	R-O
Cross Govt IT	P0051	Summary Care Record	Yes	A/G	A/G	A/G	A/G	A/G	A/G	Med	5	Apr-2014	A	5	Apr-2015	Booked	G	G	G	R-O	R-O	R-O	R-U	R-U	R-U

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

Delivery Confidence - Programme Delivery:	
January-2015	A/G 68.24%
April-2015	A/G 77.65%

PDD View	
January-2015	N/A
April-2015	A

January's Calculated Delivery Confidence is at 68.24%. Calculated delivery confidence RAG remains at Amber Green. The 3-month calculated forecast Delivery Confidence (to April 2015) is Amber Green at 77.65%. The Director's subjective view is that delivery confidence for January is Amber which takes into account the number of major projects that have lower RAG status and adjusts for optimism bias.

Sourced from Highlight Reports — Jan-2015

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

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/R
Forecast RAG	A

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

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

Programme Delivery Dashboard - January 2015

ID	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		
		Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0070	Calculating Quality Reporting Service	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	G	G	G	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	A	A	A
P0012	Electronic Transfer of Prescriptions	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
P0208	GP Systems of Choice Replacement	G	G	G	G	G	G	G	G	G	G	A	A	G	G	G	G	G	G	A	A	A
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	A	A	A
P0010	DMS Connectivity	A	A	G	N/A	N/A	N/A	N/A	N/A	N/A	G	G	G	A	A	G	N/A	N/A	NR	N/A	N/A	A
P0341	SCIP	G	G	G	G	G	N/A	A	A	N/A	G	G	G	G	G	G	NR	N/A	N/A	A	A	G
P0372	ISP	G	G	G	N/A	N/A	N/A	A	A	A	G	G	G	G	G	G	N/A	N/A	N/A	G	G	G
P0301	FGMP	G	G	G	N/A	N/A	N/A	TBC	TBC	TBC	G	G	G	G	G	G	N/A	N/A	N/A	G	G	A
P0207	Health & Justice Information Services	G	G	G	A	TBC	TBC	G	G	G	A	A	A	G	G	G	G	G	G	G	G	G
P0037	Offender Health IT	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	N/A	N/A	N/A	G	G	G
P0014	GP2GP	G	G	G	A	A	A	G	G	G	A	A	A	G	G	G	N/A	N/A	N/A	A	A	A
P0026	NHS Choices	A	A	A	N/A	A	A	N/A	A	A	R	R	R	A	A	A	A	A	A	A	A	A
P0190	Health and Social Care Network	G	G	G	N/A	N/A	N/A	A	A	A	R	R	R	G	G	G	R	R	R	R	A	R
P0329	E-Procurement	TBC	TBC	N/A	N/A	N/A	N/A	TBC	TBC	N/A	TBC	G	N/A	R	R	N/A	N/A	N/A	N/A	G	G	N/A
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):

January-2015	A/G 68.24%
April-2015	A/G 77.65%

PDD View

January-2015	N/A
April-2015	A

January's Calculated Delivery Confidence is at 68.24%. Calculated delivery confidence RAG remains at Amber Green. The 3-month calculated forecast Delivery Confidence (to April 2015) is Amber Green at 77.65% . The Director's subjective view is that delivery confidence for January is Amber which takes into account the number of major projects that have lower RAG status and adjusts for optimism bias.

Sourced from Highlight Reports (Key RAGs)   Jan-2015

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)

Prov Sup RAG Summary		I&A RAG Summary		O+AS RAG Summary	
Previous RAG	G	Previous RAG	A	Previous RAG	A/R
Current RAG	A/G	Current RAG	A/R	Current RAG	A
Forecast RAG	A/G	Forecast RAG	A	Forecast RAG	G

Prov Sup Dashboard - January 2015

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

1st letter = RAG, 2nd letter = Under / overspend (FY forecast HSCIC)
1st letter = RAG, 2nd letter = Under / overspend (FY financial forecast DH Prog)

Overall Delivery Confidence for Prov Sup:	
January-2015	A/G 68.57%
April-2015	A/G 68.57%

Overall Delivery Confidence is assessed as A/G based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Informatics and Analytics - January 2015

	Reporting Month	SRO Appr?	Overall Delivery Confidence RAG						RPA	Assurance Delivery Confidence / Status						Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
			Nov	Dec	Jan	Feb	Mar	Apr		Last Gate	Date	RAG	Next Gate	Date	Status	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0306	care.data	Yes	A/R	A/R	A/R	A/R	A	A	High	PAR	Feb-15	R	TBC	TBC	TBC	A	A	A	R-U	R-U	R-U	N/A	N/A	N/A -
P0294	National Tariff System (NTS)	Yes	A/R	A/R	A/R	A/R	A/R	A/R	TBC	N/A	N/A	A	PVR	May-15	Not Booked	TBC	TBC	TBC -	R-O	R-O	R-O	N/A	N/A	TBC -
P0055	Maternity and Childrens Dataset	Yes	A/R	A/R	A/R	A/R	A/R	A/R	High	3	Jan-13	A	4	Apr-15	Not Booked	R	R	R	G	R-U	R-U	N/A	N/A	N/A -
P0321	Pathfinder on DME	No	A	A	A	A	A	A	Med	3	Aug-14	A/R	TBC	TBC	TBC	A	A	A	R-O	R-O	R-O	N/A	N/A	N/A -

1st letter = RAG, 2nd letter = Under / overspend (FY forecast HSCIC)
1st letter = RAG, 2nd letter = Under / overspend (FY financial forecast DH Prog)

Overall Delivery Confidence for I&A:	
January-2015	A/R 45.00%
April-2015	A 50.00%

Overall Delivery Confidence is assessed as A/R based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Operations and Assurance Services Dashboard - January 2015

	Reporting Month	SRO Appr?	Overall Delivery Confidence RAG						RPA	Assurance Delivery Confidence / Status						Key Delivery Milestones			FY forecast (HSCIC operating expenditure) vs planned			FY financial forecast (DH Prog) vs. budget		
			Nov	Dec	Jan	Feb	Mar	Apr		Last Gate	Date	RAG	Next Gate	Date	Status	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0050	Spine 2	Yes	A/R	A	A	A	G	G	High	4	Jul-14	A	5	Feb-15	Planned	A	A	A	R-U	R-U	R-U	R-U	R-U	R-U
P0325	Cyber Security Programme	Yes	A/G	A	A	A/G	G	G	High	N/A	N/A	N/A	0	TBC	TBC	A	A	A	N/A	N/A	N/A -	N/A	N/A	N/A -
P0335	SUS Transition	Yes	A/R	A	A	A	G	G	High	PAR	Dec-14	A/R	PAR	TBC	TBC	A	A	A	G	R-U	R-U	A-U	A-U	A-U

1st letter = RAG, 2nd letter = Under / overspend (FY forecast HSCIC)
1st letter = RAG, 2nd letter = Under / overspend (FY financial forecast DH Prog)

Overall Delivery Confidence for O+AS:	
January-2015	A 50.00%
	G 100.00%

Overall Delivery Confidence is assessed as A based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Sourced from Highlight Reports (Key RAGs)   January-15

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)

		Prov Sup RAG Summary	I&A RAG Summary	O+AS RAG Summary
KPI	Programme Achievement (other Directorates)			
KPI Owner	James Hawkins	Previous RAG: G	Previous RAG: A	Previous RAG: A/R
Data Owner	Tom Denwood (Prov Sup), Carl Vincent (I&A) and Rob Shaw (O+AS)	Current RAG: A/G	Current RAG: A/R	Current RAG: A
		Forecast RAG: A/G	Forecast RAG: A	Forecast RAG: G

Appendix 2 - Programme Delivery Dashboard

Prov Sup Dashboard - January 2015

ID	Programme	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		
		Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0033	PACS	G	G	G →	G	G	G →	G	G	G →	G	A	A →	G	G	G →	G	G	G →	G	G	G ⇧
P0183	South Community Programme	A	G	A ⇩	A	A	G ⇧	G	G	G →	G	G	G →	A	G	G →	G	G	G →	G	G	G →
P0182	South Ambulance Programme	G	G	G →	G	G	A ⇩	G	G	A ⇩	G	G	G →	G	G	G →	G	G	G →	G	G	G →
P0181	South Acute Programme	G	G	G →	A	A	A →	A	A	G ⇧	G	G	G →	G	G	G →	G	G	G →	A	A	A →
P0047	BT LSP - South	G	G	G →	R	R	R →	G	G	G →	A	A	A →	G	G	G →	G	G	G →	G	G	G ⇧
P0022	BT LSP - London	G	G	G →	R	R	R →	G	G	G →	A	A	A →	G	G	G →	G	G	G →	G	G	G →
P0031	CSC LSP	G	G	G →	A	A	A →	G	G	G →	A	A	A →	G	G	G →	G	G	G →	G	G	G →

Overall Delivery Confidence for Prov Sup:	
January-2015	A/G 68.57%
April-2015	A/G 68.57%

Overall Delivery Confidence is assessed as A/G based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Informatics and Analytics - January 2015

ID	Programme	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		
		Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0306	care.data	R	R	R →	A	N/A	N/A -	A	A	A →	N/A	N/A	N/A -	R	R	R →	NR	NR	NR -	A	A	A →
P0294	National Tariff System (NTS)	TBC	TBC	TBC	TBC	TBC	TBC -	TBC	TBC	TBC	TBC	TBC	TBC -	TBC	TBC	TBC -	TBC	TBC	TBC	TBC	TBC	TBC -
P0294	Maternity and Childrens Dataset	G	G	G →	A	A	A →	G	G	G →	G	G	G →	G	G	G →	G	G	G →	A	A	A →
P0321	Pathfinder on DME	G	G	G →	N/A	N/A	N/A -	TBC	R	R →	A	A	A →	A	A	A →	A	A	A →	G	R	G ⇧

Overall Delivery Confidence for I&A:	
January-2015	A/R 45.00%
April-2015	A 50.00%

Overall Delivery Confidence is assessed as A/R based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Operations and Assurance Services Dashboard - January 2015

ID	Programme	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		
		Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan	Nov	Dec	Jan
P0050	Spine 2	G	G	G →	A	A	A →	A	A	A →	G	G	G →	G	G	G →	G	G	G →	A	A	A →
P0325	Cyber Security Programme	G	A	A →	N/A	N/A	N/A -	N/A	N/A	N/A -	G	G	G →	G	A	A →	A	A	A →	G	G	G →
P0335	SUS Transition	A	A	A →	A	A	A →	A	A	A →	G	G	G →	A	R	G ⇧	G	G	G →	G	G	G ⇧

Overall Delivery Confidence for O+AS:	
January-2015	A 50.00%
April-2015	G 100.00%

Overall Delivery Confidence is assessed as A based on the Highlight Reports covering the January 2015 period. The high level commentary provides further detail.

Sourced from Highlight Reports (Key RAGs)

KEY

Trend

Symbol	Meaning
⇧	RAG improvement
→	RAG same as previous month
⇩	RAG decrease from previous month

Non Completion

Code	Meaning
NR	No report provided or report provided but missing RAG in a section for which a RAG should have been provided
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