

# HFEA performance scorecard

## Dashboard – December data

### People – capacity

**Establishment leavers per month**  
(% turnover for the year).

**KPI: 5 - 15% establishment turnover**



Leavers: 1  
(21.2%)

### Overall performance – RAG status (all indicators)



### Engagement – Website traffic

**Website sessions this month**

Arrow tracks performance since last month  
(baseline to be established once the website has  
been active for a year)



31,271  
sessions

### Licensing end-to-end

**Length of the whole inspection and licensing process**

**KPI: ≤ 70 working days**



49 working  
days

### Money – budget

#### Summary Financial Position - January 2018

	Year to Date			Full Year		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Income	5,113	4,967	146	6,324	6,230	94
Expenditure	4,649	5,074	425	5,695	6,062	367
<b>TOTAL Surplus / (Deficit)</b>	<b>464</b>	<b>(106)</b>	<b>571</b>	<b>629</b>	<b>168</b>	<b>461</b>

#### Commentary

The above tables show our YTD position as at 31 January (period 10) as a surplus against budget of £571k. There are underspends in most areas of the organisation as explained in the detailed management commentary.

Our forecast position takes into account the current YTD underspends with an expected surplus of £629k at year end. We do not anticipate any significant changes although there could be some minor cost increases related to the Information Systems project this year as we agree which elements should be expensed as part of the year end process.

## Overall performance – December 2017

We reviewed the overall performance picture at the CMG meeting on 21 March. There were 4 red indicators.

In February, CMG reviewed all enquiries, Information and HR indicators, to ensure that they are meaningful measures that allow management to address performance. Key changes are:

- CMG will receive metrics on the timeliness of enquiry responses (this was previously only done at a management level) and we will investigate recording enquirer satisfaction and adding this as an indicator.
- CMG will receive tracking metrics on IT support for the external facing systems EDI and Portal support. A metric on supporting the new submission system will be reported to CMG once this is live.
- HR will provide more detailed metrics to CMG at six-monthly intervals (in line with reporting for the annual report and an additional report six-months afterwards, both of which will come to AGC). CMG will review themes from exit interviews annually to consider wider organisational learning (more detailed reviews are already done with line managers and SMT).

These changes do not directly affect this Authority report.

Overall, December performance is generally good and represents a positive position as we move closer to the end of the financial year.

The 4 red key performance indicators (KPIs) shown in the 'overall status - performance indicators' bar chart on the dashboard are as follows:

### **People and capacity – one red indicator**

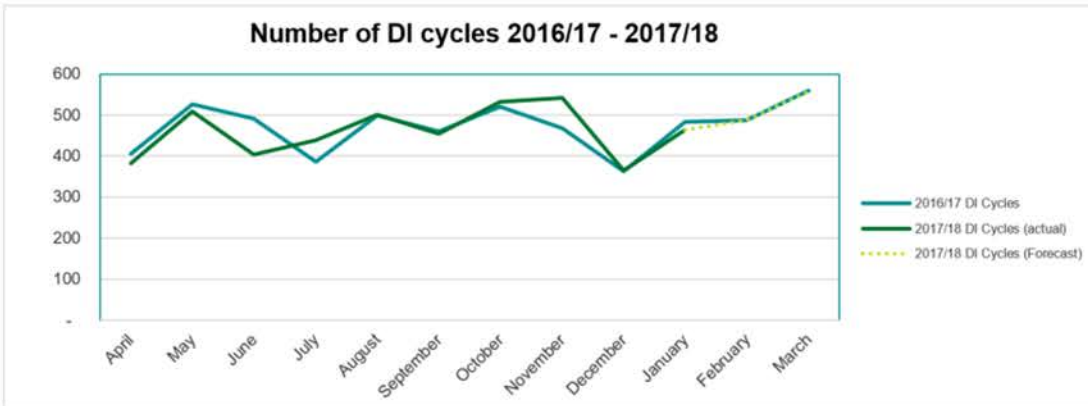
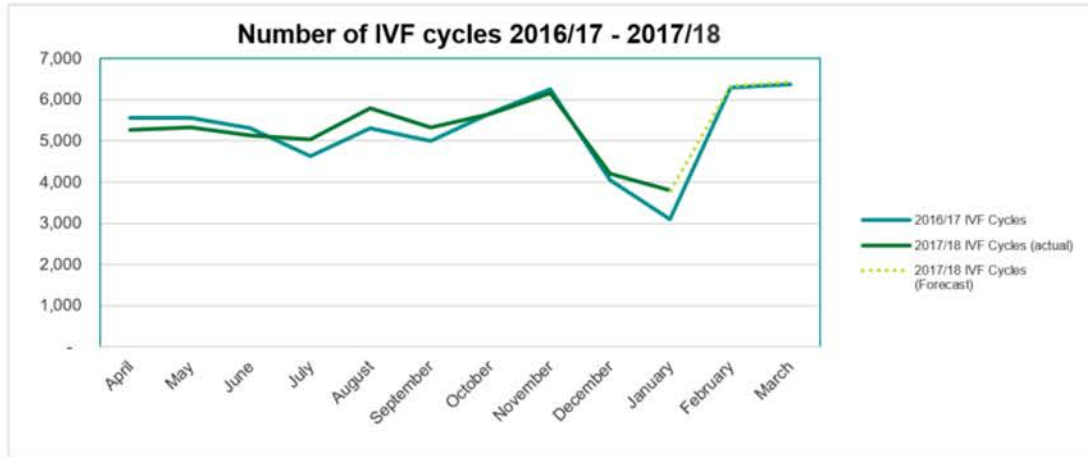
- 'Unplanned' leavers. Our target is to remain within 5 - 15% headcount turnover for the year. Performance is the same as in October at 21.2%. This is still above target and the overall planned and unplanned leavers for the year has increased to 30.99%. December included the final two redundancies that were part of the organisational change which accounts for the increase in total turnover from November to December.

### **Inspection and licensing processes – three red indicators**

- Average number of working days from day of inspection to the day the draft report is sent to the PR. Our target is for 90% of reports to be sent within 20 working days of inspection. In December, performance was 40% in 20wd, this was based on five reports. The average was 23 working days.
- Percentage of PGD applications processed within three months. Our target is 100% to be processed (ie, considered by SAC) within three months (66 working days) of receipt of completed application. In December we were only due to finish processing three items, but all failed the KPIs, in part because of the complexity of the items under consideration. One item was paused by the centre.
- Three month rolling average figure – Percentage of all PGD applications processed within 3 months for the three months to date. Our target is for 100% of applications to be processed within 3 months to date. Performance in December was 15%. However, the 3-month average of time taken was only slightly above the target, at 69 working days (target 66 working days).

# Budget status – January data

## 2017/18 Income



### IVF Cycles

	YTD		YE / Forecast	
	Volume	£	Volume	£
2016/17 IVF Cycles	47,350	3,787,974	63,111	5,048,854
2017/18 IVF Cycles	47,883	3,830,640	64,452	5,156,156
Variance	533	42,666	1,341	107,302

As of Q3 2017, IVF Cycles are increasing at a rate of 0.11% against those reported in 2016/17. The 'drivers' for volumes of IVF are currently being assessed with report-back in 2018/19.

Our forecast for the whole year is showing an increase on that in 2016/17.

### DI Cycles

	YTD		YE / Forecast	
	Volume	£	Volume	£
2016/17 DI Cycles	4,604	172,650	5,651	211,913
2017/18 DI Cycles	4,590	172,125	5,634	211,268
Variance	14	525	17	644

DI cycles appear to be increasing all be it at a slower rate of 0.01% when compared to 2016/17.

	Year to Date			Full Year		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
<b>Income</b>						
Grant-in-aid	704	704	-	933	938	(5)
Licence Fees	4,354	4,259	95	5,324	5,286	38
Other Income	4	5	(1)	5	6	(1)
Seconded Salary reimbursed	52	-	52	62	-	62
<b>Total Income</b>	<b>5,113</b>	<b>4,967</b>	<b>146</b>	<b>6,324</b>	<b>6,230</b>	<b>94</b>
<b>Revenue Costs</b>						
Salaries (excluding Authority)	3,270	3,139	(132)	3,839	3,778	(62)
Staff Travel & Subsistence	135	168	34	171	200	29
Other Staff Costs	69	121	52	111	151	41
Authority & Other Committees costs	202	253	51	268	301	33
Facilities Costs incl non-cash	493	569	76	623	689	66
IT Costs	87	104	17	123	125	3
Legal / Professional Fees	274	585	311	353	638	286
Other Costs	119	135	16	208	180	(28)
<b>Total Revenue Costs</b>	<b>4,649</b>	<b>5,074</b>	<b>425</b>	<b>5,695</b>	<b>6,062</b>	<b>367</b>
<b>TOTAL Surplus / (Deficit)</b>	<b>464</b>	<b>(106)</b>	<b>571</b>	<b>629</b>	<b>168</b>	<b>461</b>

Management commentary

Income.

At the end of M10 (January) our Treatment fee income is above budget by £94k or 2%. This is in line with the volume levels shown in the graphs.

Expenditure.

Year-to-date we are operating 8% (£425k) below our budget. This includes £165k for accrued restructuring costs which, if excluded, would increase our underspend on expenditure to 11.6% (£590k). Key areas of underspends remain the same as that reported for Q3 (Training, Recruitment, Facilities and Legal fees).

Forecast

We are forecasting an underspend of revenue costs against budget of 6.8% £367k which reflects the continuing underspends in the areas highlighted above. We do not envisage this position changing significantly by year end.

Spend against Digital Projects for the year are forecast to exceed budget by £9k. We will continue to review these costs over the last two months of the year and manage expenditure in order to remain within the control total delegated to us by DHSC for this year.

## People – key performance and volume indicators

Indicator	Score	RAG	Recent trend <sup>1</sup>	Notes																		
<b>Current headcount by month</b> Staff in post/headcount/	63/66	↔	<p>Headcount vs establishment</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Establishment</th> <th>Headcount</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>66</td> <td>57</td> </tr> <tr> <td>Sep</td> <td>66</td> <td>61</td> </tr> <tr> <td>Oct</td> <td>66</td> <td>62</td> </tr> <tr> <td>Nov</td> <td>66</td> <td>63</td> </tr> <tr> <td>Dec</td> <td>66</td> <td>63</td> </tr> </tbody> </table>	Month	Establishment	Headcount	Aug	66	57	Sep	66	61	Oct	66	62	Nov	66	63	Dec	66	63	Overall volume (capacity) indicator. We are now using the new post-organisational change headcount of 66.
Month	Establishment	Headcount																				
Aug	66	57																				
Sep	66	61																				
Oct	66	62																				
Nov	66	63																				
Dec	66	63																				
<b>Turnover: Establishment ('unplanned') leavers</b> (% establishment turnover for the year).  This is done monthly for the rolling year to date.	21.2%	↔	<p>Turnover vs target range (5-15%)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>22.7%</td> </tr> <tr> <td>Sep</td> <td>21.2%</td> </tr> <tr> <td>Oct</td> <td>21.2%</td> </tr> <tr> <td>Nov</td> <td>19.5%</td> </tr> <tr> <td>Dec</td> <td>21.2%</td> </tr> </tbody> </table>	Month	Turnover (%)	Aug	22.7%	Sep	21.2%	Oct	21.2%	Nov	19.5%	Dec	21.2%	KPI range: 5-15% turnover for the rolling year  The public-sector average is 10.9% (Xpert HR 2017) which therefore forms the basis of our target.						
Month	Turnover (%)																					
Aug	22.7%																					
Sep	21.2%																					
Oct	21.2%																					
Nov	19.5%																					
Dec	21.2%																					
<b>Staff sickness absence rate (%) per month.</b>	1.28%	★	<p>Sickness absence</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Sickness absence rate (%)</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>0.53%</td> </tr> <tr> <td>Sep</td> <td>0.78%</td> </tr> <tr> <td>Oct</td> <td>2.30%</td> </tr> <tr> <td>Nov</td> <td>1.58%</td> </tr> <tr> <td>Dec</td> <td>1.28%</td> </tr> </tbody> </table>	Month	Sickness absence rate (%)	Aug	0.53%	Sep	0.78%	Oct	2.30%	Nov	1.58%	Dec	1.28%	KPI: Absence rate of ≤ 2.5%.  Average rate of public sector sickness absence is 2.9% versus 1.7% for the private sector. (Source: ONS data 2016)						
Month	Sickness absence rate (%)																					
Aug	0.53%																					
Sep	0.78%																					
Oct	2.30%																					
Nov	1.58%																					
Dec	1.28%																					

<sup>1</sup> KPIs, where applicable, are shown as a blue dashed line in graphs. This line may be invisible when performance and target are identical (eg, 100%). Our establishment turnover KPI is a range, which is shown as a blue band in the graph.

## Information – key performance and volume indicators

Indicator	Score	RAG	Recent trend	Notes																		
Number of emailed public enquiries received (compared with same month last year)	154	↓	<table border="1"> <caption>Number of emailed public enquiries received</caption> <thead> <tr> <th>Month</th> <th>This year</th> <th>Last year</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>143</td> <td>232</td> </tr> <tr> <td>Sep</td> <td>165</td> <td>248</td> </tr> <tr> <td>Oct</td> <td>166</td> <td>244</td> </tr> <tr> <td>Nov</td> <td>172</td> <td>238</td> </tr> <tr> <td>Dec</td> <td>154</td> <td>160</td> </tr> </tbody> </table>	Month	This year	Last year	Aug	143	232	Sep	165	248	Oct	166	244	Nov	172	238	Dec	154	160	Volume indicator. We are now tracking telephone enquiries as well as those via email. These are reported to CMG in more detail. We are in the process of integrating the enquiries team with website development, to ensure it meets user needs.
Month	This year	Last year																				
Aug	143	232																				
Sep	165	248																				
Oct	166	244																				
Nov	172	238																				
Dec	154	160																				
Percentage of Opening the Register requests responded to within 20 working days	100%	★	<table border="1"> <caption>Percentage of Opening the Register requests responded to within 20 working days</caption> <thead> <tr> <th>Month</th> <th>Number of requests</th> <th>% within 20 days</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>25</td> <td>100%</td> </tr> <tr> <td>Sep</td> <td>30</td> <td>100%</td> </tr> <tr> <td>Oct</td> <td>19</td> <td>100%</td> </tr> <tr> <td>Nov</td> <td>20</td> <td>100%</td> </tr> <tr> <td>Dec</td> <td>15</td> <td>100%</td> </tr> </tbody> </table>	Month	Number of requests	% within 20 days	Aug	25	100%	Sep	30	100%	Oct	19	100%	Nov	20	100%	Dec	15	100%	KPI: 100% of complete OTR requests to be responded to within 20 working days (excluding counselling time)
Month	Number of requests	% within 20 days																				
Aug	25	100%																				
Sep	30	100%																				
Oct	19	100%																				
Nov	20	100%																				
Dec	15	100%																				
Number of requests for contributions to Parliamentary questions	0	↓	<table border="1"> <caption>Number of requests for contributions to Parliamentary questions</caption> <thead> <tr> <th>Month</th> <th>PQs dealt with</th> <th>Same month last year</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>0</td> <td>0</td> </tr> <tr> <td>Sep</td> <td>0</td> <td>0</td> </tr> <tr> <td>Oct</td> <td>17</td> <td>6</td> </tr> <tr> <td>Nov</td> <td>5</td> <td>5</td> </tr> <tr> <td>Dec</td> <td>0</td> <td>2</td> </tr> </tbody> </table>	Month	PQs dealt with	Same month last year	Aug	0	0	Sep	0	0	Oct	17	6	Nov	5	5	Dec	0	2	Volume indicator.
Month	PQs dealt with	Same month last year																				
Aug	0	0																				
Sep	0	0																				
Oct	17	6																				
Nov	5	5																				
Dec	0	2																				

Indicator	Score	RAG	Recent trend	Notes																		
Number of Freedom of Information (FOI) requests	6	↓	<table border="1"> <caption>FOI Data</caption> <thead> <tr> <th>Month</th> <th>FOIs dealt with</th> <th>Same month last year</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>13</td> <td>14</td> </tr> <tr> <td>Sep</td> <td>2</td> <td>4</td> </tr> <tr> <td>Oct</td> <td>5</td> <td>1</td> </tr> <tr> <td>Nov</td> <td>8</td> <td>4</td> </tr> <tr> <td>Dec</td> <td>6</td> <td>3</td> </tr> </tbody> </table>	Month	FOIs dealt with	Same month last year	Aug	13	14	Sep	2	4	Oct	5	1	Nov	8	4	Dec	6	3	Volume indicator.
Month	FOIs dealt with	Same month last year																				
Aug	13	14																				
Sep	2	4																				
Oct	5	1																				
Nov	8	4																				
Dec	6	3																				

### Inspection and licensing process – key performance and volume indicators

Indicator	Score	RAG	Recent trend <sup>2</sup>	Notes																		
Average number of working days taken for the whole licensing process, from the day of inspection to the decision being finalised (signed off by the chair)	49	★	<table border="1"> <caption>Working Days Data</caption> <thead> <tr> <th>Month</th> <th>Working days</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>46</td> <td>70</td> </tr> <tr> <td>Sep</td> <td>73</td> <td>70</td> </tr> <tr> <td>Oct</td> <td>40</td> <td>70</td> </tr> <tr> <td>Nov</td> <td>39</td> <td>70</td> </tr> <tr> <td>Dec</td> <td>49</td> <td>70</td> </tr> </tbody> </table>	Month	Working days	Target	Aug	46	70	Sep	73	70	Oct	40	70	Nov	39	70	Dec	49	70	KPI: Less than or equal to 70 working days.
Month	Working days	Target																				
Aug	46	70																				
Sep	73	70																				
Oct	40	70																				
Nov	39	70																				
Dec	49	70																				
Monthly percentage of PGD applications processed within three months (66 working days).	0% (0/3)	↔	<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Aug</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Sep</td> <td>33%</td> <td>100%</td> </tr> <tr> <td>Oct</td> <td>50%</td> <td>100%</td> </tr> <tr> <td>Nov</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Dec</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table>	Month	Performance	Target	Aug	100%	100%	Sep	33%	100%	Oct	50%	100%	Nov	0%	100%	Dec	0%	100%	<p>KPI: 100% processed (i.e. considered by SAC) within three months (66 working days) of receipt of completed application.</p> <p>See commentary above.</p>
Month	Performance	Target																				
Aug	100%	100%																				
Sep	33%	100%																				
Oct	50%	100%																				
Nov	0%	100%																				
Dec	0%	100%																				

<sup>2</sup> KPIs, where applicable, are shown as a blue dashed line in graphs. This line may be invisible when performance and target are identical (eg, 100%). Our establishment turnover KPI is a range, which is shown as a blue band in the graph.

Indicator	Score	RAG	Recent trend <sup>2</sup>	Notes																		
Average number of working days taken (in the month).	72 (average for 3 reports)	↓	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Aug</td><td>Sep</td><td>Oct</td><td>Nov</td><td>Dec</td></tr> <tr><th>Value</th><td>62</td><td>63</td><td>62</td><td>76</td><td>72</td></tr> <tr><th>Target</th><td colspan="5">66</td></tr> </table>	Month	Aug	Sep	Oct	Nov	Dec	Value	62	63	62	76	72	Target	66					
Month	Aug	Sep	Oct	Nov	Dec																	
Value	62	63	62	76	72																	
Target	66																					
Cumulative 3 month (rolling average) percentage of PGD applications processed within three month KPI (66 working days)	15% (2/13)	↓	<p>Performance</p> <table border="1"> <tr><th>Month</th><td>Aug</td><td>Sep</td><td>Oct</td><td>Nov</td><td>Dec</td></tr> <tr><th>Value</th><td>81%</td><td>53%</td><td>55%</td><td>25%</td><td>15%</td></tr> <tr><th>Target</th><td colspan="5">100%</td></tr> </table>	Month	Aug	Sep	Oct	Nov	Dec	Value	81%	53%	55%	25%	15%	Target	100%					KPI: As above. We are now reporting against a three-month rolling average rather than an annualised average, since this will allow us to see trends, without being affected by negative performance from a year ago which has been addressed.
Month	Aug	Sep	Oct	Nov	Dec																	
Value	81%	53%	55%	25%	15%																	
Target	100%																					
Average number of working days taken (cumulative 3 month picture).	69	↓	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Aug</td><td>Sep</td><td>Oct</td><td>Nov</td><td>Dec</td></tr> <tr><th>Value</th><td>64</td><td>70</td><td>68</td><td>72</td><td>69</td></tr> <tr><th>Target</th><td colspan="5">66</td></tr> </table>	Month	Aug	Sep	Oct	Nov	Dec	Value	64	70	68	72	69	Target	66					
Month	Aug	Sep	Oct	Nov	Dec																	
Value	64	70	68	72	69																	
Target	66																					