

## Authority paper

<b>Strategic delivery:</b>	<b>Setting standards</b>	<input type="checkbox"/>	<b>Increasing and informing choice</b>	<input type="checkbox"/>	<b>Demonstrating efficiency, economy and value</b>	<input checked="" type="checkbox"/>
<b>Paper title</b>	<b>Directorates Report</b>					
<b>Agenda item</b>	5					
<b>Paper number</b>	[HFEA (17/09/2014) 731]					
<b>Meeting date</b>	17 September 2014					
<b>Author</b>	Paula Robinson					
<b>For information or decision?</b>	Information					
<b>Annexes</b>	A: Directorates Report Summary – July data					

### 1. Introduction

#### 1.1 Directorates Report Summary

The attached paper summarises the main performance indicators up to and including July 2014, following discussion by CMG at its August performance meeting.

#### 1.2 Recommendation

The Authority is invited to note the summarised Directorates Report.

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 Head of Business Planning  
 September 2014

## HFEA Performance Scorecard

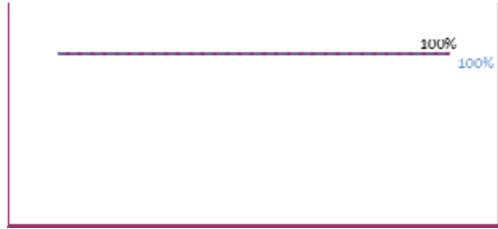

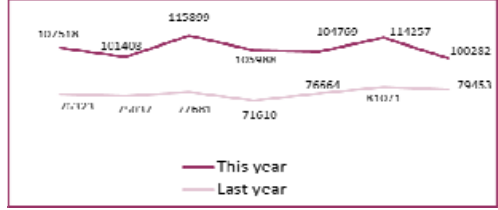


### Key Performance and Volume Indicators: July Performance Data

Indicator	Performance	RAG	Recent Trend <sup>1</sup>	Aim <sup>2</sup>	Notes																												
<p><b>Average number of working days taken for the whole licensing process, from the day of inspection to the decision being communicated to the centre.</b></p>	62 working days	★	<table border="1"> <caption>Recent Trend Data (Average working days)</caption> <tr><th>Month</th><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td><td>May</td><td>Jun</td><td>Jul</td></tr> <tr><th>Value</th><td>69.0</td><td>69.0</td><td>63.0</td><td>68.5</td><td>64.5</td><td>66.5</td><td>62.0</td></tr> <tr><th>Target</th><td colspan="7">70.0</td></tr> </table>	Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Value	69.0	69.0	63.0	68.5	64.5	66.5	62.0	Target	70.0							 Maintain 70wd or less	<p>KPI: Less than or equal to 70 working days.</p> <p>Note: this KPI can be adversely affected if there are a large number of non-compliances found on multiple inspections in the same period.</p>				
Month	Jan	Feb	Mar	Apr	May	Jun	Jul																										
Value	69.0	69.0	63.0	68.5	64.5	66.5	62.0																										
Target	70.0																																
<p><b>Monthly percentage of PGD applications processed within 3 months (66 working days).</b></p> <p><b>Average number of working days taken.</b></p>	100%  48 working days	★	<table border="1"> <caption>Recent Trend Data (Percentage of PGD applications)</caption> <tr><th>Month</th><td>Jan</td><td>Feb</td><td>Jul</td></tr> <tr><th>Value</th><td>90%</td><td>100%</td><td>88%</td></tr> <tr><th>Target</th><td colspan="3">100%</td></tr> </table> <table border="1"> <caption>Recent Trend Data (Average working days)</caption> <tr><th>Month</th><td>Jan</td><td>Feb</td><td>Mar</td><td>Apr</td><td>May</td><td>Jun</td><td>Jul</td></tr> <tr><th>Value</th><td>56</td><td>65</td><td>59</td><td>58</td><td>61</td><td>58</td><td>48</td></tr> </table>	Month	Jan	Feb	Jul	Value	90%	100%	88%	Target	100%			Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Value	56	65	59	58	61	58	48	 Reach and maintain 100%	<p>New KPI: 100% processed (i.e. considered by LC/ELP) within 3 months (66 working days) of receipt of completed application.</p> <p>[KPI Updated in April 2014 from 90% in 88 working days]</p>
Month	Jan	Feb	Jul																														
Value	90%	100%	88%																														
Target	100%																																
Month	Jan	Feb	Mar	Apr	May	Jun	Jul																										
Value	56	65	59	58	61	58	48																										

<sup>1</sup> Blue dashed line in graphs = KPI target level. This line may be invisible when performance and target are identical (e.g. 100%).

<sup>2</sup> Direction in which we are trying to drive performance. (Are we aiming to exceed, equal, or stay beneath this particular KPI target?)

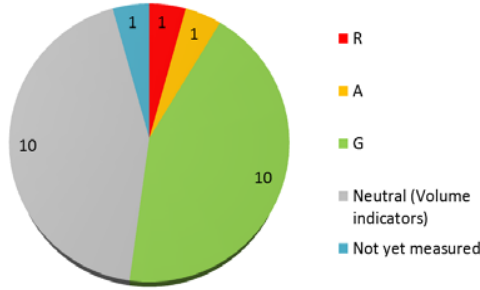
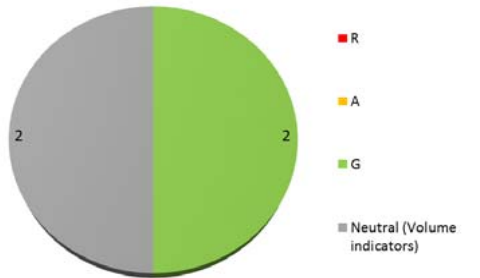
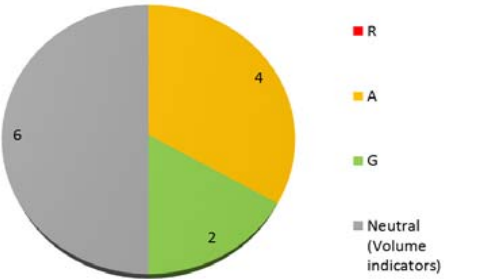
Indicator	Performance	RAG	Recent Trend <sup>1</sup>	Aim <sup>2</sup>	Notes
<p><b>Annualised (rolling year) percentage of PGD applications processed within 3 months (66 working days)</b></p> <p><b>Average number of working days taken.</b></p>	<p>98%</p> <p>57 working days</p>			<p>Reach and maintain 100%</p> 	<p>KPI: As above. (Annualised score). Performance has reached target, bar one very complex 10-type PGD application in June, which took longer to process.</p> <p>[KPI Updated in April 2014 from 90% in 88 days]</p>
<p><b>Licensing decisions made:</b></p> <ul style="list-style-type: none"> <li>- By ELP</li> <li>- By Licence Committee</li> </ul>	<p>9</p> <p>6</p>			No KPI – tracked for workload monitoring purposes	Volume indicator (no KPI target).
<p><b>Staff sickness absence rate (%) per month.</b></p>	0.7%			 <p>Maintain 3% or less</p>	<p>KPI: Absence rate of ≤ 3%. Public sector sickness absence rate average is 8 days lost per person per year (3.5%).</p>

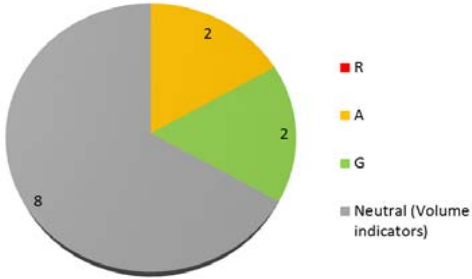
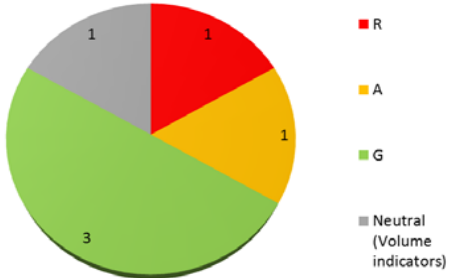
Indicator	Performance	RAG	Recent Trend <sup>1</sup>	Aim <sup>2</sup>	Notes
Percentage of Opening the Register requests responded to within 20 working days	100%	★		Maintain at 100% 	KPI: 100% of complete OTR requests to be responded to within 20 working days (excluding counselling time)
Number of visits to the HFEA website (cw previous year)	100,282 (79,453)	↓		No KPI – tracked for general monitoring purposes.	Volume indicator showing general website traffic compared to the same period in previous year. Measured on the basis of 'unique visitors'.
Cash & Bank Balance	£2,676k	↓		Reduce 	KPI: To move closer to DH recommended £750k cash reserves. (KPI for review at end of Q2).

Indicator	Performance	RAG	Recent Trend <sup>1</sup>	Aim <sup>2</sup>	Notes	
<b>Management Accounts</b>	<b>Income &amp; Expenditure Account</b>		<b>Jul-2014</b>			
	Cost Centre Name	<a href="#">All Cost Centres</a>				
	Department Name	<a href="#">All Departments</a>				
		<b>Year to Date</b>			<b>Full Year</b>	
	<b>SUMMARY (Operational Activity)</b>	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>Variance YTD</b>	<b>Forecast</b>	<b>Budget</b>
		£	£	£	£	£
	<b>Income</b>					
	Grant-in-aid	250	225	(25)	900	900
	Licence Fees	1,407	1,415	8	4,193	4,193
	Other Income	2	2	(1)	6	6
	<b>Total Income</b>	<b>1,659</b>	<b>1,641</b>	<b>(18)</b>	<b>5,099</b>	<b>5,099</b>
	<b>Revenue Costs - Charged to Expenditure</b>					
	Salaries	1,117	1,163	45	3,478	3,478
	Other Staff Costs	80	81	2	241	286
	Authority/Committee costs	79	98	19	298	298
Other Compliance Costs	11	11	0	37	37	
Other Strategy Costs	37	53	16	175	175	
Facilities Costs incl non-cash	112	118	6	356	356	
IT costs Costs	36	32	(3)	102	102	
Legal Costs	77	58	(19)	231	231	
Professional Fees	22	35	12	172	127	
<b>Total Revenue Costs</b>	<b>1,571</b>	<b>1,650</b>	<b>79</b>	<b>5,089</b>	<b>5,089</b>	
<b>Total (Surplus)/Deficit before Capital &amp; Project costs</b>	<b>88</b>	<b>(8)</b>	<b>(97)</b>	<b>10</b>	<b>10</b>	
Less Capital & Project Costs - Reserves funded	199	302	(103)	1,220	1,220	
Other Capital Costs	-	3	3	10	10	
<b>TOTAL NET ACTIVITY</b>	<b>287</b>	<b>297</b>	<b>(197)</b>	<b>1,240</b>	<b>1,240</b>	

Indicator	Performance	RAG	Recent Trend <sup>1</sup>	Aim <sup>2</sup>	Notes
<p><b>Notes:</b></p>	<p>As at month four (July 2014), we have a year-to-date surplus of £97k before the IFQ Project. No major issues to report.</p> <p>Income is less than 1% up on budget. This is due to receipt of more GIA than budgeted for the month of June. This will even out over the year with the full GIA being drawn down. Licence and Treatment fees are slightly down on budget (0.5%)</p> <p>Total costs are down on budget by 4.8%, before capital spend. Areas that are currently under particular review are salaries costs, which are less than expected at this stage, and the overspend on legal costs.</p> <p>Forecasts are being reviewed, in particular for salaries and legal costs, with a more detailed review in all areas at the mid year point. The adjustment to the other staff costs forecast made this month reflects the need for less spend on recruitment than budgeted.</p>				

**Summary Table:**

Scorecard area	KPIs / RAG Status	Red Indicators and Management Comments on Controls
<p><b>Regulatory Operational Performance</b></p>	 <p> <span style="color: red;">■</span> R  <span style="color: orange;">■</span> A  <span style="color: green;">■</span> G  <span style="color: grey;">■</span> Neutral (Volume indicators)  <span style="color: blue;">■</span> Not yet measured         </p>	<p>The single red indicator is for the percentage of applications for HLA, the target for which is processing within 6 weeks of receipt. Two items were due in June, but completed in July. However these were held back deliberately (rather than delayed through slow processing), pending a decision about the processing of items where the affected individual was current asymptomatic. This meant that both items missed the six week processing deadline, but were considered by ELP as soon as the handling of the items had been clarified. The delay and the reasons for it were communicated to the applicants at the time, and patients were not adversely affected.</p>
<p><b>Capacity</b></p>	 <p> <span style="color: red;">■</span> R  <span style="color: orange;">■</span> A  <span style="color: green;">■</span> G  <span style="color: grey;">■</span> Neutral (Volume indicators)         </p>	<p>No red indicators.</p> <p>It is worth noting that we have had three staff resignations in August (i.e. after the July figures were collected for this report). This will increase our establishment turnover figure (which has been stable at around 10-15% for the past year), which may therefore be rated amber or red next month.</p>
<p><b>Corporate Governance</b></p>	 <p> <span style="color: red;">■</span> R  <span style="color: orange;">■</span> A  <span style="color: green;">■</span> G  <span style="color: grey;">■</span> Neutral (Volume indicators)         </p>	<p>No red indicators.</p> <p>The amber indicators are all projects that are being monitored and managed. The project risks relate to various resource pressures and (in one case) timeline slippages.</p> <p>There is a higher than usual number of neutral indicators, since 3 projects have ended in July (and will be removed from the report next time).</p>

Scorecard area	KPIs / RAG Status	Red Indicators and Management Comments on Controls
<b>Information Provision</b>	 <p>A pie chart representing the RAG status for Information Provision. The chart is divided into four segments: a large grey segment representing 8 Neutral (Volume indicators), a green segment representing 2 Green (G), a yellow segment representing 2 Amber (A), and a red segment representing 0 Red (R). A legend to the right of the chart identifies the colors: Red (R), Amber (A), Green (G), and Neutral (Volume indicators).</p>	<p>No red indicators.</p>
<b>Financial Performance</b>	 <p>A pie chart representing the RAG status for Financial Performance. The chart is divided into four segments: a red segment representing 1 Red (R), a yellow segment representing 1 Amber (A), a green segment representing 3 Green (G), and a grey segment representing 1 Neutral (Volume indicators). A legend to the right of the chart identifies the colors: Red (R), Amber (A), Green (G), and Neutral (Volume indicators).</p>	<p>The single red indicator relates to the collection of debts, the target for which is 85% within 60 days.</p> <p>In general, performance on debt collection is improving. In July, there were some payments of old debts. However, this led to an apparent decrease in performance (to 79%), since the old debts collected were beyond the 60 days required by the performance indicator. In other words, this apparent negative result is actually an artefact of good performance, rather than anything of concern.</p> <p>We are looking at ways to have a generally more robust debt chasing process all year round, which should help to avoid anomalous performance outcomes such as this.</p>



**CMG commentary on July data:**

Performance remains largely positive, with few red indicators.

CMG discussed that there have been a number of clinics recently with a high number of non-compliances on inspection. The Compliance and Information Directorate has been reflecting on some recent poor performance in clinics and an item about this will be taken to Ethics and Standards Committee in September to give its members a flavour of the findings from the inspections in the 2013/14 financial year.

Regarding PGD processing, although the indicator is currently on amber, as explained above this is entirely because of a particularly large 10-type PGD application in June, which took longer to process owing to its complexity. This does not reflect any performance issues. It should be noted, however, that we are currently also seeing a large rise in the number of PGD applications (13 were received in July). This sudden spike in the volume of business may also lead to a dip in overall processing times, despite our best efforts. For instance, the items may need to be spread across several Committee meetings, extending the end-to-end decision-making process for some items.

The current version of the Directorates report will shortly be adapted to align with the new Strategy, now that it has been published. This work will be done mainly in September and October.