



Health & Social Care
Information Centre

Board Performance Pack

December 2014 Data



www.hscic.gov.uk

enquiries@hscic.gov.uk

[@hscic](https://twitter.com/hscic)



Contents

HSCIC Performance Summary	3
Executive Summary	4
Programme Achievement KPI Report	5
IT Service Performance KPI Report	6
Organisational Health KPI Report	7
Financial Management (HSCIC) KPI Report	8
Appendix 1 - Management Accounts	9-11
Appendix 2 - Programme Delivery Dashboard	12-15

HSCIC Performance Summary: EMT KPIs

Performance This Period

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

KPIs not included this month:

The Reputation KPI is currently under review. A new quarterly Reputation KPI will be included in the April pack (March data) as an initial version/proposal, following discussion at EMT in April it will then be either confirmed or refined further for reporting from the start of 2015/16 in the May pack (April data).

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

Executive Summary

Overall Position

Of 4 KPIs reported to the Board this month:

- 2 are assessed as GREEN
- 2 are assessed as AMBER

The Reputation KPI has been temporarily removed pending development of new performance measures.

'Public' KPIs

Programme Achievement: is AMBER for overall delivery confidence. Overall delivery confidence improved for the first time this reporting year and is at its highest level since June. The gap between forecast delivery and actual delivery confidence has narrowed notably, indicating improved delivery confidence and improved forecasting. 11 out of 35 programmes reported in the delivery dashboard have a status of RED or AMBER/RED. 12 programmes have a status of GREEN or AMBER/GREEN. A number of factors that influence programme delivery are external to this organisation (e.g. approvals). Through the new system-wide governance arrangements HSCIC will seek to exert stronger control over these. In addition, HSCIC has developed a plan that sets the path to GREEN for programmes delivery.

IT Service Performance: status is AMBER as forecast last month. 94% of services (62 of 66) achieved their target for average availability. 90% of services achieved their response time target. 89% of High Severity Service Incidents were resolved within their target fix time. Problems with the Calculating Quality Reporting Services affected performance across all three target areas: availability, response times and fix times.

Organisational Health: performance has a GREEN status. The majority of performance indicators are within tolerances. Net headcount movement continued its positive trend and turnover continued its downward trend. The growing talent work is progressing well. Results from the latest staff survey are generally positive and were shared with staff in early January. The overall staff engagement score has increased by one point to 73.

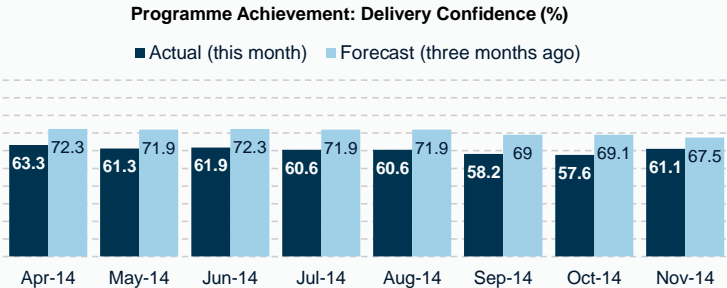
HSCIC Financial Management: The forecast outturn for the year at the December month-end is £140.8m. This includes central adjustments of £7.3m to staff costs, professional fees, redundancy provision and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate 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 £0.8m less than the £25m indicated in the M6 financial review.

This gives a RED status for both the year-to-date and full year against the original budget (£165m). However, as approved in the M6 financial review, the full year expenditure target has been revised downwards by £25m to £140m and, against this, the RAG status is GREEN (£0.8m overspend).

KPI	Programme Achievement		PD		PDD View	Prov. Sup.		I & A		OAS		COMBINED	
KPI Owner	James Hawkins	Previous RAG	61.3%	A		68.6%	A/G	48.6%	A/R	40.0%	A/R	57.6%	A
		Current RAG	65.6%	A/G		68.6%	A/G	50.0%	A	45.0%	A/R	61.1%	A
		Forecast RAG	73.3%	A/G	A	68.6%	A/G	53.3%	A	60.0%	A	67.4%	A/G

Overall Delivery Confidence across all programmes is 61.1% (AMBER). This is an improvement from last month (57.6%) and is the best performance since June last year.

4 programmes are assessed as RED for overall delivery confidence, and 7 are AMBER/RED.



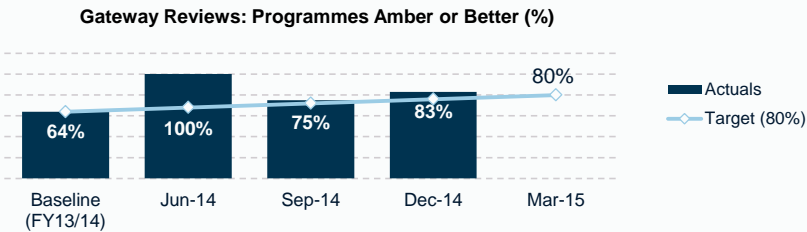
Overall Delivery Confidence: Programmes Rated RED

Health and Social Care Network: no approved funding for 2015/16. No approved outline business case for N3 replacement solution post-March 2017. Resource and capability not fully in place to enable the HSCN programme to progress at the required pace. N3 has been re-designated as an operational service rather than a programme.

eProcurement: will remain Red until the DH business case is approved and funding made available.

Spine Extension: contract exit is at risk as there is a dependency on SUS Transition and IAM (CIS) delivering alternative platforms. SUS Transition and CUS are targeting delivering in February 2015. Path to Green will be achieved if CIS and SUS deliver successfully during 2014/15. This should enable the Spine contract to end by March 2015 within the affordability envelope.

Data Services for Commissioners: ASH2 regulations unlikely to progress, so work towards the end-state is the priority. HSCIC is now working with NHS England and stakeholders to set out the elements of the end-state solution. Discussions with NHS England about 2015/16 funding have not yet taken place as these are dependent on the future end-state discussions.



Gateway Reviews : Six gateway reviews of PDD programmes have taken place during 2014-15. Five achieved a status of Amber or better. One was Amber/Red (Health and Justice Information Service).

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

Key Actions to rectify variance from target	Target Date	Owner	Status

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.

Important 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.

Overall Delivery Confidence: Programmes Rated AMBER / RED

General Practice Extraction Service: delays due to capacity issues and lack of funding model for 2015/16.

NHS eReferrals Service: no go decision made by programme board in November; higher than expected defects.

Care.data: good progress is being made in all aspects of the programme. However, the programme continues to be under intense scrutiny, operating without an approved business case and managing significant risks. The SRO has been invited to provide evidence to the Health Select Committee on 21 January. Programme business case development continues, costs and funding for 2014/15 have been agreed and a work package developed. Significant preparatory work and engagement events have taken place in all pathfinder areas.

Maternity and Children's Dataset: recent activity includes preparation work for development of the software application, exploration of options for infrastructure to support live running, and submission of the new Children and Young People's Health Service data set for pre-review as part of the Standardisation Committee for Care Informatics process.

National Tariff System: lack of clarity about the approvals process and programme funding / resource is holding up business case development.. Lack of resources within areas of the programme is leading to delays or creating risk to the programme. Failure to resolve some of these issues during the next month will lead to the delivery confidence status becoming Red.

SUS Transition: delivery is targeted for February 2015. Forecast overspend against budget has been subject of a recently agreed change request.

Spine2: core is live and tracking Green, there is dependency on IAM (CIS) which is expected to go live in February.

Other Programmes News

Programmes Delivery Directorate
Child Protection - Information Sharing: delivery confidence improved from Amber/Red to Amber.

Provider Support

BT LSP (London & South) - BT LSP (London & South) – The rollout of RiO Release 2 (Community and Mental Health) is complete. The majority of Acute (Cerner) deployments have completed, with the remaining planned to complete early in 2015. Exit activities continue with one Acute trust, one Mental Health trust and two Community Health trusts having exited the programme : agreed exit plans cover the majority of remaining trusts.

CSC LSP Programme - Exit remains a challenging area due to the scale and complexity involved. Significant progress has been made to move all NHS organisations on to one of the five 'paths to exit'. The number of organisations without exit plans, the 'Known / Unknowns', has decreased in this reporting period. Work continues with DH commercial, the Cabinet Office and framework providers to test existing and future procurement routes.

South Community and Child Health - SIRONA Care & Health CIC went live on Community Hospital on 17 November 2014. Gloucestershire Care Services NHS Trust went live with Child Health on 9 December 2014. The final Child Health go-live is scheduled to be completed in February 2015.

South Ambulance Programme -, the current overall delivery confidence for the programme is amber due to short term configuration issues which has slightly delayed roll out.

South Acute Programme - Four of the six collaborative groups have completed their procurements and have notified bidders. Group A (EPMA) are continuing with their procurement, although some local delays mean that timescales are beginning to move out. Gr oup C (South Devon) have undertaken market-engagement to refine their requirements and relaunched a new procurement on 15 December 2014. This approach is supported by the programme SRO.

KPI	IT Service Performance
KPI Owner	Rob Shaw

Previous RAG	A
Current RAG	A
Forecast RAG	A

Availability

November saw the average Availability Target achieved for 62 out of 66 services (94%).

03/11/2014: Calculating Quality Report Service (CQRS) unavailable to users for 3:06 hrs. The suppliers (GDIT) experienced an error when deploying a new SSL certificate, resulting in the installed certificate being revoked by the vendor whilst still being presented to users.

18/11/2014 and 19/11/2014: NHSmail External Service Gateway experienced service degradation following a firewall upgrade. This prevented users from receiving email from external domains.

22/11/2014: availability failure on the Telephone Appointments Line. The service was unavailable for a 4:18 hrs. The supplier (Conduit), attributed this to a network outage.

27/11/2014: NHS Choices unavailable to users for 25 minutes, caused by several virtual servers restarting unexpectedly. All services were restarted manually which resumed normal service.

Response Times

Performance was good for the majority of services in November with 26 out of 29 (90%) services reported against having achieved or exceeded their Response Times target.

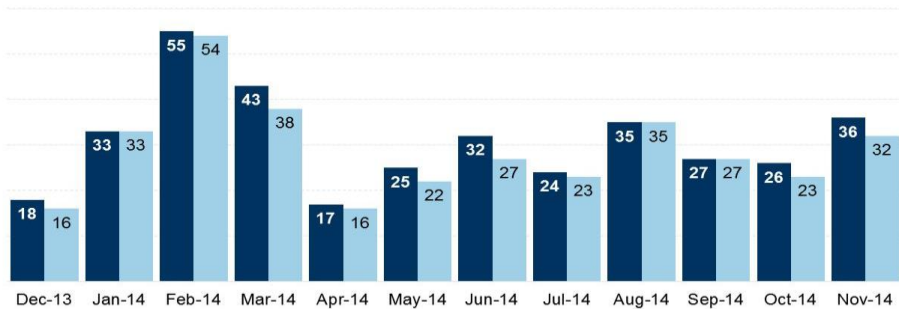
The Calculating Quality Report Service (CQRS), experienced a repeat failure at a critical level. End-users may have noticed a negligible reduction in the responsiveness of CQRS delivering dynamic web pages, but this would not have prevented them from carrying out normal business operations. GDIT deployed a fix for this issue, by loading data in smaller datasets, as part of Build 53 on 1 December however this has not delivered the expected outcome. HSCIC have requested that GDIT conduct a detailed review and investigation into this service level as a priority and report options for the next steps towards resolution of this failure.

The Choose and Book HSSI (see box opposite) experienced Response Time failure due to the back up job overrunning on the production database server.

BT London RIO did not meet the contractual target Response Time. This was caused by a minimal failure on the Hounslow instance. Following a merger between Richmond and Hounslow this instance is used for lookup only and has a very low volume utilisation, so these failures had no end user impact.

High Severity Service Incidents: Achieving Fix Times Target

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



Performance Indicators	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14
No. of Services achieving Availability target	75	69	72	46	63	62	58	69	68	62	60	62
No. of Services breaching Availability target, but not to a critical level	0	6	4	3	0	2	1	0	1	0	2	4
No. of Services breaching Availability target at a critical level	0	0	0	0	0	0	10	0	0	0	0	0
Total No. of Services measured for Availability Performance >>>>	75	75	76	49	63	64	69	69	69	62	62	66
No. of Services achieving Response Times target	37	39	42	40	28	25	24	24	25	22	22	26
No. of Services breaching Response Times target, but not to a critical level	4	3	2	5	1	1	1	1	0	2	1	2
No. of Services breaching Response Times target at a critical level	3	2	0	0	1	1	1	1	1	1	2	1
Total No. of Services measured for Response Times Performance >>>>	44	44	44	45	30	27	26	26	26	25	25	29
Total number of Higher Severity Service Incidents (HSSIs)	18	33	55	43	17	25	32	24	35	27	26	36
Total number of HSSIs achieving Fix Times target	16	33	54	38	16	22	27	23	35	27	23	32
% HSSIs achieving Fix Times target	89%	100%	98%	88%	94%	88%	84%	96%	100%	100%	88%	89%

Fix Times: High Severity Service Incidents (HSSIs)

There were 36 HSSIs in November, 10 more than the previous month.

23 Security Incidents were logged to the Service Bridge, one of which was an HSSI. 5 Clinical Safety incidents were raised as HSSIs in the month.

Fix time performance was generally good in November with 32 out of 36 (89%) HSSIs resolved within the target Fix Time. The fix time target was not met for the following HSSIs:

03/11/2014: CQRS experienced an HSSI that did not meet the fix resolution target (see the Availability section opposite). The duration of the HSSI was 3:06 hours against a fix time target of 2 hours.

03-04/11/2014 : The Patient Demographics Service (PDS) on Spine 2, experienced an HSSI of 21:52 hours that did not achieve the Fix Time Target of 4 hours. The incident root cause was attributed to the validation on the initial registration of some same sex twins births which only allowed certain words to be used in the allocation of NHS Numbers, this was resulting in PDS rejecting the initial registration of the second twin as PDS had assumed that this was a duplicate entry. To resolve this HSSI, HSCIC had to identify any affected registrations and commit some necessary changes to validation, BT then replayed the registration messages which were successfully processed.

06/11/2014: CQRS experienced a further HSSI that did not meet the HSSI fix time resolution target. The HSSI duration was 12 :03 hours against a fix time target of 4 hours. This HSSI was attributed to power loss to the primary router at the Woking SunGard hosting site. To mitigate, the impact traffic was routed via the backup system at Hounslow. The root cause was attributed to a power lead being dislodged by an engineer.

26/11/2014: Choose & Book experienced response time issues due to an over running back-up job on the Production database server, due to contention with the Bulk Data Migration for eRS. Although the HSSI duration was 24 hours, during this period the user impact would have been less than 2 hours.

Incidents of note since the November reporting period

Since the reporting period of November and the generation of this commentary (12 January) the following HSSIs have been reported which are worthy of note:

05/12/2014 - EMIS - Multiple users were unable to log in to EMIS WEB.

20/12/2014 - BT Spine - Intermittent Spine authentication failures impacting all smart card users.

05/01/2015 - BT Spine - High response times in CMS when issuing smart cards resulting in users experiencing freezing screen and logout issues.

Forecast

Forecasted RAG status: It is forecast that a AMBER RAG status will be achieved in December due to the impact of the above HSSIs that occurred in December.

KPI: **Organisation Health**
Owner: **Rachael Allsop**

Overall Position: Green rated; our net movement figures have dropped slightly but there are 159 posts at the selection stage and 118 at the appointment stage of the recruitment process, against a downward trend in turnover. The good progress on growing our own talent is being maintained and we will look to extend that in the year ahead. Our staff engagement score has improved and as our KPIs develop they offer a better indication of performance generally. Work with finance to refine budgeted establishment is progressing and we have a mechanism to validate and reconcile recruitment data to provide a 'temporary' establishment. Next financial year, our refined establishment will be measured against net movement. Time to recruit at the selection stage continues to be an issue and more work is needed to ensure accurate reporting and effective management of sickness.

Previous RAG	G
Current RAG	G
Forecast RAG	G

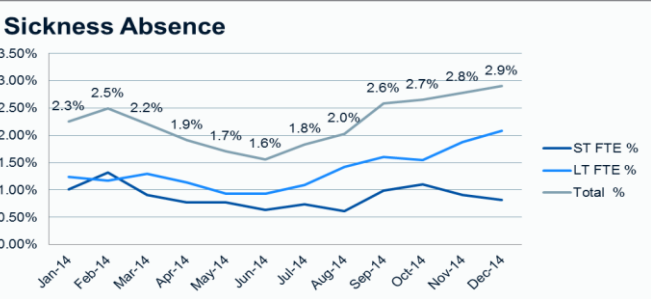
Summary Table	Target	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Engagement Score	>=70	72											
Engagement Actions Completed	>=90%	#	#	#	#	#	93%	95%	92%	92%			
Professional Group Membership	>=90%	66%	72%	77%	83%	86%	87%	80%	81%	80%			
PDR Completion	>=90%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

Engagement

- Results from the latest survey, which show a slight improvement in scores, have been reviewed by EMT and published on the intranet.
- The overall staff engagement score has increased by one point to 73. The results demonstrate improvements in communication and engagement but more work is required in terms of strategy and performance management.
- An interim measure is to be introduced to track the number of directorate action plans produced by 31 January 2015. Thereafter, progress against the action plans will be measured on a monthly basis. The content and format of future surveys will be reviewed during Q1 of 2015/16.

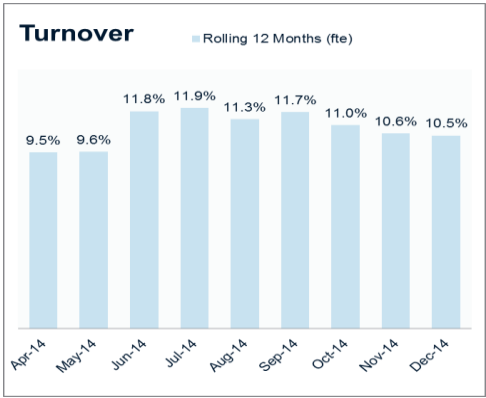
Training and Development

- Training Spend Per Head** - The increased spend per head (£215) is as a result of more individuals accessing open courses available through CSL as well as more accurate financial data through Tagetik.
- Civil Service Learning -**
- 74% of the workforce registered; 1364 eLearning events accessed
 - 390 classroom events have been booked to a total value of £255K
- Internally Delivered Training**
- 101 new starters have attended corporate induction since 1st Oct launch
 - Policy training for managers has been delivered to 440 delegates.

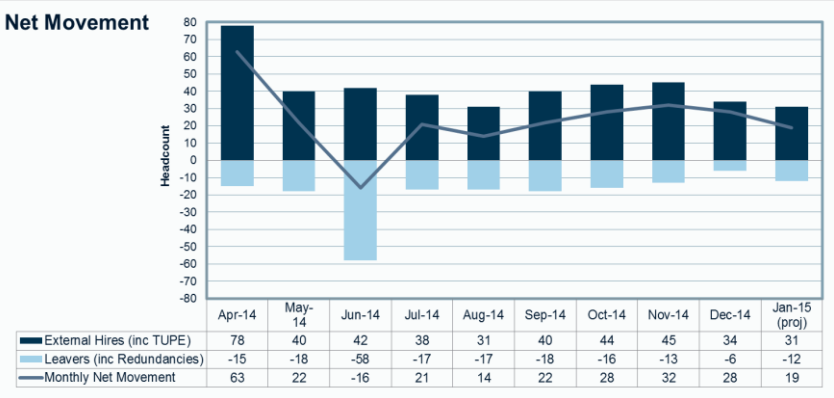
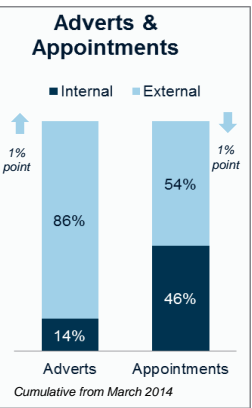


Sickness Absence

- Sickness absence for December has increased slightly, to 2.9%. An improvement in the level of short term absence has been offset by a further rise in long-term absence. The HR Directorate KPIs are driving the active management of long and short term absence cases which hit absence trigger points.



Recruitment Summary		
Live Campaigns	% Total Time	Working Days
Advertising	approval to advert	
	20	3.4% 2.01 ↓
Selection	advert to outcome	
	159	68.6% 40.66 ↑
Appointment	outcome to checks	
	118	16.1% 9.56 ↑
	checks to agreed start date	
		11.9% 7.04 ↑



Transactional Recruitment & Turnover

- Turnover** is reducing, with 0.25% of the organisation leaving in December.
- Adverts/Appointments** - Time to recruit is increasing, primarily as a consequence of delays at the selection stage; there are currently 65 live campaigns that have been at the selection stage in Directorates for over 30 working days since advert closed. This issue will be addressed in the Directorate quarterly reviews.
- Recruitment Preferred Supplier List (PSL)** - A Preferred Supplier List of 5 specialist IT recruitment agencies is now operational for hard to fill specialist IT roles. Roles in Technical Architecture and Software Development in NHS Choices have so far been sent across to agencies.

Net Movement

- As of 31 December, our net employed workforce has increased by 214 since April 2014. This includes 8 individuals who TUPE transferred from BT into HSCIC in December. For the year, our average net monthly increase has remained at 23.
- Net increase for January is currently projected to be 19, this is subject to change as further start dates are agreed.

Attracting and Growing Talent

- Role Profiles** - After an unsuccessful recruitment, a Knowledge Management role was readvertised using the new role profile and advert template. View to application rate increased from 0.54% to 1.53% with 10 more applications being received. 47% of applications were shortlistable compared to only 20% from the first round of advertising. The recruiting manager was also able to make a successful appointment. The role profile is being used in a number of other cases of recruitment and will be analysed in the same way.
- XperthR** - The HSCIC is now subscribed to a specialist IT salary survey issued by XperthR. This has allowed us to benchmark our hard to fill positions against labour market data that provides basic pay and bonus information for different functions both nationally and regionally. This informs our understanding of how competitive we are in the wider market so that we can target initiatives effectively to attract the best talent.
- 10 IT Graduate Trainees** are joining the HSCIC in January 2015 and will be spread across Spine, Pathways, NHS Choices, IT Development and e-Referral system for their first placement.
- The HSCIC is attending the **University of Leeds Graduate and Internship Fair** in February. Opportunities across the organisation are being collated to be able to market to students.
- 2 Apprentice in Project Management** started on 8 December in Portfolio Delivery.

Key Actions	Target Date	Owner	Status
Planned recruitment reconciled with planned budget	01/04/2015	Carl Vincent / Rachael Allsop	On target - but original deadline revised
Complete Standard Job Descriptions for all priority roles - part completed and prioritised. A number of roles are in pre-evaluation and formal job evaluation. Target date for completion of all is to be agreed.	31/10/2014	Professional Leads	Target date not met - deadline to be revised
Link NHS Jobs and ESR Recruitment Module; consequent further revision of process and guidance. Deadline extended to first embed recruitment process changes. Further work required to address capacity issues.	01/04/2015	Ken Baker / Jenny Allen	On target - but original deadline revised
Produce HSCIC resourcing strategy - first draft completed, need to progress to final version.	01/03/2015	Jenny Allen	On target - but original deadline revised

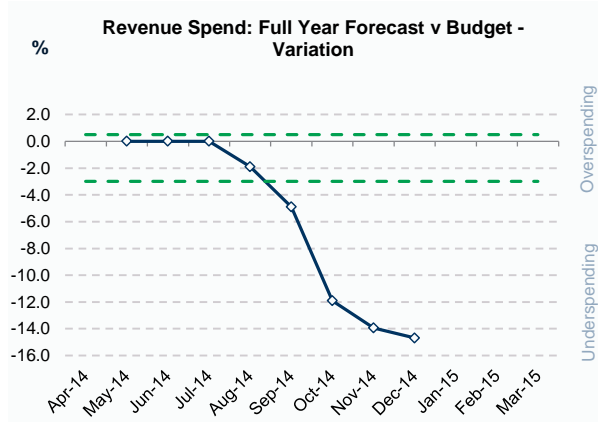
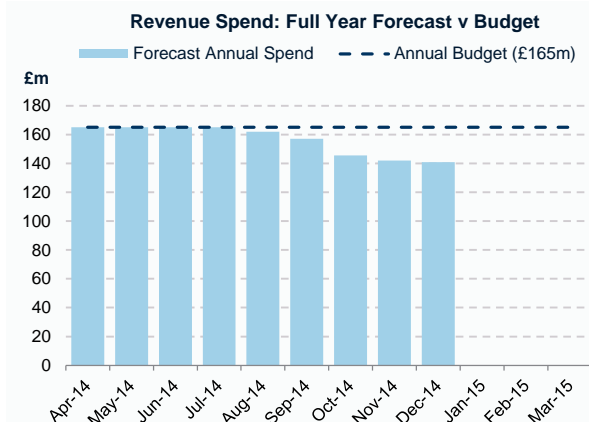
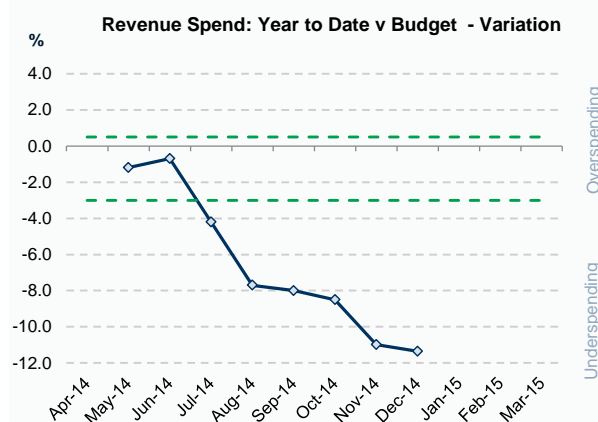
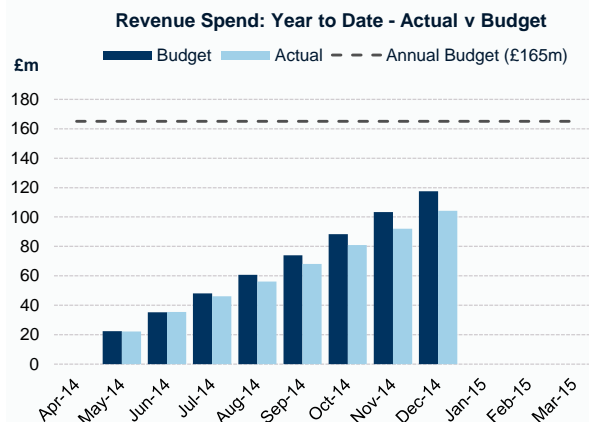
Actions recorded here are either: a) actions to progress measurement of KPI; b) actions taken by the KPI owner to address variances from target; or c) actions taken by Board or EMT to rectify escalated problems.

KPI	Financial Management (HSCIC)
KPI Owner	Carl Vincent

Previous RAG	R
Current RAG	G
Forecast RAG	G

Revenue Spend	Budget (£m)	Actual (£m)	Variation (%)
Year to Date: Actual v Budget	117.6	104.3	11.4%
Full Year Forecast v Original Budget	165.0	140.8	14.7%
Full Year Forecast v Revised Target	140.0	140.8	-0.5%

Forecast Accuracy	Actual (£m)	Forecast (£m)	Variation (%)
In-month: Forecast v Actual	12.2	12.0	1.7%



HSCIC Operating costs

The forecast outturn for the year at the December month-end is £140.8m. This includes central adjustments of £7.3m 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 £0.8m less than the £25m indicated in the M6 financial review.

This gives a RED underspend KPI for both the year-to-date and full year against the original budget; however, as approved in the M6 financial review, the target has been revised by £25m to £140m and, against this, the RAG status is a GREEN overspend (£0.8m overspend).

The year-to-date position is £13.4m under budget (compared with £11.4m at November month-end) with total expenditure being £18.2m under budget and income being £4.8m under budget. With only three months 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 position.

The full year cost centre forecasts include potentially unachievable recruitment targets in the remainder of the year, with 246 vacancies included in directorate forecasts (although this includes additional staff due to TUPE in from BT in March). As directorates are currently reviewing expected recruitment as part of the 15/16 budget setting, it is likely that this number of vacancies may reduce in next month's forecast.

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

The forecast accuracy KPI is GREEN, with over-forecasting on Income mainly offsetting over-forecasting on Costs.

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. An emphasis is required on credible and deliverable forecasting by Directorates for the remainder of the financial year.

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	A	A	R	R	G			

Key Actions	Date	Owner	Status
Introduce Service Line and Programme financial reporting	Mar-15	Carl Vincent	• 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
Set challenging and deliverable budgets for 2015/16, supporting the system-wide aim of maximising funding available to front line services.	Mar-15	Carl Vincent	• <u>Indicative</u> allocation for core GIA (excluding ring-fenced) confirmed by DH at £148m. • 15/16 budget targets by Directorate have been approved by EMT and the budget setting process is underway in Directorates with a first draft due for 31st January 2015.

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 as at 31st December 2014

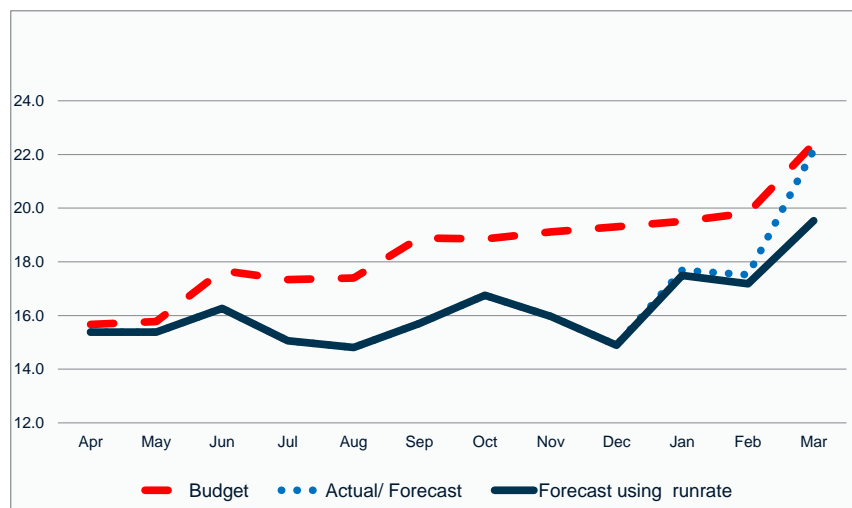
Summary Position

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Total GiA	(117.6)	(117.6)	(0.0)	(165.0)	(165.0)	(0.0)
Total Income	(42.4)	(37.6)	(4.8)	(56.7)	(56.8)	0.1
Total Staff Costs	106.2	101.5	4.7	143.8	138.2	5.6
Total Other Costs	49.2	40.3	8.9	67.8	64.0	3.7
Unallocated Costs	4.6	0.0	4.6	10.2	2.6	7.6
Surplus/ (Deficit)	(0.0)	(13.4)	13.4	0.0	(17.0)	17.0
Central Adjustment					(7.3)	7.3
Revised Surplus/ (Deficit)				0.0	(24.2)	24.2
Depreciation GiA	(9.8)	(9.7)	(0.0)	(13.0)	(13.0)	(0.0)
Depreciation Cost	9.8	8.0	1.7	13.0	11.8	1.2
Surplus/ (Deficit)	0.0	(1.7)	1.7	0.0	(1.2)	1.2

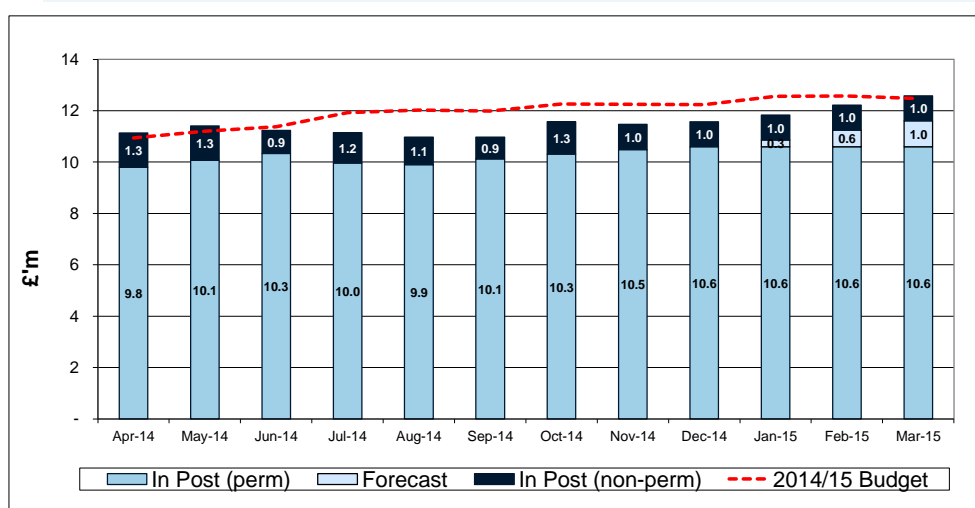
The forecast outturn for the year at the December month-end is £140.8m. This includes central adjustments of £7.3m to staff costs, professional fees, redundancy provision and the unallocated funds, given the current year-to-date underspends and the likelihood of directorate recruitment and procurement targets being met. After the central adjustments have been included, we are forecasting that we will end the year with a surplus £0.8m less than the £25m indicated in the M6 financial review.

The year-to-date position is £13.4m under budget (compared with £11.4m at November month-end) with total expenditure being £18.2m under budget and income being £4.8m under budget. With only three months 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 position.

The full year cost centre forecasts include potentially unachievable recruitment targets in the remainder of the year, with 246 vacancies included in directorate forecasts (although this includes additional staff due to TUPE in from BT in March). As directorates are currently reviewing expected recruitment as part of the 15/16 budget setting, it is likely that this number of vacancies may reduce in next month's forecast.



Monthly trend of gross expenditure for the organisation for the original budget, the latest forecast (9 months of actual costs and 3 months of expected costs, including central adjustments) and an extrapolation (runrate) of the position if the current staff position remained at December levels for the remainder of the year.



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

Appendix 1 - Management Accounts

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

Detail by Income/ Expenditure Type

£'m	Year-to-Date			Full Year				
	Budget	Actual	Var	Budget	F'cast	Var		
Income							£0.1m full year variance includes:	
Grant in Aid	(111.5)	(111.5)	(0.0)	(154.8)	(154.8)	(0.0)	(1.3)	SSD (additional income)
Grant in Aid (ring-fenced)	(6.1)	(6.1)	(0.0)	(10.2)	(10.2)	(0.0)	(1.0)	care.data (additional income agreed with NHS E)
Income	(42.4)	(37.6)	(4.8)	(56.7)	(56.8)	0.1	0.7	GPES
Total Income	(160.0)	(155.2)	(4.8)	(221.8)	(221.8)	0.1	0.7	HES Analysis
							0.6	DSfC
							0.6	MCDS
							(0.2)	Other
							0.1	
Income is £4.8m under budget for the year-to-date but is forecast to end the year almost at 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							£5.6m full year variance includes:	
Permanent Staff	97.3	91.6	5.8	132.4	124.7	7.7	5.6	O&AS directorate (reduced requirement for ring-fenced staff plus funding transferred to workpackages)
Non Permanent Staff	8.9	9.9	(1.1)	11.4	13.6	(2.2)	(0.8)	Information & Analytics directorate (additional staff)
Total Staff Costs	106.2	101.5	4.7	143.8	138.2	5.6	(1.0)	Finance & Corporate Services (additional staff)
							0.6	Architecture, Standards & Innovation directorate (delayed recruitment against budget)
							1.2	Provider Support directorate (delayed recruitment against budget)
							(0.0)	Other
							5.6	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 220 FTEs (including decrease for the LSP staff that left in June) and Permanent Staff runrate was £10.6m at M9, compared with £9.9m at M12 last year.								
Other Costs							With £13.5m incurred after 9 months, the full year forecast of £26.6m appears optimistic	
Professional Fees	20.4	13.5	6.8	28.0	26.6	1.4		
Information Technology	10.6	10.3	0.3	14.7	14.6	0.2		
Travel & Subsistence	3.6	2.9	0.7	4.8	4.0	0.8		
Accommodation	9.4	9.2	0.2	12.5	12.3	0.2		
Marketing, Training & Events	1.3	0.9	0.4	1.8	1.6	0.2		
Office Services	2.7	1.9	0.9	3.6	2.6	1.0		
Other	1.3	1.6	(0.4)	2.3	2.4	(0.1)		
Total Other Costs	49.2	40.3	8.9	67.8	64.0	3.7		
Unallocated Costs/ Central Adjustment								
Unallocated Costs	4.6	0.0	4.6	10.2	2.6	7.6	Includes central forecast reduction of £7.3m, as well as unallocated funding pending PSDB approvals	
Depreciation								
Depreciation Grant-in-Aid	(9.8)	(9.7)	(0.0)	(13.0)	(13.0)	(0.0)		
Depreciation Costs	9.8	8.0	1.7	13.0	11.8	1.2		
	0.0	(1.7)	1.7	0.0	(1.2)	1.2		

Appendix 1 - Management Accounts

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

Detail by Directorate

£'m	Year-to-Date			Full Year		
	Budget	Actual	Var	Budget	F'cast	Var
Provider Support						
Income	0.0	(0.1)	0.1	0.0	(0.1)	0.1
Staff Costs	8.7	7.8	0.9	11.9	10.7	1.2
Other Costs	0.9	0.5	0.4	1.1	0.9	0.2
Contingency / Virements	0.0	0.0	0.0	0.0	0.0	0.0
Net GiA funded	9.6	8.2	1.4	13.0	11.5	1.5
Programmes Delivery						
Income	(16.5)	(13.5)	(3.0)	(21.9)	(21.7)	(0.3)
Staff Costs	19.2	18.4	0.7	26.0	25.7	0.3
Other Costs	10.3	7.1	3.1	13.9	13.3	0.6
Contingency / Virements	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.0)
Net GiA funded	13.0	12.1	0.8	17.9	17.3	0.5
Operations & Assurance Services						
Income	(11.1)	(11.4)	0.4	(14.9)	(17.3)	2.4
Staff Costs	36.0	32.2	3.8	49.4	43.8	5.6
Other Costs	10.4	9.9	0.5	13.7	15.9	(2.2)
Contingency / Virements	0.8	0.0	0.8	1.2	0.0	1.2
Net GiA funded	36.1	30.7	5.4	49.4	42.4	7.0
Information & Analytics						
Income	(13.8)	(11.2)	(2.6)	(18.4)	(15.9)	(2.5)
Staff Costs	15.6	16.1	(0.5)	21.0	21.8	(0.8)
Other Costs	10.3	8.5	1.8	15.0	12.3	2.7
Contingency / Virements	(0.5)	0.0	(0.5)	(0.4)	0.0	(0.4)
Net GiA funded	11.6	13.3	(1.7)	17.1	18.3	(1.1)
Architecture, Standards & Innovation						
Income	(0.9)	(0.8)	(0.1)	(1.3)	(1.1)	(0.1)
Staff Costs	10.5	10.0	0.5	14.2	13.6	0.6
Other Costs	2.4	1.3	1.1	3.5	2.8	0.7
Contingency / Virements	0.1	0.0	0.1	0.1	0.0	0.1
Net GiA funded	12.1	10.5	1.6	16.5	15.3	1.2
Finance & Corporate Services						
Income	(0.1)	(0.3)	0.1	(0.1)	(0.3)	0.2
Staff Costs	11.7	12.2	(0.5)	15.4	16.4	(1.0)
Other Costs	13.1	11.1	2.0	17.4	15.9	1.5
Contingency / Virements	(0.0)	0.0	(0.0)	(0.0)	0.0	(0.0)
Net GiA funded	24.7	23.0	1.6	32.7	32.1	0.7
HR & Transformation						
	3.4	2.4	1.0	5.0	3.7	1.3
Customer Relations						
	3.0	2.9	0.1	4.1	3.9	0.2
HSCIC Corporate						
	(113.4)	(116.5)	3.1	(155.6)	(161.3)	5.7

£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 35 vacant posts.

£0.3m variance on Income includes £0.5m additional income to fund FGMP, HJIS and Cross-Government Projects, partially offset by income reductions on GPES £0.7m and CQRS £0.2m.

£0.6m variance on non-Staff costs includes reductions on Professional Fees where costs have been (or will be) incurred as non-permanent staff costs (primarily on HSCN).

£2.4m increase of Income from Budget is primarily due to additional income from SSD £1.3m and Solution Assurance £0.4m.

£5.6m underspend on Staff costs is due to a reduction in vacancies forecasted across Spine 2, Service Management, Solution Assurance & Central (£5.4m, 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.

£2.2m overspend on non-staff costs includes the reallocation of ring fenced funding budgeted against staff costs but now forecast as workpackages.

£1.2m virement variance is due to transfer of budget for SUS Transition from I&A directorate; costs are reported on the relevant lines above.

£2.5m decrease of Income against budget is due to £0.2m for Population Health (additional £0.5m forecast this month for child boost on HSE 2015), £0.6m Data Services for Commissioners, £0.7m for HES, £0.6m MCDS, £0.2m Community & Mental Health, £0.2m Medical Research and £0.5m for Social Care, partially offset by additional income of £1.0m for care.data.

£0.8m forecast overspend on Staff Costs is due to additional planned recruitment above budget across several areas, including care.data, IT Development and Benefits & Utilisation. A capitalisation review is to be undertaken of the costs in IT Development, with potentially up to £1m of costs thought to be capitalisable.

£2.7m forecast underspend on Other Costs includes £0.6m DSfC, £0.4m HES, £0.6m MCDS and Central Services £0.5m.

Contingency/ virements includes £0.8m 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.

£0.6m underspend on Staff costs is due to a reduction in vacancies forecasted in directorate (including Technical Architects £0.5m, Information Standards Service Delivery £0.5m), partially offset by additional recruitment in Standards Co-Ordination, Innovation & Research £0.4m.

£0.7m underspend on Other Costs is primarily due to reduced forecast on Professional Fees.

£1.0m 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.

£1.5m underspend on non-staff costs is primarily due to Legal/ Professional Fees for the year now forecast to be £1.6m less than budgeted.

Reduction in forecast for redundancy costs.

Provisional forecast release of unallocated funding pending Portfolio Board approvals plus central forecast adjustments.

PDD RAG Summary				
Previous RAG	A	Programme Delivery Director View		
Current RAG	A/G	Current RAG		
Forecast RAG	A/G	Forecast RAG		A

Programme Delivery Dashboard - November 2014

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

Delivery Confidence - Programme Delivery:	
November-2014	A/G 65.56%
February-2015	A/G 73.33%

PDD View	
November-2014	
February-2015	A

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

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

November's Calculated Delivery Confidence is at 65.6%. Calculated delivery confidence RAG has moved to Amber Green due to the inclusion of 2 new projects with positive RAG ratings. The 3-month calculated forecast Delivery Confidence (to February 2015) is Amber Green at 73.3%. The Director's subjective view is that delivery confidence for February remains at Amber, which takes into account the number of major projects that have lower RAG status

Sourced from Highlight Reports Nov-2014

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)

Programme Delivery Dashboard - November 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		
		Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov
Primary Care IT	P0070 Calculating Quality Reporting Service	G	G	G	A	A	A	G	G	G	A	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	G	G	G	G	G	G	A	A	A
	P0012 Electronic Transfer of Prescriptions	G	G	G	G	A	A	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
	P0014 GP2GP	G	G	G	G	A	A	A	G	G	A	A	A	G	G	G	N/A	N/A	N/A	A	A	A
	P0208 GP Systems of Choice Replacement	G	G	G	A	G	G	A	G	G	G	G	G	G	G	G	G	G	G	A	A	A
Cross Govt IT	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	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	N/A	N/A	N/A
	P0341 SCIP	-	-	G	-	-	G	-	-	A	-	-	G	-	-	G	-	-	NR	-	-	A
	P0372 ISP	-	-	G	-	-	N/A	-	-	A	-	-	G	-	-	G	-	-	N/A	-	-	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	G
	P0207 Health & Justice Information Services	A	R	G	A	A	A	G	G	G	A	A	A	G	G	G	G	G	G	A	G	G
	P0037 Offender Health IT	G	G	G	A	G	G	G	G	G	G	G	G	G	G	G	N/A	N/A	N/A	G	G	G
	P0026 NHS Choices	A	A	A	TBC	A	N/A	TBC	A	N/A	R	R	R	A	A	A	TBC	A	A	TBC	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	R	R
	P0329 E-Procurement	TBC	TBC	TBC	N/A	N/A	N/A	TBC	TBC	TBC	TBC	TBC	TBC	R	R	R	N/A	N/A	N/A	G	G	G
	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):	
November-2014	A/G 65.56%
February-2015	A/G 73.33%

PDD View	
November-2014	
February-2015	A

November's Calculated Delivery Confidence is at 65.6%. Calculated delivery confidence RAG has moved to Amber Green due to the inclusion of 2 new projects with positive RAG ratings. The 3-month calculated forecast Delivery Confidence (to February 2015) is Amber Green at 73.3%. The Director's subjective view is that delivery confidence for February remains at Amber, which takes into account the number of major projects that have lower RAG status

Sourced from Highlight Reports (Key RAGs) Nov-2014

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)

KPI	Programme Achievement (other Directorates)
KPI Owner	James Hawkins
Data Owner	Tom Denwood (Prov Sup), Carl Vincent (I&A) and Rob Shaw (O+AS)

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
Forecast RAG	A

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

Prov Sup Dashboard - November 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					
			Sep	Oct	Nov		Dec	Jan	Feb	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov	
P0033	PACS	No	A	A	A		A	A	A	TBC	0	Nov-11	A	TBC	TBC	TBC	A	A	A		G	G	G		G	G	G	
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		R-U	R-U	A-U		A-U	A-U	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		R-U	R-U	G		G	G	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		G	G	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		G	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		G	G	R-U	
P0031	CSC LSP	No	A	A	A		A	A	A	High	PAR	Feb-14	A/R	PAR	Apr-15	TBC	A	G	G		R-U	R-U	R-U		R-U	R-U	R-U	
Overall Delivery Confidence for Prov Sup:																					1st letter = RAG, 2nd letter = Under / overspend			1st letter = RAG, 2nd letter = Under / overspend				
November-2014																					A/G 68.57%			Overall Delivery Confidence is assessed as A/G based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.				
February-2015																					A/G 68.57%							

Informatics and Analytics - November 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				
			Sep	Oct	Nov	Dec	Jan	Feb	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov			
P0306	care.data	No	A/R	A/R	A/R	A	A	A	High	PVR	May-14	R	PAR	Feb-15	Booked	A	A	A	R-O	R-O	R-U	N/A	N/A	N/A			
P0265	Data Services for Commissioners	Yes	A/R	R	R	R	R	R	TBC	N/A	N/A	N/A	N/A	N/A	N/A	R	R	R	R-U	R-U	R-U	N/A	N/A	N/A			
P0294	National Tariff System (NTS)	Yes	A	A	A/R	A/R	A/R	A/R	TBC	N/A	N/A	N/A	PVR	Mar-15	Planned	A	A	TBC	R-O	R-O	R-O	N/A	N/A	N/A			
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	A	R	R	R-U	R-U	G	N/A	N/A	N/A			
P0042	SUS	Yes	G	G	G	G	G	G	Med	See Spine	See Spine	See Spine	N/A	N/A	N/A	G	A	NR	R-O	R-O	R-O	G	G	G			
P0321	Pathfinder on DME	Yes	R	A/R	A	A	A	A	Med	3	Aug-14	A/R	TBC	TBC	TBC	R	A	A	R-O	R-O	R-O	N/A	N/A	N/A			
Overall Delivery Confidence for I&A:																			1st letter = RAG, 2nd letter = Under / overspend			1st letter = RAG, 2nd letter = Under / overspend					
November-2014																			A 50.00%			Overall Delivery Confidence is assessed as A based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.					
February-2015																			A 53.33%								

Operations and Assurance Services Dashboard - November 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			
			Sep	Oct	Nov		Dec	Jan	Feb	RPA	Last Gate	Date	RAG	Next Gate	Date	Status	Sep	Oct	Nov	Sep	Oct	Nov	Sep	Oct	Nov
P0049	Spine Extension	No	R	R	R		R	R	R	Med	5	Mar-14	A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	R-U	R-U	G	
P0050	Spine 2	Yes	A	R	A/R		A	A	A	High	4	Jul-14	A/R	5	Feb-15	Planned	R	R	A	R-U	R-U	R-U	R-U	R-U	R-U
P0325	Cyber Security Programme	Yes	G	A/G	A/G		A/G	A/G	G	High	N/A	N/A	N/A	0	Feb-15	Booked	G	A	A	G	G	G	G	G	G
P0335	SUS Transition	Yes	A/R	A/R	A/R		A/R	A	A	High	PAR	Oct-14	A/R	PAR	Dec-14	Booked	A	A	A	NR	NR	G	A	G	A-U
Overall Delivery Confidence for O+AS:																			1st letter = RAG, 2nd letter = Under / overspend			1st letter = RAG, 2nd letter = Under / overspend			
November-2014																			A/R 45.00%			Overall Delivery Confidence is assessed as A/R based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.			
February-2015																			A 60.00%						

Sourced from Highlight Reports (Key RAGs)

November-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 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)

KPI	Programme Achievement (other Directorates)	Appendix 2 - Programme Delivery Dashboard	Prov Sup RAG Summary		I&A RAG Summary		O+AS RAG Summary	
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	Current RAG	A/R
			Forecast RAG	A/G	Forecast RAG	A	Forecast RAG	A

Prov Sup Dashboard - November 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				
		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		
P0033	PACS	G	G	G		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		G	G	G		A	A	G		
P0182	South Ambulance Programme	G	G	G		A	A	G		G	G	G		G	G	G		G	G	G		G	G	G		A	A	G		
P0181	South Acute Programme	G	G	G		A	A	A		A	A	A		G	G	G		G	G	G		G	G	G		G	G	A		
P0047	BT LSP - South	A	G	G		R	R	R		G	G	G		A	A	A		A	G	G		G	G	G		A	G	G		
P0022	BT LSP - London	A	G	G		R	R	R		G	G	G		A	A	A		A	G	G		G	G	G		A	G	G		
P0031	CSC LSP	G	G	G		A	A	A		G	G	G		R	R	A		G	G	G		G	G	G		G	G	G		

Overall Delivery Confidence for Prov Sup:		
November-2014		A/G
February-2015		68.57%

Overall Delivery Confidence is assessed as A/G based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.

Informatics and Analytics - November 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								
		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov					
P0306	care.data	R	R	R		A	A	A		A	A	A		N/A	N/A	N/A		R	R	R		NR	NR	NR		A	A	A	
P0265	Data Services for Commissioners	R	R	R		R	R	R		A	A	A		A	A	R		A	R	R		A	R	R		A	A	R	
P0294	National Tariff System (NTS)	G	G	TBC		A	A	TBC		A	A	TBC		A	A	TBC		R	R	TBC		R	R	TBC		A	A	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	G	A	
P0042	SUS	G	G	A		G	G	G		G	G	G		G	G	R		G	G	G		G	G	TBC		G	G	G	
P0321	Pathfinder on DME	NR	G	G		G	G	N/A		NR	NR	TBC		R	A	A		A	A	A		N/A	N/A	A		A	G	G	

Overall Delivery Confidence for I&A:		
November-2014		A
February-2015		50.00%

Overall Delivery Confidence is assessed as A based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.

Operations and Assurance Services Dashboard - November 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					
		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov		Sep	Oct	Nov					
P0049	Spine Extension	G	G	G		G	G	G		A	A	A		A	R	R		G	G	G		G	G	G		NR	NR	NR	
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	G	G		G	G	G		G	G	G		G	G	G		G	G	G		G	A	A		G	G	G	
P0335	SUS Transition	A	A	A		R	A	A		A	A	A		A	A	G		G	G	A		A	A	G		G	G	G	

Overall Delivery Confidence for O+AS:		
November-2014		A/R
February-2015		45.00%

Overall Delivery Confidence is assessed as A/R based on the Highlight Reports covering the November 2014 period. The high level commentary provides further detail.

Sourced from Highlight Reports (Key RAGs)

KEY

Trend	
↑	RAG improvement
→	RAG same as previous month
↓	RAG decrease from previous month

NR	Non Completion
	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)