

# HSCIC Performance Pack

**April 2013**

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# Financial Viability – Administration Revenue

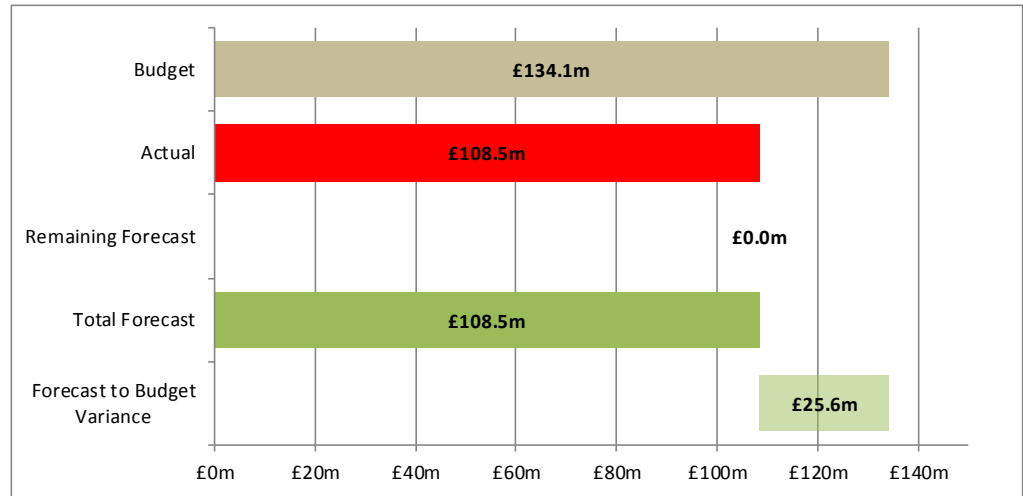
## (example page using pre 01.04.13 data)

### ADMINISTRATION REVENUE

#### Overview

The draft outturn for Administration revenue is £108.5m, £25.6m below the budget of £134.1m, compared with a forecast of £110.0m at February (a decrease of £1.5m).

The full year variance of £25.6m comprises an underspend of £16.4m on staff and related costs, £7.6m on other costs and £1.6m increase in Income over budget.






WTE	Budget	As at end Mar'13	Var
P&O	885.2	718.5	(166.8)
TO	392.5	311.5	(81.0)
F&C	169.3	141.0	(28.3)
CO	27.8	21.1	(6.7)
R&T	19.5	17.0	(2.5)
CIO	5.0		(5.0)
<b>Total</b>	<b>1,499.3</b>	<b>1,209.1</b>	<b>(290.2)</b>

**HEADCOUNT DATA:** The figures shown for WTE are per HR year-end report.

The forecast March headcount reported previously was 1,255.6 WTEs - the actual March headcount was 46.5 WTE lower.

# Financial Viability – Administration Revenue

## Variance (example page using pre 01.04.13 data)

Category	RAG	Variance	Trend*	Cause of Variance	Impact
Staff and staff-related costs		£16.4m	↑	<p>Of the £16.4m full year underspend in staff and related costs, £14.2m is due to vacancies not filled during the year, partially offset by £(0.7)m for provision for HMRC liabilities.</p> <p>Additionally, there is a £1.9m underspend on travel expenses. Centrally held staff-related costs are £1.0m under budget, mainly due to redundancy, training and recruitment being less than was budgeted.</p> <p>The largest full year variances are £2.1m for Interoperability and £2.1m for Technical Architecture (due to delays in approval of the business case for recruitment of replacement staff).</p>	
Other Costs		£7.6m	↑	<p>The forecast for other costs is £7.6m below budget; the variance includes £4.5m for consultancy (includes £1.8m release of budget in Finance &amp; Commercial against the additional staff costs for reprocurments), £0.8m on IT Costs and £1.8m for other costs (including a reduction of £1.0m in forecast for on-site supplier training for GP2GP, moving to 2013/14). Legal costs are £(0.6)m over budget, primarily due to the Fujitsu litigation.</p>	
Income		£1.6m	↓	<p>The forecast for Income is £1.8m above budget, across a number of divisions, the largest being £0.5m in SSD and £0.5m MCDS (gross-up of costs and income was not budgeted)</p>	

\* Trend - Direction of arrow indicates increase, decrease or no movement of variance since prior month

# Financial Viability – Statements of Net Expenditure & Financial Position (Administration)

## Health and Social Care Information Centre

### Statement of Comprehensive Net Expenditure

	12 Months Ending 31 May 2013			12 Months Ending 31 March 2014		
	REVENUE			REVENUE		
	Budget £000	Actual £000	Variance £000	Budget £000	Forecast £000	Variance £000
Grant in aid	(40,736)	(36,516)	4,220	(40,736)	(13,483)	27,252
Other income	(13,544)	(11,999)	1,545	(13,544)	(5,797)	7,747
<b>Total Income</b>	<b>(54,279)</b>	<b>(48,515)</b>	<b>5,764</b>	<b>(54,279)</b>	<b>(19,280)</b>	<b>34,999</b>
Permanent	24,473	22,937	(1,536)	24,473	9,214	(15,259)
Contractors	1,226	2,688	1,462	1,226	922	(304)
Agency staff	368	721	353	368	260	(108)
<b>Total Staff Costs</b>	<b>26,067</b>	<b>26,346</b>	<b>279</b>	<b>26,067</b>	<b>10,396</b>	<b>(15,671)</b>
Legal & Professional fees	16,326		(16,326)	16,326		(16,326)
Consultancy / Workpackages						
Information technology	1,029	1,205	176	1,029	434	(595)
Accommodation	2,419	2,239	(180)	2,419	969	(1,450)
Travel & subsistence	436	411	(25)	436	155	(281)
Marketing, training & events	357	357	0	357	95	(261)
Office services	336	277	(59)	336	49	(287)
Depreciation / amortisation	7,310	4,840	(2,470)	7,310	1,815	(5,495)
<b>Total Non Staff Costs</b>	<b>10,857</b>	<b>8,124</b>	<b>(2,733)</b>	<b>10,857</b>	<b>3,084</b>	<b>(7,774)</b>
<b>Net operating cost</b>	<b>23,381</b>	<b>22,471</b>	<b>(910)</b>	<b>23,381</b>	<b>7,683</b>	<b>(15,698)</b>
<b>(Surplus) / Deficit</b>	<b>(17,355)</b>	<b>(14,045)</b>	<b>3,310</b>	<b>(17,355)</b>	<b>(5,800)</b>	<b>11,555</b>

### Financial Results to 31 May 2013 and 2013/14 Forecast

	12 Months Ending 31 March 2014											
	REVENUE											
	Actual Apr £000	Actual May £000	Forecast Jun £000	Forecast Jul £000	Forecast Aug £000	Forecast Sep £000	Forecast Oct £000	Forecast Nov £000	Forecast Dec £000	Forecast Jan £000	Forecast Feb £000	Forecast Mar £000
	(2,968)	(2,648)	(2,602)	(2,546)	(2,719)	(2,724)	(2,747)	(2,708)	(5,654)	(3,261)	(3,160)	(2,778)
	(929)	(1,006)	(1,108)	(1,299)	(1,455)	(1,284)	(1,366)	(1,407)	1,557	(800)	(900)	(2,002)
	<b>(3,897)</b>	<b>(3,654)</b>	<b>(3,710)</b>	<b>(3,845)</b>	<b>(4,174)</b>	<b>(4,008)</b>	<b>(4,114)</b>	<b>(4,115)</b>	<b>(4,097)</b>	<b>(4,060)</b>	<b>(4,060)</b>	<b>(4,780)</b>
	1,787	1,837	1,872	1,871	1,847	1,857	1,921	1,944	1,955	2,000	2,100	1,945
	138	231	196	185	171	146	296	295	110	216	243	458
	38	55	45	55	66	71	66	74	49	63	63	73
	<b>1,963</b>	<b>2,124</b>	<b>2,114</b>	<b>2,111</b>	<b>2,084</b>	<b>2,074</b>	<b>2,284</b>	<b>2,314</b>	<b>2,114</b>	<b>2,280</b>	<b>2,407</b>	<b>2,477</b>
	102	113	60	98	61	170	114	59	58	53	69	249
	198	203	199	204	165	190	218	207	107	203	183	163
	34	41	35	28	16	17	49	50	25	38	38	39
	9	31	13	38	6	15	42	13	10	71	39	71
	5	8	20	16	(0)	(33)	12	17	137	(59)	47	107
	364	372	368	362	349	354	377	365	368	374	424	763
	<b>610</b>	<b>654</b>	<b>635</b>	<b>648</b>	<b>536</b>	<b>543</b>	<b>699</b>	<b>652</b>	<b>646</b>	<b>628</b>	<b>731</b>	<b>1,142</b>
	<b>1,644</b>	<b>1,772</b>	<b>1,641</b>	<b>1,461</b>	<b>1,166</b>	<b>1,332</b>	<b>1,616</b>	<b>1,559</b>	<b>4,318</b>	<b>2,109</b>	<b>2,238</b>	<b>1,617</b>
	<b>(1,325)</b>	<b>(876)</b>	<b>(961)</b>	<b>(1,085)</b>	<b>(1,553)</b>	<b>(1,392)</b>	<b>(1,131)</b>	<b>(1,149)</b>	<b>(4,336)</b>	<b>(1,152)</b>	<b>(922)</b>	<b>(1,161)</b>

### Statement of Net Expenditure & Financial Position

- Dummy Data used.
- Administration data only.
- Revenue and Capital.
- Actuals versus Budget.
- Actuals versus Forecast.
- Trend Analysis graph to be added to future performance packs.

### Statement of Financial Position

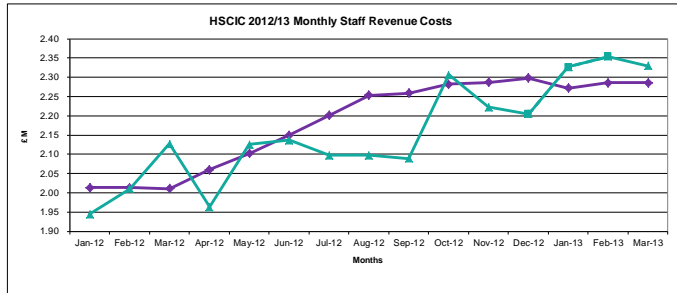
### Financial Results to 31 May 2013 and 2013/14 Forecast

	12 Months Ending 31 March 2014			12 Months Ending 31 March 2014											
	CAPITAL			CAPITAL											
	Budget £000	Actual £000	Variance £000	Actual Apr £000	Actual May £000	Actual Jun £000	Actual Jul £000	Actual Aug £000	Actual Sep £000	Actual Oct £000	Actual Nov £000	Actual Dec £000	Actual Jan £000	Actual Feb £000	Actual Mar £000
<b>Non Current Assets</b>															
Assets under construction		4,754		5,212	5,667										
Property plant and equipment		2,620		2,545	2,474										
Intangible assets		7,577		8,247	7,867										
		<b>15,952</b>		<b>16,004</b>	<b>16,008</b>										
<b>Current assets</b>															
Trade and other receivables		3,679		3,803	2,317										
Accrued income		5,786		2,736	2,264										
Cash and cash equivalents		<b>9,464</b>		<b>6,538</b>	<b>4,581</b>										
<b>Total Assets</b>		<b>24,516</b>		<b>22,542</b>	<b>20,589</b>										
<b>Current Liabilities</b>															
Trade and other payables		(5,851)		(5,950)	(5,187)										
Deferred income		(2,995)		(793)	115										
<b>Non current liabilities</b>															
Provisions		(1,910)		(1,895)	(1,788)										
		<b>13,760</b>		<b>13,904</b>	<b>13,729</b>										
<b>Taxpayers equity</b>															
Reserves		13,760		13,904	13,729										
		<b>13,760</b>		<b>13,904</b>	<b>13,729</b>										

# Financial Viability - Staff Costs (example page using pre 01.04.13 data)

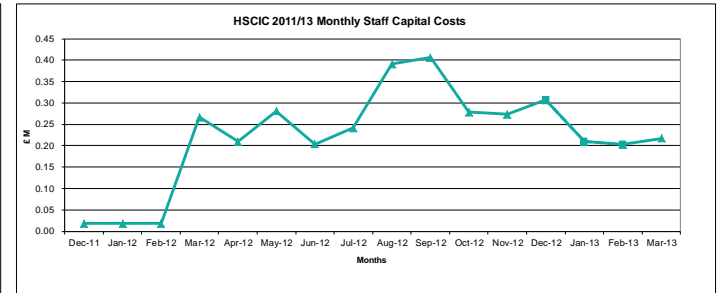
Monthly Staff Costs Revenue

Month	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Budget	2.01	2.01	2.01	2.06	2.10	2.15	2.20	2.25	2.26	2.28	2.29	2.30	2.27	2.29	2.29
Forecast															
Actual	1.94	2.01	2.13	1.96	2.13	2.14	2.10	2.10	2.09	2.31	2.22	2.20	2.33	2.35	2.33

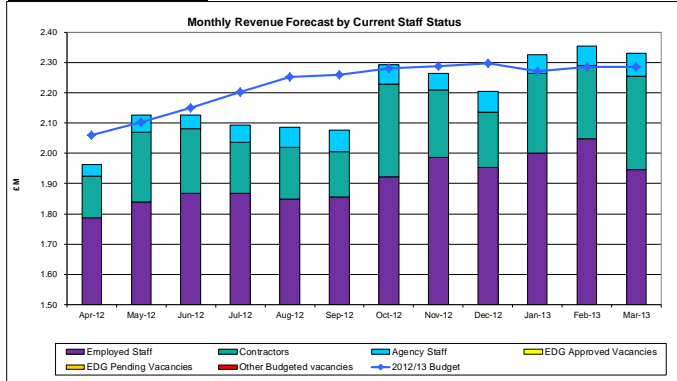


Monthly Staff Costs Capital

Month	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Budget															
Forecast															
Actual		0.02	0.02	0.27	0.21	0.28	0.20	0.24	0.39	0.41	0.28	0.27	0.31	0.21	0.20

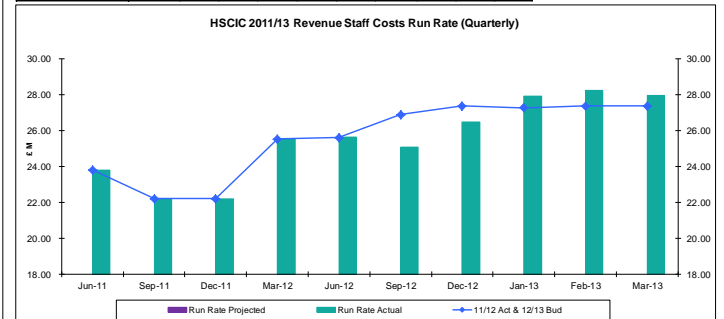


Monthly Split of Forecasted Salary Cost

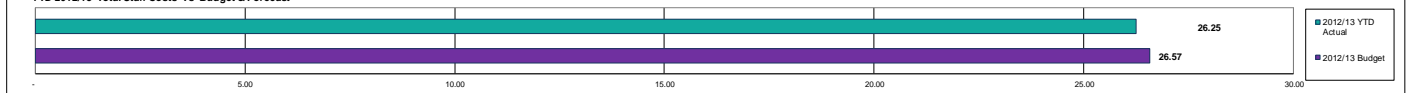


Actual & Projected Revenue Staff Cost Run Rate

Quarter	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Jan-13	Feb-13	Mar-13
Run Rate Projected										
Run Rate Actual	23.82	22.21	22.21	25.52	25.64	25.06	26.46	27.92	28.25	27.96
11/12 Act & 12/13 Bud	23.82	22.21	22.21	25.52	25.60	26.89	27.37	27.27	27.36	27.36



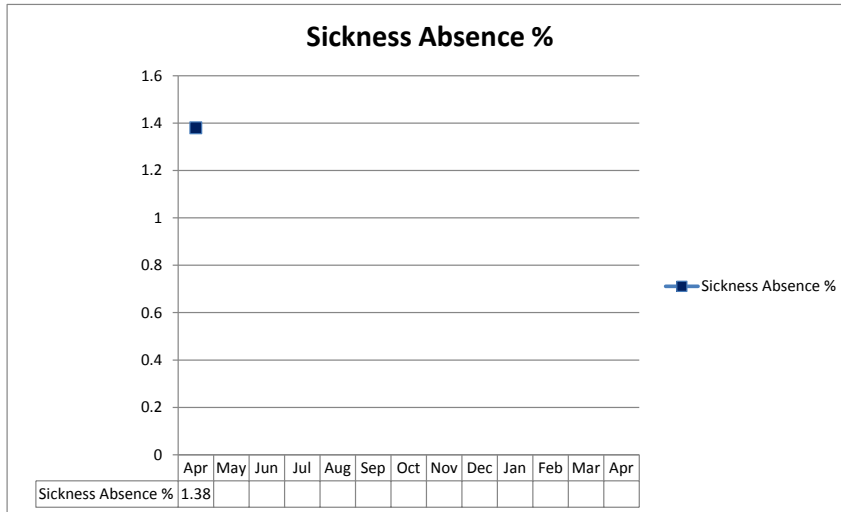
YTD 2012/13 Total Staff Costs vs Budget & Forecast



- March total staff costs were £2.33m.
- £50k higher than the budget of £2.29m but lower than previous month.
- Positive variance driven by £2,054k less permanent staff costs than budgeted for.
- Offset by £1,381k more contractor costs and £355k more temporary staff costs.
- **2012/13** :Total staff costs in the year were £317k lower than budgeted at £26.25m.

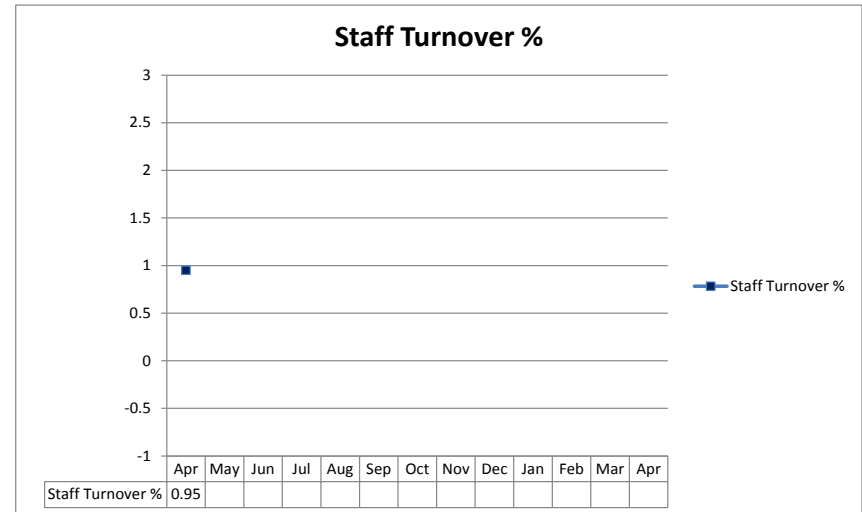
# Workforce - Staff Turnover and Sickness Absence

## Sickness Absence



- 124 episodes of sickness recorded in April.
- Cold / Flu and Gastrointestinal illness accounted for around 23% of absences.
- Anxiety / Stress / Depression accounted for around 15%.
- Absence levels within Connecting for Health were typically lower than at the Information Centre for a number of reasons which include being at a different stage of transition as an organisation and having different recording systems (e.g. input via the BSA in Newcastle).
- Please note that as absence details can only be reported after the event, a delay is experienced in the recording of absence information. It is not uncommon for absence figures to increase during the following month.
- The new HR administration team will assist in recording absence swiftly by being a central point for the input of absence data.

## Staff Turnover



- Turnover Rate for April 2013 – 0.95%
- This represents 19 leavers (18.4 wte) and there were 23 (22 wte) new starters in the same period which included a transfer of 6 staff (6 wte) from the South East Coast Ambulance Service in to the Programme & Service Delivery Directorate.
- The workforce as at 30<sup>th</sup> April is 2007 (1923 wte).

# Workforce – Vacancies and Equality & Diversity

## Vacancies

Directorate	Number of Vacancies	Vacancy Rate
Finance & Corporate Services	3	1.10%
Information & Data Services	9	2.70%
Local Service Delivery	2	0.80%
Programme & Service Delivery	76	9.40%
Solutions Design, Standards & Assurance	10	2.60%

The vacancy rate shows the number of vacancies as a percentage against the planned establishment (i.e. current staff and active vacancies) for each Directorate.

Vacancies have been base-lined as at 1<sup>st</sup> April 2013 for the HSCIC and therefore all vacancies have been vacant for less than 6 months. An automated vacancy approval system using Nintex is in the final stages of development and once launched will provide informative data on the time it takes to fill a vacancy.

## Equality and Diversity

The Human Resources team are working on a range of activities to promote and support equality and diversity and ensure that responsibilities for the Public Sector Equality Duty are met by the HSCIC. This will include setting out an equality statement, equality objectives and agreeing plans for training and reporting requirements. An update will be provided in next month's performance pack.



# Portfolio and Services - Exception Reporting

## (example page using pre 01.04.13 data)

Details	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Number of Exception Reports	0	0	1	0	6	0	2	1	2	2	4	0	1	1	1
Number of Projects	20	19	22	20	18	20	20	17	20	20	23	22	20	20	20
KPI % Compliance	100%	100%	95%	100%	67%	100%	90%	94%	90%	90%	83%	100%	95%	95%	95%

Project	Month	Exception Type			Approved
		Time	Cost	Scope	
Web Delivery	Mar-12	✓	✓		Yes
Data Linkage	May-12	✓			Yes
DQA Interim Report	May-12	✓			Yes
DQA Framework	May-12	✓		✓	Yes
ODP Enabling	May-12	✓			Yes
Primary Care	May-12	✓		✓	Yes
Transition	May-12	✓			Yes
FRDR	Jul-12	✓	✓		Yes
PROMS	Jul-12	✓			Yes
Web Delivery	Aug-12	✓	✓		Yes
DID	Sep-12	✓			Yes
PROMS	Sep-12	✓			Yes
GPES	Oct-12	✓			Yes
Innovation Scorecard	Oct-12	✓	✓	✓	Yes
FRDR	Nov-12	✓			Yes
Web Delivery	Nov-12	✓	✓		Yes
Primary Care ETD	Nov-12	✓	✓	✓	Yes
Vascular Health Check	Nov-12			✓	Yes
GPES	Jan-13	✓			Yes
CQRS	Feb-13	✓			Yes
Vascular Health Check	Mar-13	✓	✓		Yes

Project	Summary of Exception
March 2013 Vascular Health Check	Vascular Health Check - An additional 3 months is requested. A further request will be made after this time once the time required to deliver the customer's requirements are known. An additional £15k is requested. A further request will be made once the budget required to deliver the customer's requirements are known. The customer will be asked to provide funding for this work.

# Staff Engagement – Staff Survey

Directorate		HSCIC Average October 2012 %	Executive Office	Finance and Performance	Informatims	Information Governance & Data Quality	Workforce	CFH Average October 2012 %	Clinical	Finance & Commercial	ISB	National Applications	NIGB	Programmes & Operations	Resources & Transition	Technology Office
<b>Staff Engagement Score</b>		<b>73</b>	<b>75</b>	<b>71</b>	<b>76</b>	<b>64</b>	<b>77</b>	<b>70</b>	<b>68</b>	<b>70</b>	<b>65</b>	<b>66</b>	<b>75</b>	<b>69</b>	<b>73</b>	<b>72</b>
Care of customers / end users is my organisation's top priority	Advocacy	<b>72</b>	75	66	73	71	69	<b>65</b>	59	70	60	60	80	67	78	69
I would recommend my organisation as a place to work.		<b>73</b>	71	70	79	60	75	<b>68</b>	56	67	57	70	60	65	64	68
If a friend, relative or stakeholder needed information on Health or Social Care, I would feel confident with the standard of service provided by the HSCIC.		<b>76</b>	78	77	80	69	75									
I am able to make suggestions to improve the work of my team / department.	Involvement	<b>77</b>	77	74	81	70	83	<b>74</b>	64	74	63	60	70	74	78	77
There are frequent opportunities for me to show initiative in my role.		<b>74</b>	78	77	78	58	84	<b>72</b>	71	70	67	70	85	71	72	74
I am able to make improvements happen in my area of work.		<b>72</b>	75	68	76	62	84	<b>70</b>	64	70	70	60	80	69	76	73
I look forward to going to work.	Motivation	<b>65</b>	71	64	69	57	69	<b>66</b>	69	64	60	65	70	65	67	68
I am enthusiastic about my job.		<b>71</b>	74	70	73	64	74	<b>71</b>	77	70	70	70	70	71	71	71
Time passes quickly when I am working.		<b>73</b>	77	72	75	67	81	<b>73</b>	83	74	77	75	85	73	78	73

In the last surveys conducted in the legacy organisations, employee engagement remained generally positive.

At a Directorate Level, there is a need to identify and work on the issues that are causing lower levels of engagement. Engagement indicators are not shown here at team level, but have been made available to Directors and HR Business Partners for further action.

The new HSCIC will continue to measure staff engagement using the same methodology. The staff survey will be conducted by The Picker Institute and will be owned by the OD Programme.

# Glossary of Terms

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- Adv – Adverse
- BSA – Business Services Authority
- CfH – Connecting for Health
- CIO – Chief Information Officer
- CO – Clinical Officer
- CRM – Customer Relationship Management
- Decr – Decrease
- F&C – Finance & Commercial
- Fav – Favourable
- FOI – Freedom of Information
- GIA – Grant in Aid
- GPES - General Practice Extraction Service
- HSCIC – Health and Social Care Information Centre
- Incr – Increase
- KPI – Key Performance Indicator
- NPS – Net Promoter Score
- P&O – Programmes & Operations
- PQ – Parliamentary Question
- PSBC - Professional Services Business Case
- R&T – Resources & Transition
- TBC – To Be Confirmed
- TO – Technology Office
- TRS – Time Recording System
- WTE – Working Time Equivalent
- YTD – Year to Date