

# HFEA performance scorecard

## Dashboard – October data

### People – capacity

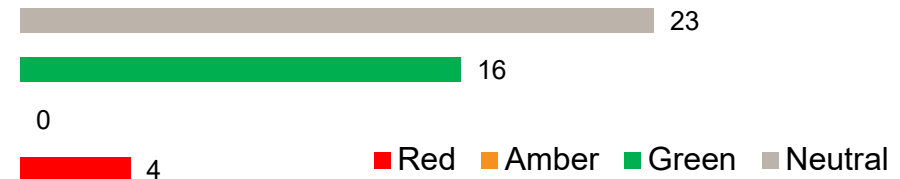
**Establishment leavers per month**

(% 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)

↑  
33,252  
sessions

### Licensing end-to-end

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

**KPI: ≤ 70 working days**

★  
40 working  
days

### Money – budget

#### Summary Financial Position - November 2017

	Year to Date			Full Year		
	Actual £'000	Budget £'000	Variance £'000	Forecast £'000	Budget £'000	Variance £'000
Income	4,187	4,070	117	6,328	6,230	98
Expenditure	3,615	4,062	446	5,826	6,062	236
<b>TOTAL Surplus / (Deficit)</b>	<b>572</b>	<b>9</b>	<b>563</b>	<b>502</b>	<b>168</b>	<b>334</b>

#### Commentary

The above tables show our YTD position as at 30 November as an surplus against budget of £563k. This is an increase on that reported in September of £74k. There are significant underspends against planned expenditure, for which more information is provided in the detailed management commentary, the largest area of underspend is legal services.

Our forecast position takes some account fo current underspends but will be fully reviewed as part of our Quarter 3 accounts process in January 2018. These figures exclude the cost of the Systems upgrade project currently running.

## Overall performance – October 2017

We reviewed the overall performance picture at the CMG meeting on 6 December. There were four red indicators. Two of these relate to PGD processing times, and the reasons for delays are discussed in more detail below. The other red indicators were the establishment leavers and Parliamentary questions.

CMG noted that there has been positive performance in the register team in addressing data errors, which have been reduced by 10%. The team have been chasing centres with the highest numbers of outstanding errors and this has caused the drop overall. The compliance team will consider options to ensure that the worst centres continue to improve.

There has also been a significant improvement in the licensing indicators and CMG noted the hard work of the team to achieve this.

In December, CMG reviewed all compliance and licensing figures, to rationalise these and ensure that they are meaningful measures that allow management to address performance. Key changes have been to reduce the number of neutral trackers reported at the CMG level and remove some areas of duplication of RAG indicators, especially around minutes. We have included trackers for mitochondrial donation applications and we will be reviewing these closely, with a view to setting a KPI in six months.

The four 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

- Establishment ('unplanned') leavers per month. Our target is to remain within 5 - 15% establishment turnover for the year. Performance is the same as in September at 21.2%. This is still significantly above target and the overall planned and unplanned leavers for the year has also remained at 27.75%. We have recently completed a successful period of recruitments, which should mean that this reduces over the coming months.

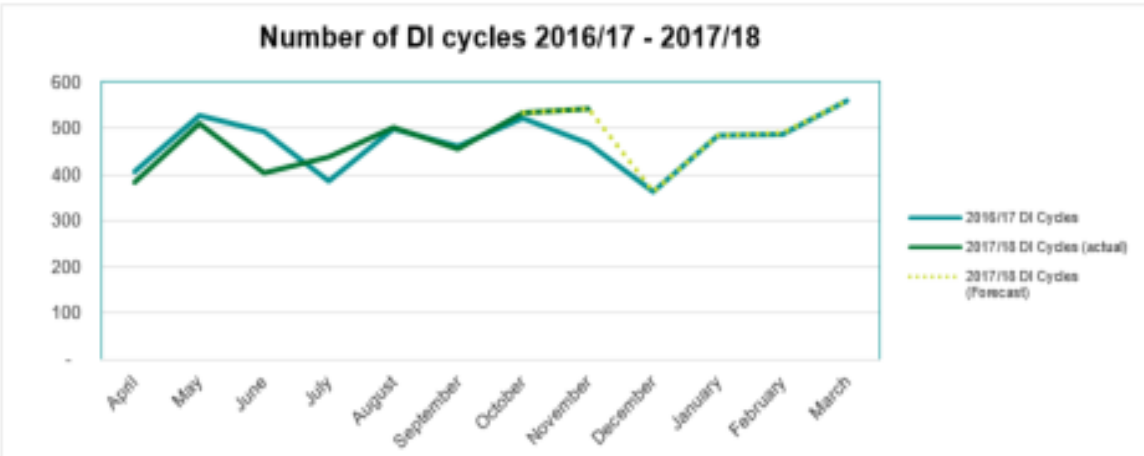
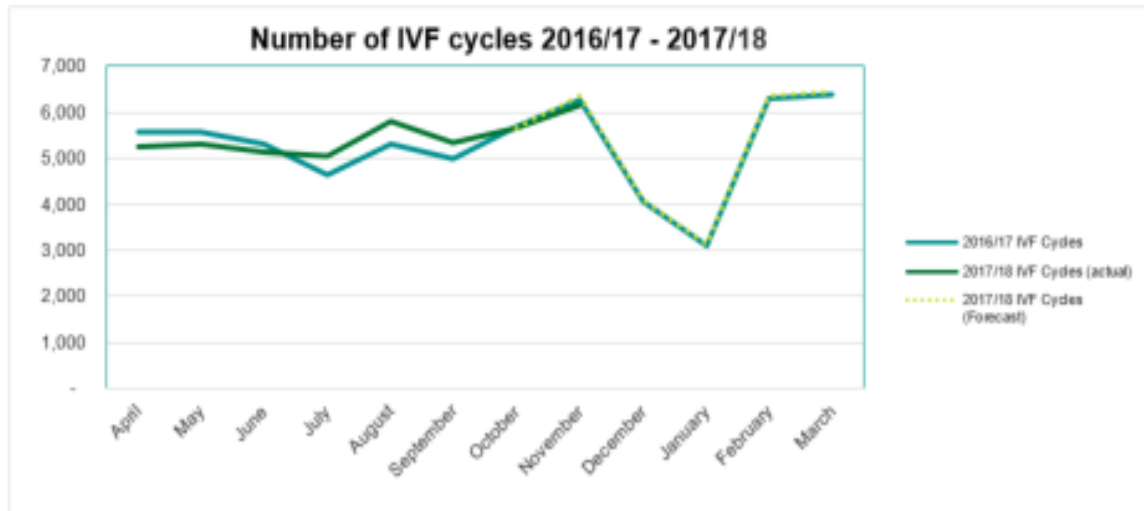
### Information – one red indicator

- Percentage of requests for contributions to Parliamentary questions answered within Department of Health deadlines. Our target is 100% but in October we achieved 41%. This was because of the high number of PQs (17), including 12 received on the same day from one person. Parliamentary timeframes were still met.

### Inspection and licensing processes – two red indicators

- 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. October performance was 50%, although the average is within the target at 62 working days. This is a slight improvement on September performance. The delays were due in part to a system error which meant that a clinic had resubmitted an application but we were unaware of this. Another condition was bumped from August SAC to September due to other pressures on the agenda.
- 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 October was 55%, which is a small improvement from September (53%).

## 2017/18 Income



### IVF Cycles

	YTD		YE / Forecast	
	Volume	£	Volume	£
2016/17 IVF Cycles	43,302	3,464,134	63,111	5,048,854
2017/18 IVF Cycles	43,681	3,494,480	63,664	5,093,082
Variance	379	30,346	553	44,229

As at November 2017, IVF Cycles are increasing at a rate of 0.9% (slowing down) against those reported in 2016/17. Some work has been undertaken to try to explain what drives treatment cycles. This work will be shared with the Authority in the new year.

The forecast for the year shows a smaller increase in cycles in Q4. It is still too early to ascertain why or what causes this drop. However, for the whole year we are forecasting an increase.

### DI Cycles

	YTD		YE / Forecast	
	Volume	£	Volume	£
2016/17 DI Cycles	3,758	140,925	5,651	211,913
2017/18 DI Cycles	3,762	141,075	5,657	212,138
Variance	4	150	6	226

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

## HFEA Income & Expenditure

Nov-2017

	Year to Date			Full Year		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
<b>Income</b>						
Grant-in-aid	469	469	-	933	938	(5)
Licence Fees	3,674	3,597	77	5,330	5,286	44
Other Income	2	4	(2)	3	6	(4)
Seconded Salary reimbursed	42	-	42	62	-	
<b>Total Income</b>	<b>4,187</b>	<b>4,070</b>	<b>117</b>	<b>6,328</b>	<b>6,230</b>	<b>98</b>
<b>Revenue Costs</b>						
Salaries (excluding Authority)	2,577	2,501	(76)	3,855	3,778	(77)
Staff Travel & Subsistence	103	137	34	180	200	20
Other Staff Costs	31	95	64	136	151	16
Authority & Other Committees costs	150	200	50	284	301	17
Facilities Costs incl non-cash	365	447	82	630	689	59
IT Costs	65	83	18	128	125	(3)
Legal / Professional Fees	228	490	262	406	638	233
Other Costs	96	108	11	210	180	(29)
<b>Total Revenue Costs</b>	<b>3,615</b>	<b>4,062</b>	<b>446</b>	<b>5,826</b>	<b>6,062</b>	<b>236</b>
<b>TOTAL Surplus / (Deficit)</b>	<b>572</b>	<b>9</b>	<b>563</b>	<b>502</b>	<b>168</b>	<b>334</b>

### Management commentary

#### Income.

At the end of period seven (October), our Licence Fee income shows a positive variance against budget of £54k. Analysis of this shows that the majority of this variance relates to Treatment fees (£55k) with an increase in Research licence fee income of just under £1k which represent two licences. This is offset by a small reductions in application and storage annual licence fees.

#### Expenditure.

Year to date we are underspending by 11.9% (£428k), the majority of this variance relates to the following areas:

Staff Travel - is £28k lower than budget due to the profile of activity.

Other staff costs - made up of underspends in Training (£22k), Recruitment (£36k) and Payroll costs (£15k). The latter relating to pension charge that was expected in Q2 but as yet received. The underspend in recruitment due to use of online services rather than agencies.

There is a significant under spend within our legal costs relating to litigation, representations and appeals. We have been accruing for costs relating to two cases, one of which has not materialised. The second we will not know for certain the impact on our costs and therefore have retained our accrual. A further review will be undertaken in November.

The overspend within salaries relates to additional reorganisation costs which were provided for last year but recalculations issued by Cabinet Office has required an additional accrual which we expect to crystallise by calendar year end.

#### Forecast

We are forecasting a year end surplus against budget of £502k. This is likely to change again after our our Quarter 3 financial review.

## People – key performance and volume indicators

Indicator	Score	RAG	Recent trend <sup>1</sup>	Notes																		
<b>Current headcount by month</b> Headcount/ establishment	62/66	↔	<p>Headcount vs establishment</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Establishment</th> <th>Headcount</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>66</td> <td>62</td> </tr> <tr> <td>Jul</td> <td>66</td> <td>61</td> </tr> <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> </tbody> </table>	Month	Establishment	Headcount	Jun	66	62	Jul	66	61	Aug	66	57	Sep	66	61	Oct	66	62	Overall volume (capacity) indicator. We are now using the new post-organisational change headcount of 66.
Month	Establishment	Headcount																				
Jun	66	62																				
Jul	66	61																				
Aug	66	57																				
Sep	66	61																				
Oct	66	62																				
<b>Turnover: Establishment ('unplanned') leavers per month</b> (% establishment turnover for the year).	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>Jun</td> <td>17.7%</td> </tr> <tr> <td>Jul</td> <td>20.9%</td> </tr> <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> </tbody> </table>	Month	Turnover (%)	Jun	17.7%	Jul	20.9%	Aug	22.7%	Sep	21.2%	Oct	21.2%	KPI range: 5-15% turnover for the rolling year  The public-sector average is 10% (Expert HR & CIPD research 2013) which therefore forms the basis of our target. This is worked out on a rolling basis each month.						
Month	Turnover (%)																					
Jun	17.7%																					
Jul	20.9%																					
Aug	22.7%																					
Sep	21.2%																					
Oct	21.2%																					
<b>Staff sickness absence rate (%) per month.</b>	2.3%	★	<p>Sickness absence</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Sickness absence rate (%)</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>1.17%</td> </tr> <tr> <td>Jul</td> <td>1.56%</td> </tr> <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> </tbody> </table>	Month	Sickness absence rate (%)	Jun	1.17%	Jul	1.56%	Aug	0.53%	Sep	0.78%	Oct	2.30%	KPI: Absence rate of ≤ 2.5%.  Average rate of public sector sickness absence is 2.9%, central government is 2.4%. (Source: ONS data 2016)						
Month	Sickness absence rate (%)																					
Jun	1.17%																					
Jul	1.56%																					
Aug	0.53%																					
Sep	0.78%																					
Oct	2.30%																					

<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)	166	↑	<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>June</td> <td>186</td> <td>263</td> </tr> <tr> <td>July</td> <td>156</td> <td>242</td> </tr> <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> </tbody> </table>	Month	This year	Last year	June	186	263	July	156	242	Aug	143	232	Sep	165	248	Oct	166	244	Volume indicator. We will soon begin to track telephone enquiries as well as those via email and these will be reported to CMG in their more detailed report. We are in the process of integrating the enquiries team with website development, to ensure it meets user needs.
Month	This year	Last year																				
June	186	263																				
July	156	242																				
Aug	143	232																				
Sep	165	248																				
Oct	166	244																				
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>Jun</td> <td>17</td> <td>100%</td> </tr> <tr> <td>Jul</td> <td>24</td> <td>100%</td> </tr> <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> </tbody> </table>	Month	Number of requests	% within 20 days	Jun	17	100%	Jul	24	100%	Aug	25	100%	Sep	30	100%	Oct	19	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																				
Jun	17	100%																				
Jul	24	100%																				
Aug	25	100%																				
Sep	30	100%																				
Oct	19	100%																				
Number of requests for contributions to Parliamentary questions	17	↑	<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>Jun</td> <td>0</td> <td>3</td> </tr> <tr> <td>Jul</td> <td>0</td> <td>3</td> </tr> <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> </tbody> </table>	Month	PQs dealt with	Same month last year	Jun	0	3	Jul	0	3	Aug	0	0	Sep	0	0	Oct	17	6	Volume indicator. We had a period of six months without any PQs due to the general election and summer recess. Now that parliament has restarted, we have started receiving these again and this is reflected in October data.
Month	PQs dealt with	Same month last year																				
Jun	0	3																				
Jul	0	3																				
Aug	0	0																				
Sep	0	0																				
Oct	17	6																				

Indicator	Score	RAG	Recent trend	Notes																		
Number of Freedom of Information (FOI) requests	5	↓	<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>Jun</td> <td>7</td> <td>6</td> </tr> <tr> <td>Jul</td> <td>5</td> <td>6</td> </tr> <tr> <td>Aug</td> <td>13</td> <td>14</td> </tr> <tr> <td>Sep</td> <td>4</td> <td>2</td> </tr> <tr> <td>Oct</td> <td>5</td> <td>1</td> </tr> </tbody> </table>	Month	FOIs dealt with	Same month last year	Jun	7	6	Jul	5	6	Aug	13	14	Sep	4	2	Oct	5	1	Volume indicator. An increase in requests in August is a reoccurring trend and this can also be seen in 2015 data. The precise reasons for this are unclear, although it may relate to the summer parliamentary recess.
Month	FOIs dealt with	Same month last year																				
Jun	7	6																				
Jul	5	6																				
Aug	13	14																				
Sep	4	2																				
Oct	5	1																				

### 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)	40	★	<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>Jun</td> <td>45</td> <td>70</td> </tr> <tr> <td>Jul</td> <td>51</td> <td>70</td> </tr> <tr> <td>Aug</td> <td>46</td> <td>70</td> </tr> <tr> <td>Sep</td> <td>72</td> <td>70</td> </tr> <tr> <td>Oct</td> <td>40</td> <td>70</td> </tr> </tbody> </table>	Month	Working days	Target	Jun	45	70	Jul	51	70	Aug	46	70	Sep	72	70	Oct	40	70	KPI: Less than or equal to 70 working days.
Month	Working days	Target																				
Jun	45	70																				
Jul	51	70																				
Aug	46	70																				
Sep	72	70																				
Oct	40	70																				
Monthly percentage of PGD applications processed within three months (66 working days).	50%	↑	<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Jun</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Jul</td> <td>57%</td> <td>100%</td> </tr> <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> </tbody> </table>	Month	Performance	Target	Jun	100%	100%	Jul	57%	100%	Aug	100%	100%	Sep	33%	100%	Oct	50%	100%	KPI: 100% processed (i.e. considered by SAC) within three months (66 working days) of receipt of completed application.  See commentary above.
Month	Performance	Target																				
Jun	100%	100%																				
Jul	57%	100%																				
Aug	100%	100%																				
Sep	33%	100%																				
Oct	50%	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).	62	★	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Jun</td><td>Jul</td><td>Aug</td><td>Sep</td><td>Oct</td></tr> <tr><th>Value</th><td>63</td><td>67</td><td>62</td><td>63</td><td>62</td></tr> </table>	Month	Jun	Jul	Aug	Sep	Oct	Value	63	67	62	63	62	
Month	Jun	Jul	Aug	Sep	Oct											
Value	63	67	62	63	62											
Cumulative 3 month (rolling average) percentage of PGD applications processed within three month KPI (66 working days)	55%	↑	<p>Performance</p> <table border="1"> <tr><th>Month</th><td>Jun</td><td>Jul</td><td>Aug</td><td>Sep</td><td>Oct</td></tr> <tr><th>Value</th><td>91%</td><td>78%</td><td>81%</td><td>53%</td><td>55%</td></tr> </table>	Month	Jun	Jul	Aug	Sep	Oct	Value	91%	78%	81%	53%	55%	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	Jun	Jul	Aug	Sep	Oct											
Value	91%	78%	81%	53%	55%											
Average number of working days taken (cumulative 3 month picture).	68	↓	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Jun</td><td>Jul</td><td>Aug</td><td>Sep</td><td>Oct</td></tr> <tr><th>Value</th><td>62</td><td>64</td><td>64</td><td>70</td><td>68</td></tr> </table>	Month	Jun	Jul	Aug	Sep	Oct	Value	62	64	64	70	68	
Month	Jun	Jul	Aug	Sep	Oct											
Value	62	64	64	70	68											