

# Performance report

**Strategic delivery:**  Safe, ethical, effective treatment  Consistent outcomes and support  Improving standards through intelligence

## Details:

Meeting Authority

Agenda item 7

Paper number HFEA (27/06/2018) 884

Meeting date 27 June 2018

Author Helen Crutcher, Risk and Business Planning Manager

## Output:

For information or decision? For information

Recommendation The Authority is asked to note and comment on the latest performance report.

Resource implications In budget

Implementation date Ongoing

Communication(s) The Senior Management Team (SMT) reviews performance in advance of each Authority meeting, and their comments are incorporated into this Authority paper.

The Authority receives this summary paper at each meeting, enhanced by additional reporting from Directors. Authority's views are discussed in the subsequent SMT meeting.

The Department of Health and Social Care reviews our performance at each DHSC quarterly accountability meeting (based on the SMT paper).

Organisational risk  Low  Medium  High

Annexes Annex 1: Performance report

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## 1. Introduction

- 1.1.** The attached paper summarises our performance up to the end of April 2018, with Finance data covering both April and May.

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## 2. Reviewing performance

- 2.1.** SMT reviewed the April performance data at its May 21 meeting.
- 2.2.** Overall performance is good. Three indicators are currently classified as red and one is Amber. There is a full discussion of these in the performance report, provided in the annex to this paper.

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## 3. Recommendation

- 3.1.** The Authority is asked to note the latest performance report.

# HFEA performance scorecard

## Dashboard – April data

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



### People – capacity

Establishment leavers per month  
(% turnover for the year).  
KPI: 5 - 15% establishment turnover

↓  
Leavers: 0  
(19.3%)

### 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)

↑  
58,184  
sessions

### Licensing end-to-end

Length of the whole inspection and licensing process  
KPI: ≤ 70 working days

★  
61 working  
days

## Money – budget

### Summary Financial Position - Two months ended 31 May 2018

	Year to Date		
	Actual £'000	Budget £'000	Variance £'000
Income	944	954	10
Expenditure	986	991	5
<b>TOTAL Surplus / (Deficit)</b>	<b>(42)</b>	<b>(37)</b>	<b>(5)</b>

#### Commentary

The above table is a summary of our financial position as at 31 May 2018. The overall position is a deficit over budget of **£5k** as we have not profiled our Grant in aid which will be shown at the end of quarter one (June).

## Overall performance – April 2018

SMT reviewed the overall performance picture on 21 May. There were 3 red indicators.

Overall, April performance is generally good. The organisation experienced technical issues with its systems from 19 April to early May, which affected a number of processes and therefore our KPIs. However, every effort was taken to communicate the impacts to both clinics and any members of the public who were consequently affected by delays and all systems were back online by mid-May. Register and other data was not at risk because of these issues.

The 3 red key performance indicators (KPIs) shown in the 'overall status - performance indicators' bar chart on the dashboard are as follows:

- Outstanding errors - 12 month running total: Our target is to decrease this number. If the number increases by more than 5%, we rate this indicator as red. Current performance is an increase of 10% in April to 2,777 errors that are 2-14 months old, this is up from 2,501 in March. This is explained by technical issues with EDI submission and error correction not being available from 19 April to 8 May. This means that there were both fewer forms submitted (18,814 compared to 29,993 in March) and also less opportunity to correct errors over this period. The issue has now been resolved, however, this may also impact the KPI in May.
- 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 April, performance was 55% in 20 working days, based on nine reports. Of these, five were within the KPI and four were not, where we miss the target it is for good regulatory reasons. For example, this month, one report was 13 days outside of the KPI due to 7 management review meetings and an additional inspection. Another report was 24 days outside of the KPI due to significant follow up post inspection and a management review.
- Opening the Register requests responded to within 20 working days: Our target is for 100% of requests to receive a response within 20 working days. In April, our performance was 95% or 20 of the 21 requests responded to within the KPI. Internal technical issues meant the Register team were unable to check the data to be provided and therefore could not send the OTR response out. This will have a knock-on effect where some OTRs for May will not meet the 20-day KPI either. The Donor Information Manager contacted all applicants to let them know ahead of time that the OTR response would take longer and all of them were appreciative of the advance notice and were accepting of the situation. The team are committed to making sure the effect of the outage is as minimal as possible and will work hard to keep to the deadlines and get back on track.

### Amber indicator

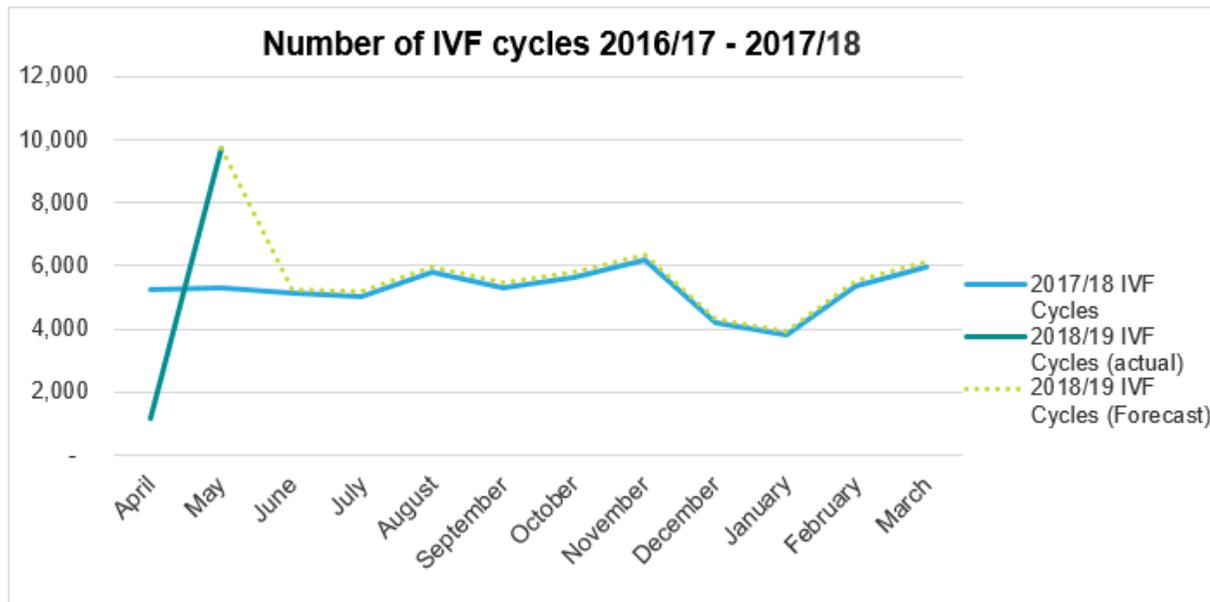
- 'Unplanned' leavers: Our target is to remain within 5 - 15% headcount turnover for the year. Performance in April was 19.3% (19.4 in March). This is still above target but it continues to go down slowly. The overall planned and unplanned leavers for the year has also dropped to 27.3% (27.5 % in March).

In April, performance on FOIs returned to its usual green rating, with 100% of the 8 received responded to within the deadline.

Overall, PGD processing performance continues to be good, with all PGD indicators receiving a green rating again this month. As mentioned in the last performance report, early indications are that myriad factors impact this KPI from one month to the next. We are running at consistently high volumes at SAC meetings, resulting in pressure on agendas and the possibility of items being deferred. This could have a knock-on impact on meeting the KPIs. The Compliance and Licensing teams are actively managing this issue and are discussing mitigating actions.

Website performance continues to improve month on month. In March, the audience grew by 6,000 sessions in a single month. In April the audience continued to grow, breaking the record for the number of sessions in a month for the new website with 58,184 sessions (42,614 unique visits). The communications team continues to track performance closely to ensure that users remain interested as we reach a wider, less engaged audience.

## 2017/18 Income

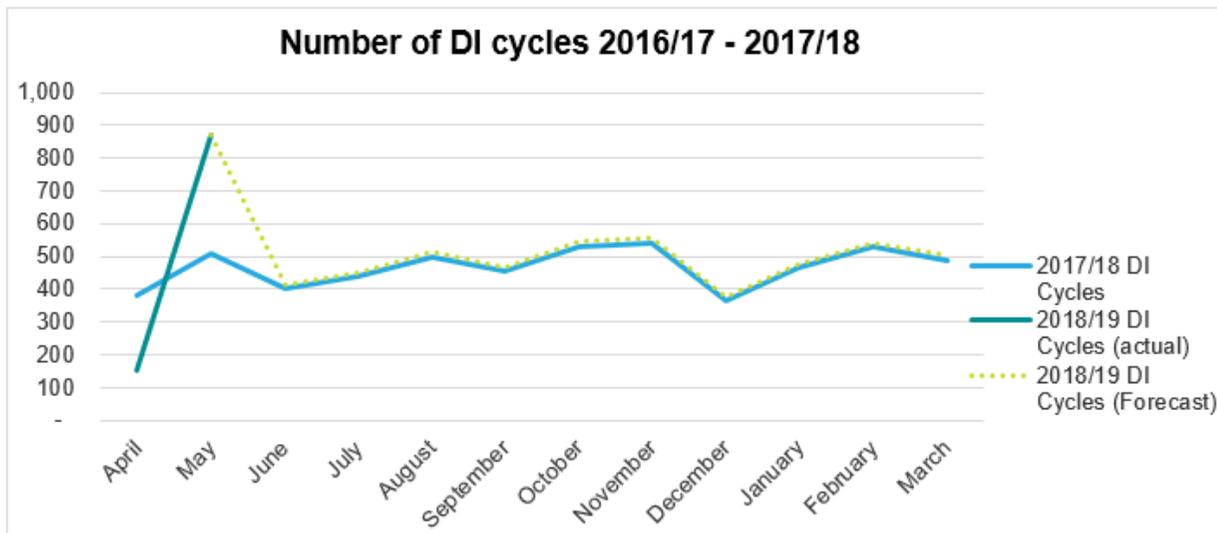


### IVF Cycles

	YTD	
	Volume	£
2017/18 IVF Cycles	10,581	846,480
2018/19 IVF Cycles	10,863	869,040
Variance	282	22,560

The data for the first two months of this year have been skewed due to system issues experienced in April. The year-to-date figure is the correct number of cycles and value.

A review will be undertaken at the end of the first quarter.



### DI Cycles

	YTD	
	Volume	£
2017/18 DI Cycles	891	33,413
2018/19 DI Cycles	1,024	38,400
Variance	133	4,988

Despite the system issues mentioned above, the volume of DI cycles in the first two months of the year are higher than 17/18 by 15%. The reasons for this as yet are unknown.

**HFEA Income & Expenditure  
for the two months ended**

**31/05/2018**

	Year to Date		
	Actual £'000	Budget £'000	Variance £'000
<b>Income</b>			
Grant-in-aid	-	-	-
Licence Fees	918	931	13
Other Income	1	-	(1)
Seconded Salary reimbursed	25	23	(1)
<b>Total Income</b>	<b>944</b>	<b>954</b>	<b>10</b>
<b>Revenue Costs</b>			
Salaries (excluding Authority)	680	652	(29)
Staff Travel & Subsistence	35	32	(3)
Other Staff Costs	12	21	8
Authority & Other Committees costs	34	43	8
Facilities Costs incl non-cash	122	109	(13)
IT costs	29	31	1
Legal / Professional Fees	45	41	(4)
Other Costs	28	63	35
<b>Total Revenue Costs</b>	<b>986</b>	<b>991</b>	<b>5</b>
<b>TOTAL Surplus / (Deficit)</b>	<b>(42)</b>	<b>(37)</b>	<b>(5)</b>

**Note: There is a slight rounding issue with the variance column, however the data adjacent is correct.**

**Management commentary**

**Income.**

Year to date income (April and May 2018) is below budget by **£13k** (1.4%). The budget was set based on last year's volumes and a 2% increase based on past trends. It is expected that volumes will catch up to the budget over the coming months.

**Expenditure.**

We are only two months into the financial year and therefore activity levels will be low affecting variances to budget. Areas of note are as follows:

Salaries £29k above budget - affected by overspend on agency staff of £75k offset by underspends in salary costs within the Strategy and Compliance directorates. The underspends in salaries reflect some vacancies.

Facilities £13k above budget - we have accounted for an increase in accommodation costs that came light after the initial budget had been set.

Other Costs £35k under budget - mainly in the Strategy directorate where the profile of the budget suggested there should have been activity (Corporate events £40k under, Media £2k under offset against overspends in Stakeholder events £4k and Publications £5k).

**Outturn.**

It is too early to forecast our outturn. At the end of quarter one we will conduct our first detailed review of costs and income.

## 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	65/66	↔	<p>Headcount vs establishment</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Establishment</th> <th>Headcount</th> </tr> </thead> <tbody> <tr> <td>Dec</td> <td>66</td> <td>65</td> </tr> <tr> <td>Jan</td> <td>66</td> <td>65</td> </tr> <tr> <td>Feb</td> <td>66</td> <td>65</td> </tr> <tr> <td>March</td> <td>66</td> <td>65</td> </tr> <tr> <td>Apr</td> <td>66</td> <td>65</td> </tr> </tbody> </table>	Month	Establishment	Headcount	Dec	66	65	Jan	66	65	Feb	66	65	March	66	65	Apr	66	65	Overall volume (capacity) indicator.
Month	Establishment	Headcount																				
Dec	66	65																				
Jan	66	65																				
Feb	66	65																				
March	66	65																				
Apr	66	65																				
<b>Turnover: Establishment ('unplanned') leavers</b> (% establishment turnover for the year). This is done monthly for the rolling year to date.	19.3%	↓	<p>Turnover vs target range (5-15%)</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr> <td>Dec</td> <td>21.2%</td> </tr> <tr> <td>Jan</td> <td>19.5%</td> </tr> <tr> <td>Feb</td> <td>22.7%</td> </tr> <tr> <td>Mar</td> <td>19.4%</td> </tr> <tr> <td>Apr</td> <td>19.3%</td> </tr> </tbody> </table>	Month	Turnover (%)	Dec	21.2%	Jan	19.5%	Feb	22.7%	Mar	19.4%	Apr	19.3%	KPI range: 5-15% turnover for the rolling year  The public-sector average is 10.9% (Xpert HR 2017) on which we base our target.						
Month	Turnover (%)																					
Dec	21.2%																					
Jan	19.5%																					
Feb	22.7%																					
Mar	19.4%																					
Apr	19.3%																					
<b>Staff sickness absence rate (%) per month.</b>	1.09%	★	<p>Sickness absence</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Sickness absence rate (%)</th> </tr> </thead> <tbody> <tr> <td>Dec</td> <td>1.28%</td> </tr> <tr> <td>Jan</td> <td>1.24%</td> </tr> <tr> <td>Feb</td> <td>2.69%</td> </tr> <tr> <td>Mar</td> <td>0.34%</td> </tr> <tr> <td>Apr</td> <td>1.09%</td> </tr> </tbody> </table>	Month	Sickness absence rate (%)	Dec	1.28%	Jan	1.24%	Feb	2.69%	Mar	0.34%	Apr	1.09%	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 (%)																					
Dec	1.28%																					
Jan	1.24%																					
Feb	2.69%																					
Mar	0.34%																					
Apr	1.09%																					

<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)	186	↑	<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>Dec</td> <td>154</td> <td>160</td> </tr> <tr> <td>Jan</td> <td>182</td> <td>170</td> </tr> <tr> <td>Feb</td> <td>185</td> <td>200</td> </tr> <tr> <td>Mar</td> <td>170</td> <td>208</td> </tr> <tr> <td>Apr</td> <td>186</td> <td>200</td> </tr> </tbody> </table>	Month	This year	Last year	Dec	154	160	Jan	182	170	Feb	185	200	Mar	170	208	Apr	186	200	Volume indicator. We are now tracking telephone enquiries as well as those via email. These are reported to SMT 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																				
Dec	154	160																				
Jan	182	170																				
Feb	185	200																				
Mar	170	208																				
Apr	186	200																				
Percentage of Opening the Register requests responded to within 20 working days	95%	↓	<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>Dec</td> <td>15</td> <td>100%</td> </tr> <tr> <td>Jan</td> <td>18</td> <td>100%</td> </tr> <tr> <td>Feb</td> <td>18</td> <td>100%</td> </tr> <tr> <td>Mar</td> <td>16</td> <td>100%</td> </tr> <tr> <td>Apr</td> <td>21</td> <td>95%</td> </tr> </tbody> </table>	Month	Number of requests	% within 20 days	Dec	15	100%	Jan	18	100%	Feb	18	100%	Mar	16	100%	Apr	21	95%	<p>KPI: 100% of complete OTR requests to be responded to within 20 working days (excluding counselling time)</p> <p>HFEA technical issues impacted the KPI this month. See full explanation above.</p>
Month	Number of requests	% within 20 days																				
Dec	15	100%																				
Jan	18	100%																				
Feb	18	100%																				
Mar	16	100%																				
Apr	21	95%																				
Number of requests for contributions to Parliamentary questions	2	↓	<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>Dec</td> <td>0</td> <td>2</td> </tr> <tr> <td>Jan</td> <td>0</td> <td>6</td> </tr> <tr> <td>Feb</td> <td>1</td> <td>3</td> </tr> <tr> <td>Mar</td> <td>17</td> <td>8</td> </tr> <tr> <td>Apr</td> <td>2</td> <td>0</td> </tr> </tbody> </table>	Month	PQs dealt with	Same month last year	Dec	0	2	Jan	0	6	Feb	1	3	Mar	17	8	Apr	2	0	Volume indicator.
Month	PQs dealt with	Same month last year																				
Dec	0	2																				
Jan	0	6																				
Feb	1	3																				
Mar	17	8																				
Apr	2	0																				

Indicator	Score	RAG	Recent trend	Notes																		
Number of Freedom of Information (FOI) requests	8	↑	<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>Dec</td> <td>6</td> <td>3</td> </tr> <tr> <td>Jan</td> <td>6</td> <td>4</td> </tr> <tr> <td>Feb</td> <td>9</td> <td>10</td> </tr> <tr> <td>Mar</td> <td>6</td> <td>17</td> </tr> <tr> <td>Apr</td> <td>8</td> <td>7</td> </tr> </tbody> </table>	Month	FOIs dealt with	Same month last year	Dec	6	3	Jan	6	4	Feb	9	10	Mar	6	17	Apr	8	7	Volume indicator.
Month	FOIs dealt with	Same month last year																				
Dec	6	3																				
Jan	6	4																				
Feb	9	10																				
Mar	6	17																				
Apr	8	7																				

### 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)	61	★	<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>Dec</td> <td>49</td> <td>70</td> </tr> <tr> <td>Jan</td> <td>43</td> <td>70</td> </tr> <tr> <td>Feb</td> <td>69</td> <td>70</td> </tr> <tr> <td>Mar</td> <td>57</td> <td>70</td> </tr> <tr> <td>Apr</td> <td>61</td> <td>70</td> </tr> </tbody> </table>	Month	Working days	Target	Dec	49	70	Jan	43	70	Feb	69	70	Mar	57	70	Apr	61	70	KPI: Less than or equal to 70 working days.
Month	Working days	Target																				
Dec	49	70																				
Jan	43	70																				
Feb	69	70																				
Mar	57	70																				
Apr	61	70																				
Monthly percentage of PGD applications processed within three months (66 working days).	100% (4/4)	★	<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Month</th> <th>Performance</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Dec</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>Jan</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Feb</td> <td>67%</td> <td>100%</td> </tr> <tr> <td>Mar</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Apr</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>	Month	Performance	Target	Dec	0%	100%	Jan	100%	100%	Feb	67%	100%	Mar	100%	100%	Apr	100%	100%	KPI: 100% processed (i.e. considered by SAC) within three months (66 working days) of receipt of completed application.
Month	Performance	Target																				
Dec	0%	100%																				
Jan	100%	100%																				
Feb	67%	100%																				
Mar	100%	100%																				
Apr	100%	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).	56	★	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Dec</td><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td></tr> <tr><th>Value</th><td>72</td><td>62</td><td>61</td><td>51</td><td>56</td></tr> </table>	Month	Dec	Jan	Feb	Mar	Apr	Value	72	62	61	51	56	
Month	Dec	Jan	Feb	Mar	Apr											
Value	72	62	61	51	56											
Cumulative 3 month (rolling average) percentage of PGD applications processed within three month KPI (66 working days)	100% (10/10)	★	<p>Performance</p> <table border="1"> <tr><th>Month</th><td>Dec</td><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td></tr> <tr><th>Value</th><td>15%</td><td>9%</td><td>43%</td><td>100%</td><td>100%</td></tr> </table>	Month	Dec	Jan	Feb	Mar	Apr	Value	15%	9%	43%	100%	100%	KPI: As above. We are 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	Dec	Jan	Feb	Mar	Apr											
Value	15%	9%	43%	100%	100%											
Average number of working days taken (cumulative 3 month picture).	57	★	<p>Working days</p> <table border="1"> <tr><th>Month</th><td>Dec</td><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td></tr> <tr><th>Value</th><td>72</td><td>69</td><td>73</td><td>65</td><td>57</td></tr> </table>	Month	Dec	Jan	Feb	Mar	Apr	Value	72	69	73	65	57	
Month	Dec	Jan	Feb	Mar	Apr											
Value	72	69	73	65	57											