Board Performance Report
Performance Report

For the period ended 30th June 2016

	Status	Trend	Comments
Blood Components			Red Cell issues year to date are 1.1% lower than plan and 3.9% lower than previous year. Differential demands at component / group level continue to generate significant supply planning challenges and impact on supply chain performance. Costs are running in excess of budget, especially in blood donation and logistics.
DTS			DTS is seeing good income growth in TES and TAS and improved activity in SCDT with a sharp pick up seen in cord blood issues.
ODT			There were 106 deceased donors in June (vs 120 planned). Year to date deceased donors are 25 (7%) below target. The number of deceased transplants was also slightly lower than plan (286 vs 325) and YTD is now 86 (9%) behind target. Living Donors (reported one month in arrears) are 39 (19%) behind plan.
Corporate			Sickness absence increased to 3.5% (vs 3.2% May), driven by a deterioration in blood donation.
Finance			NHSBT is reporting a surplus of £1.9m, £0.9m better than plan. The 2016/17 forecast is a reduced deficit of £16.5m (funded by cash) and reflects lower upfront costs within the desktop project. The 5 year plan now incorporates a significant reduction in blood demand in 2017/18 requiring an additional £10m in recurring benefits to be generated (through further cost reductions and/or price increases).
Change Programme			Two projects are reporting at 'Red' status Stoke Gifford Infrastructure Alignment and Infrastructure Hosting Phase 2 (both impacted by ICT resource constraints). The forecast now formally includes increased costs for the CSM project and contributes to the financial gap in the 5 year plan (noted above).

Contents	Pages

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	72% of blood donors scoring =/> 9/10 for satisfaction.	G	-	Ahead of plan year to date (74.0% vs 72%) - Chart 15.
		No. of complaints per million donation	R	-	Higher than plan at 5.5k (vs 4.9k)- Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Equal with plan in June (873.5k) - Chart 19.
		Frequency of Donation (overall)	G	-	Equal with plan in June – 1.88 (Chart 19).
		Number of O- neg Donors donating last 12 months (000's)	G	-	106.1k vs plan of 105.6k - Chart 19.
		Frequency of Donation (O neg donors)	G	-	Higher than plan in June (1.979 vs 1.975) - Chart 19.
		% of whole blood donations in donor centres	G	-	June at 16.3% vs plan of 15.9% - Chart 11.
		% of 9 bed sessions	G	-	Better than plan in June (65.3% vs 60%) - Chart 12.
		Blood Donation Productivity: units/FTE/year	G	-	June at 1,379 vs plan of 1,377 – charts 27/28
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above 3 day alert for all groups - (chart 13).
		Platelet Demand vs. Stock levels	A	-	Aggregate stocks +/- the 2 day alert level -chart 14.
		Number of 'critical' and "major" regulatory non-compliances	G	-	None reported in June 2016
		96.5% of Products Issued on Time	A	-	Year to date at 95.5% vs 96.5% planned - chart 21.
		Manufacturing Productivity (units/FTE/year)	R	-	Year to date at 9.5k vs 10.1k planned - Chart 25.
		Testing Productivity (units/FTE/year)	R	Worse	June reporting (26.5k vs 28.6k) - Chart 26.
	Customer Service and the Hospital Interface	% hospitals scoring =/> 9/10 for satisfaction (chart 22).	G	-	June at 75% (vs 70% target). Next survey Sept 2016.
		Red Cell Price £120.00 in 2016/17.	G	-	Red cell price at £120 p/unit – per agreement with NCG

DIVISION	PILLAR	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Hospital Integration	Hospital Served via Vendor Managed Inventory	-	-	8 hospitals (vs 2015/16 target 14). Discussions ongoing with a further 12 hospitals.
		Hospital networks with extended / integrated services	-	-	Focus is on “extending” service - piloted with 3 Trusts.

- Red Cell issues in June were 1.3% lower than plan and are 1.1% lower than plan in the year to date. Year to date is 3.7% lower than the previous year.

- The forecast for 2016/17 remains at 1.531m issues (versus 1.527m agreed at NCG) and represents a 4.0% reduction on 2015/16. We have now, however, formally adopted the PCS (SO99) forecast of 1.458m issues for 2017/18. This represents a significant reduction on the previous forecast (although the risk has been recognised for some time). This results in a significant reduction in income and a highly adverse impact on the 5 year plan (see corporate section). It substantially increases the risk that a price increase will be required in 2017/18.

- June whole blood collections were 0.2% higher than plan. As a consequence of higher collections / lower issues stocks increased slightly in the month to c34k by month end. All blood groups remained > 3 day alert, although O neg stocks were only able to exceed 4 days stocks from mid-June and into July have slipped back below 4 days.

- Pressure on O neg supply remains, with the proportion of O neg issues at 13.1% in June (as May) versus 12.7% in 2015/16. This is continuing to create a significant pressure on the donor base, with frequency of donation operating close to maximum, in order to meet demand most months. Although we continue to review all opportunities to boost the stock position, including the adoption of a priority booking system for O neg donors, this is unlikely to be sustainable in the longer term and we may need to consider the adoption of differential pricing to influence hospital ordering behaviour.

- Platelet issues in the year to date are 1.1% lower than plan and 3.7% lower than the previous year. Forecast platelet demand for 2016/17 remains unchanged at 264k (versus 273k agreed with the NCG). Demand for 2017/18 has previously been reduced and now stands at 256k. This appears to be a structural reduction in demand and adds further pressure to the income gap and our financial/pricing projections.

- The proportion of CD platelets was marginally lower this month at 60.5% and in the year to date is 61.7% (vs 62.5% 2015/16). in contrast to the plan of 57% in 2016/17 (and to 50% during 2017/18). Managing demand from hospitals is proving challenging with a number insisting on 100% apheresis platelets. There is a cost differential in providing this product and we will be exploring the option of applying a differential cost to apheresis versus pooled platelets.

- Platelet stocks in aggregate were above the alert level during June. Pressure on stock of Group A- platelets has re-emerged with stock below the 1 day alert level on 2 consecutive working days at the end of the month, and also 2 days below alert level in early July.

- Demand for universal A neg platelets continues to increase whilst total platelet demand is falling. In response we are increasing the number of whole blood donors for pooling of platelets. This will further increase stock levels of A neg red cells and is likely to lead to higher wastage levels in future months. This is reflected in expiries year to date which are at 1% (vs plan 0.3%) with A- units accounting for 54% of the total. To address this we are also calling in those A neg platelet donors who may only provide single doses albeit this will reduce overall yield and increase unit costs. As with O neg red cells the trend is not sustainable in the long term and we may also need to consider differential pricing of A neg platelets and A neg red cells in order to influence hospital ordering patterns and incentivise transfusion practice.

- Red Cell losses were marginally higher in June at 3.53% although slightly lower than both plan (3.60%) and in the previous year (3.71%). Platelets issued / produced was substantially higher in June at 92.04% better than plan (91.36%) and also the previous year (90.88%). The level of platelet losses directly reflects the differential supply challenges described above and it will be difficult to maintain the year on year improvements that have been generated n the past.

- OTIF delivery performance (before substitutions) in June was at 95.6% (versus plan of 96.5%). Year to date it remains at 95.5%. The number of Ro substitutions continues to remain behind target although it improved in June (encouraging given that demand for the month was the highest on record). Meeting target, particularly from Colindale/Tooting, will continue to depend on increasing donor numbers with actions in place (for example) to ask infrequent donors to donate double dose red cells and Ro units being tagged for fast-tracking through to production.

- Hospital satisfaction was better than plan in June at 75% (vs 70% planned) and also marginally better than the last return in March (74%).

- The number of faints at in the month at 172 was worse than target (160). The number of rebleeds was better than target (30).

- Donor Satisfaction was ahead of plan this month at 74.3% (vs target of 72%), and in the year to date at 74% is also better than plan. Donor complaints were slightly better this month, although continue to be higher than plan (5.5k vs 4.9k) and also in the year to date (5.5k). Meeting this target is expected to remain challenging throughout the year as we continue to consolidate mobile sessions in response to falling demand. Slot availability and cancellation of sessions continue to be the focus for improvement actions.

- Sickness absence in blood donation deteriorated to 5.32% from 4.55% in May with other areas stable.

- There were no critical/major regulatory non-compliance's reported in June.

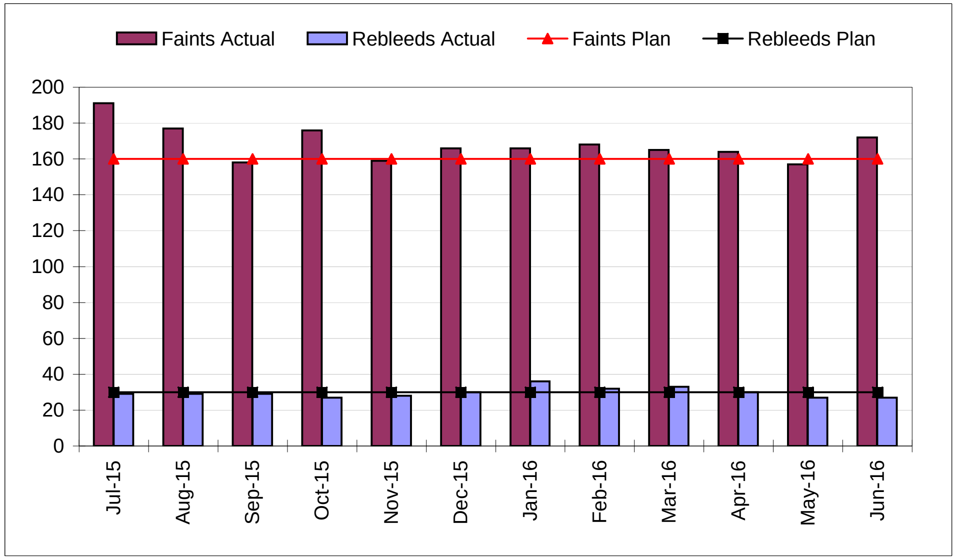
Blood Supply – status of Strategic projects per TPB reporting – is reported on the following page.

Blood Supply – Status of Strategic Projects per TPB reporting

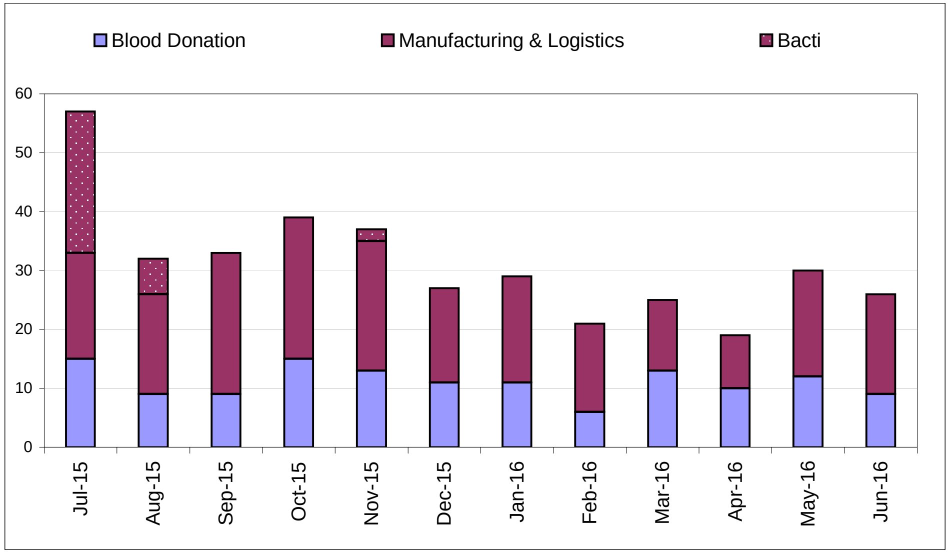
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Planning and Control System	Delivery	G	G	1.0	0.9	0.1	Jul 15	Jul 16
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.3	6.3	1.0	Oct 17	Oct 17
Bacterial Screening Contract	Delivery	G	A	0.1	0.1	N/A	Aug 16	Aug 16
Core Systems Modernisation	Define	G	G	2.8	1.8	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Initiation	G	G	0.3	N/A	N/A	Aug 18	Aug 18
Hev & HTLV Testing	Delivery	G	G	0.1	0.1	0.5*	Apr 16	Dec 16
Leicester Donor Centre	Closed**		R	1.0	TBC	0.1	Aug 17	Aug 17
Session of the Future	Start-Up	G	G	0.2	0.2	1.5	May 19	May 19
Bradford Donor Centre	Initiation	G	G	0.1	0.1	0.1	May 17	May 17
HEV Procurement	Start-Up	G	G	TBC	TBC	N/A	May 17	May 17
Platelet Supply Phase 2	Initiation	G	G	1.0***	TBC	0.6	Dec 17	Jun 17

Note:
*This is the HTLV Testing figure only.
**The lease has been extended on existing property. The project has now been closed and will be moved back into Pipeline.
***Approved at OBC.

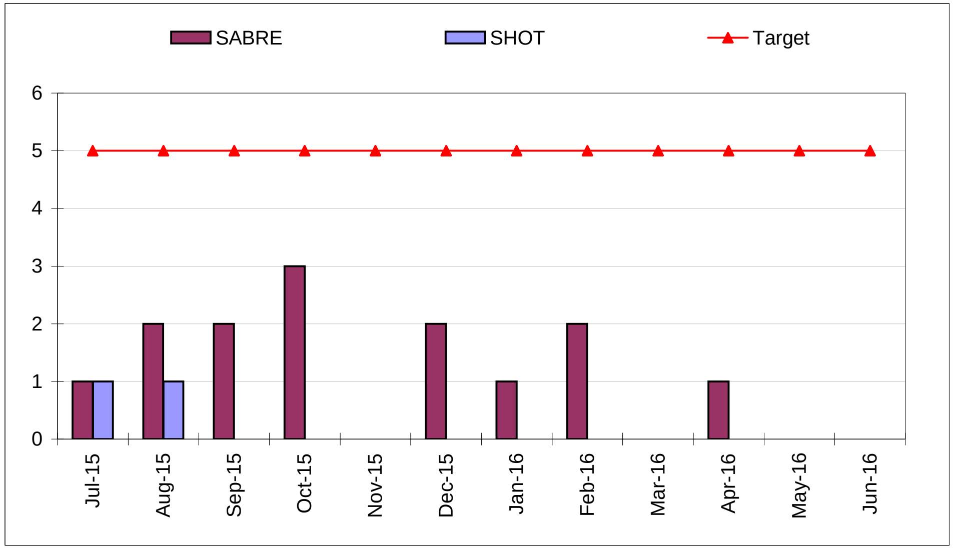
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QI's raised per month - Blood Supply Directorate

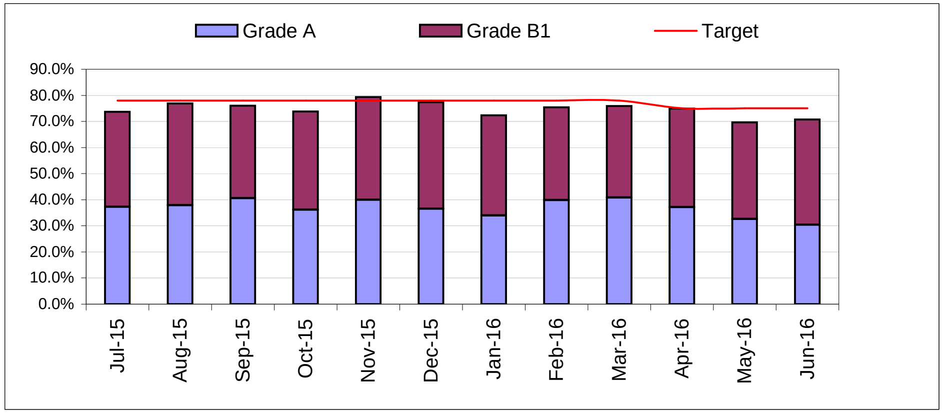


3. SABRE and SHOT Events Reported per Month



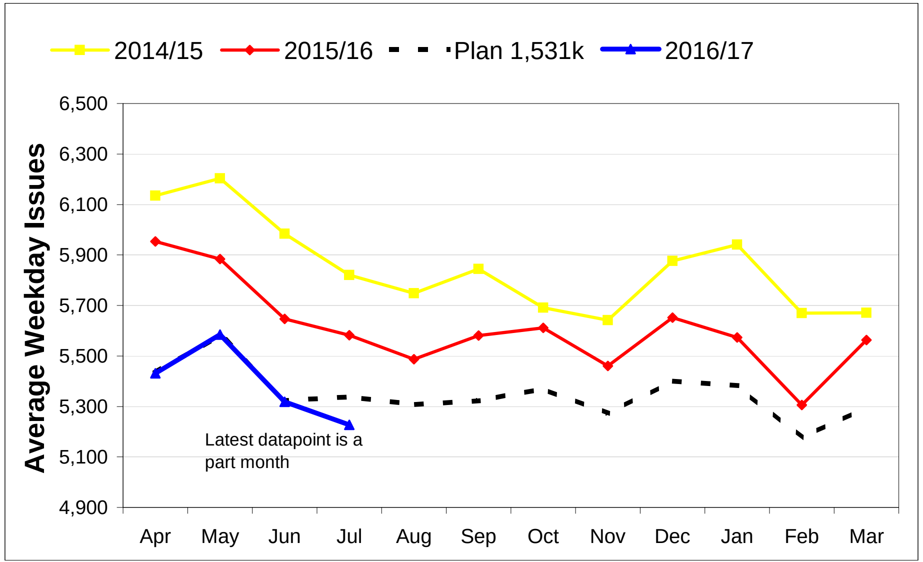
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	71.6%	A	-

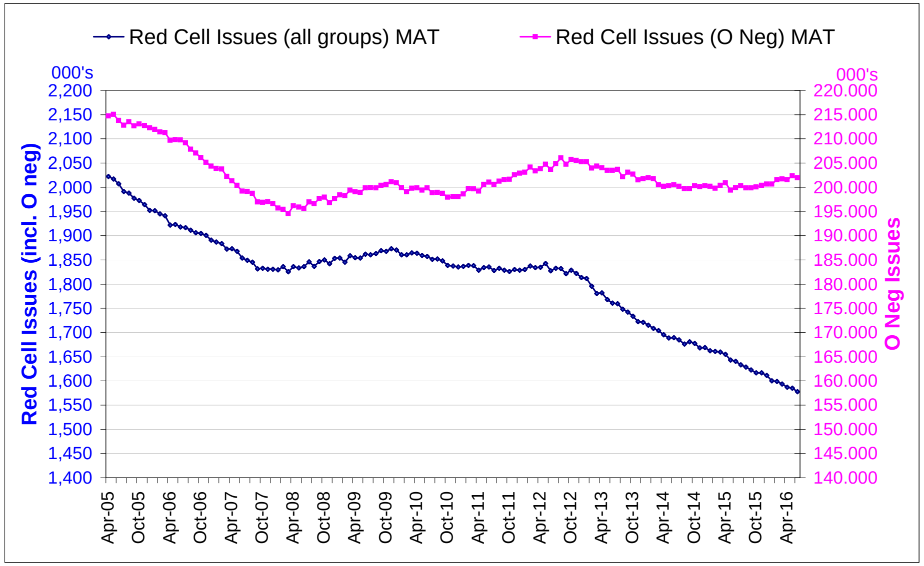


Blood Components - Red Cell Demand / Stocks

5. Average Weekday Red Cell Issues By Month ->April 2014



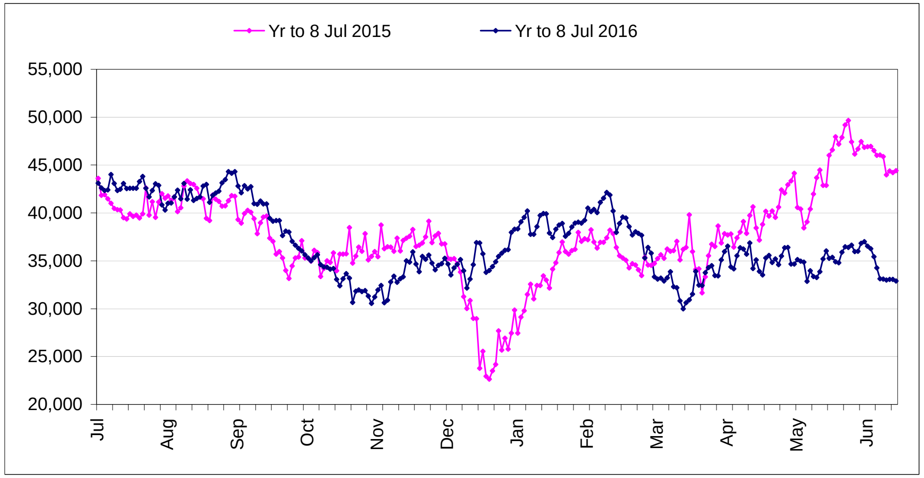
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



7. Red Cell Supply - Year to Date by Blood Group

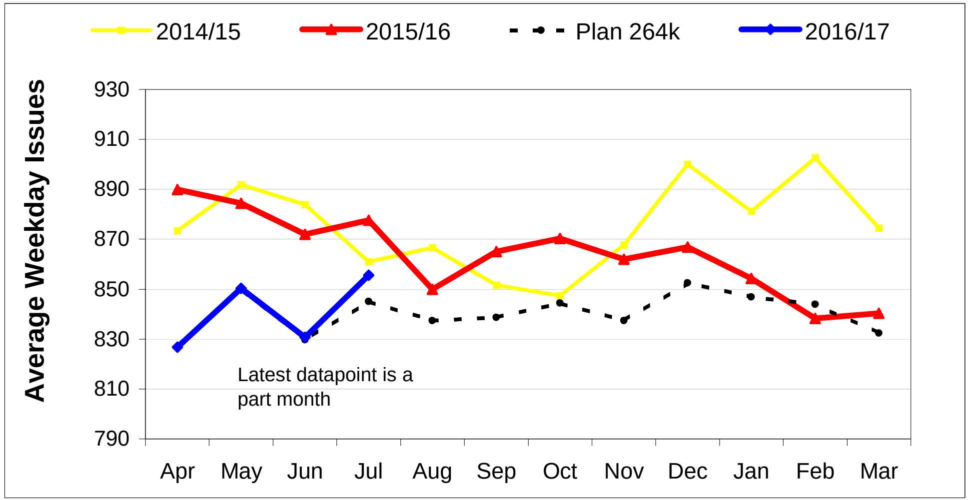
Blood Group	2016/17 - YTD June 2016	2015/16 - YTD June 2015	Change
A Neg	32,449	31,975	1.5%
A Pos	115,360	122,644	-5.9%
AB Neg	3,056	3,109	-1.7%
AB Pos	8,013	8,993	-10.9%
B Neg	9,574	9,582	-0.1%
B Pos	30,716	32,147	-4.5%
O Neg	50,581	50,270	0.6%
O Pos	137,783	144,729	-4.8%
Total	**387,531**	**403,449**	**-3.9%**

8. Red Cell - Blood Stocks (Units)

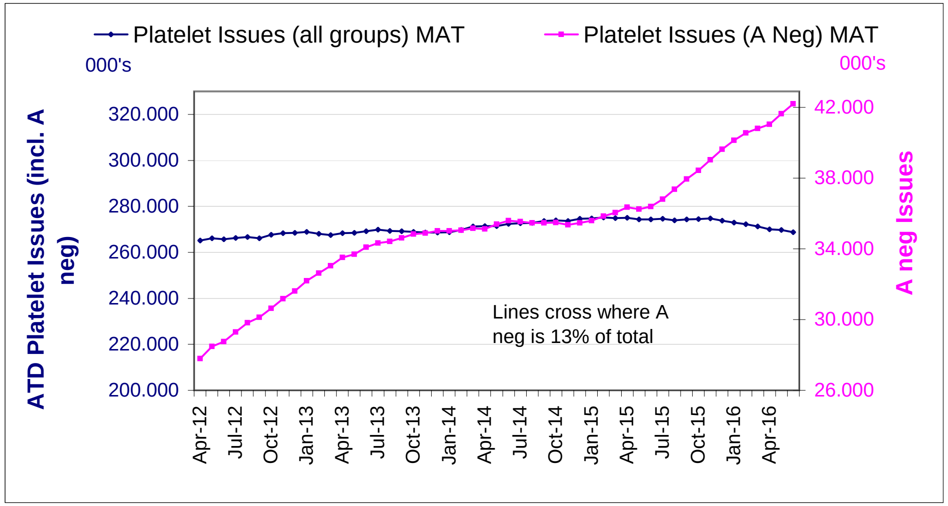


Blood Components - Platelet Demand

9. Average Weekday Platelet Issues By Month ->April 2014



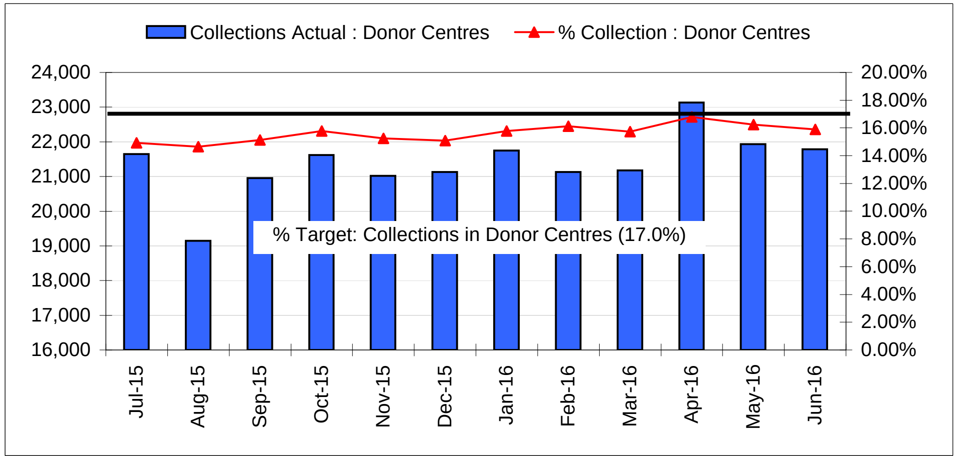
10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's



Blood Components - Blood Collection: Important targets

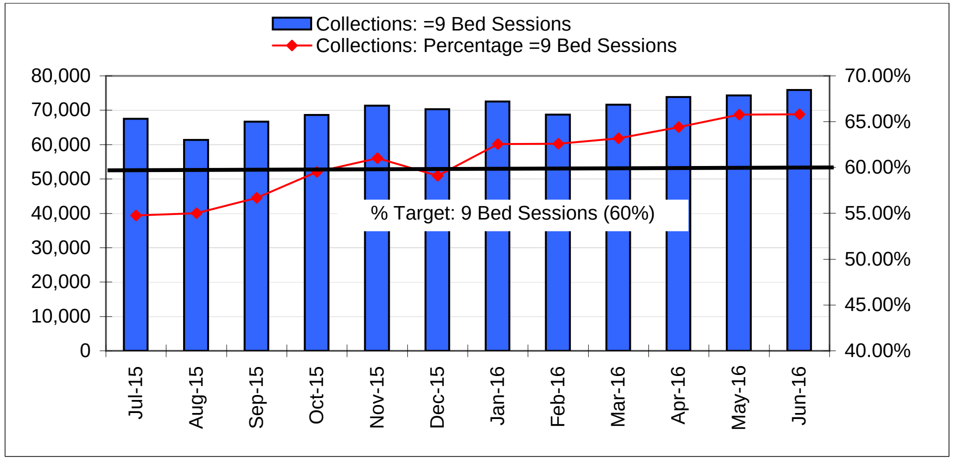
11. Collections in Donor Centres

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations in Donor Centres	17.0%	16.3%	16.3%	G	-



12. Collections from 9 Bed Sessions

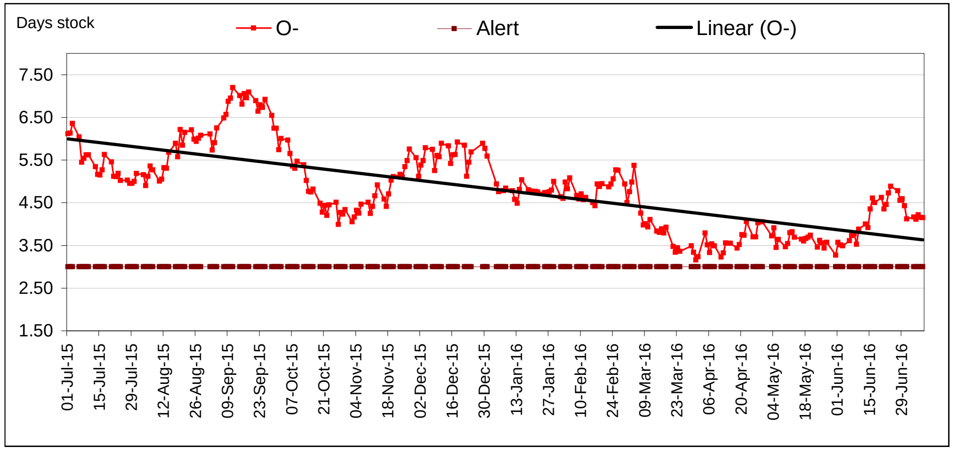
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations at =9 chair sessions	60.0%	60.0%	65.3%	G	-



Blood Components - Vulnerable Stocks

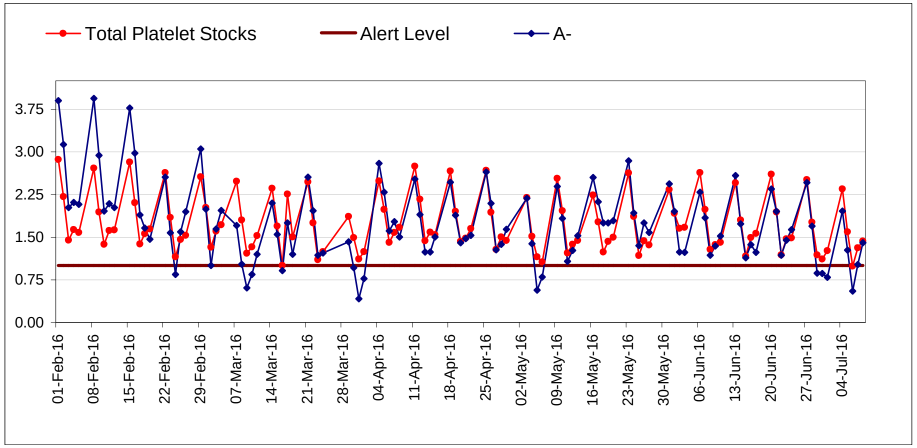
13. Red Cell - O neg : weekday stock levels

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where red cell stocks (for any blood group) are below the three day alert level for three or more consecutive days	0	0	0	G	-



14. Total Platelet / A neg stock levels

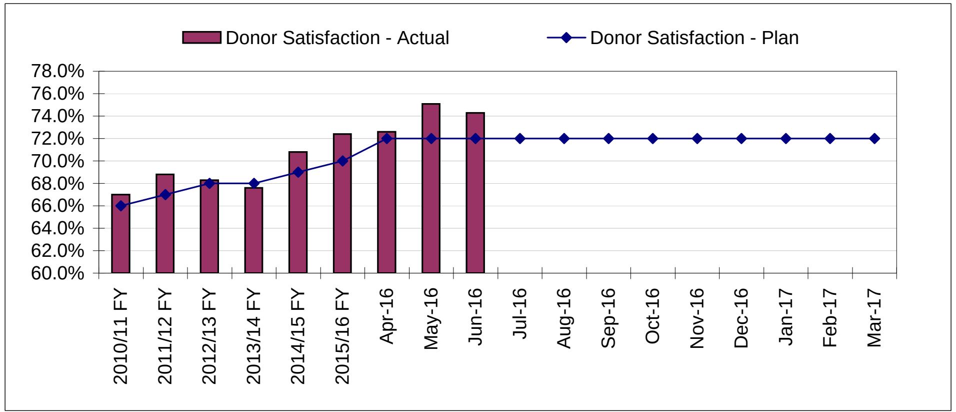
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	6	A	-



Blood Components - Blood Donor Base

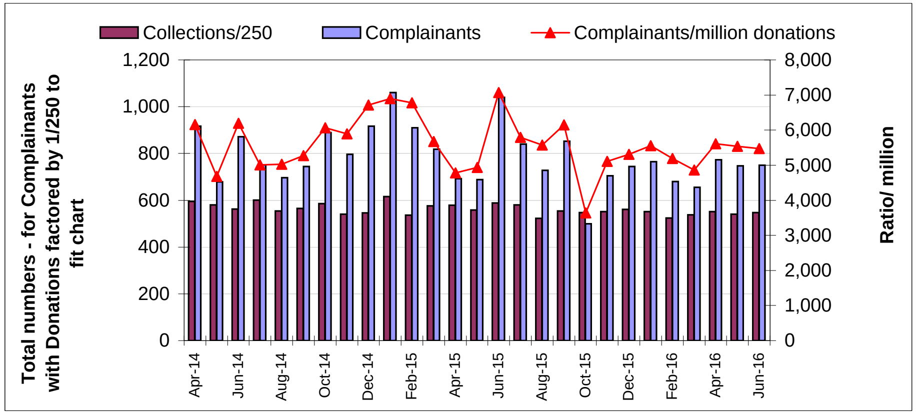
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	72.0%	72.0%	74.0%	G	-



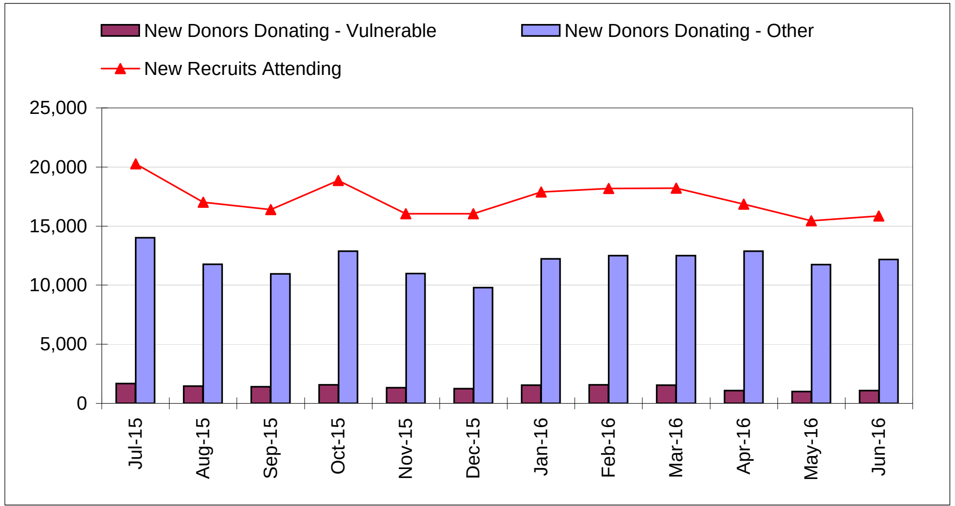
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	5,539	R	-

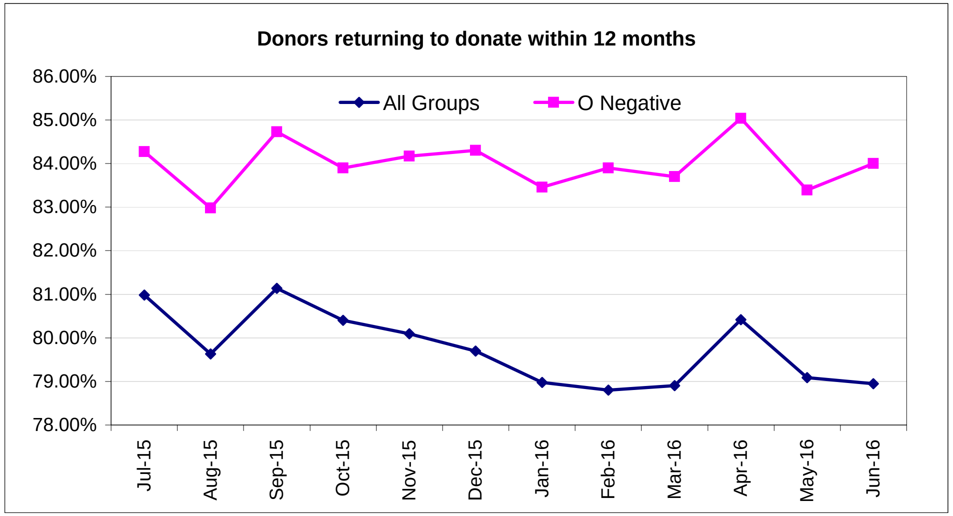


Blood Components - Donor Recruitment and Retention

17. Donor Recruitment (Whole Blood)

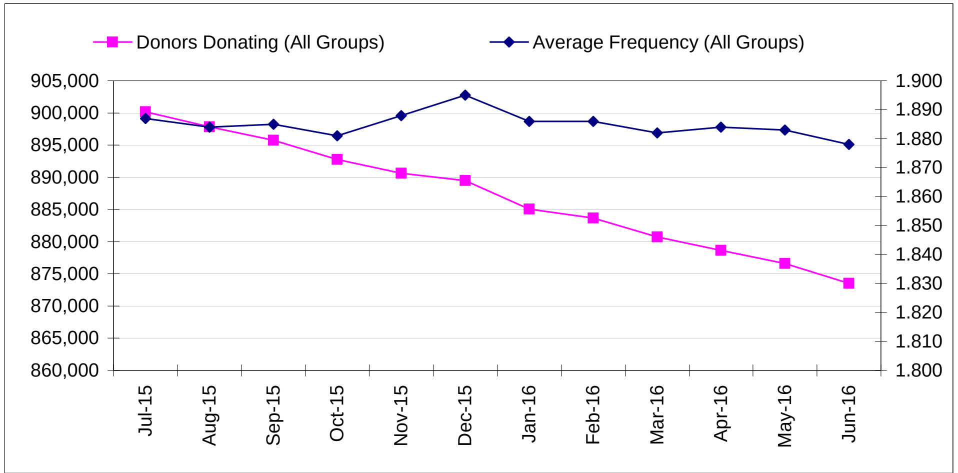


18. Donor Retention Rate (Whole Blood)



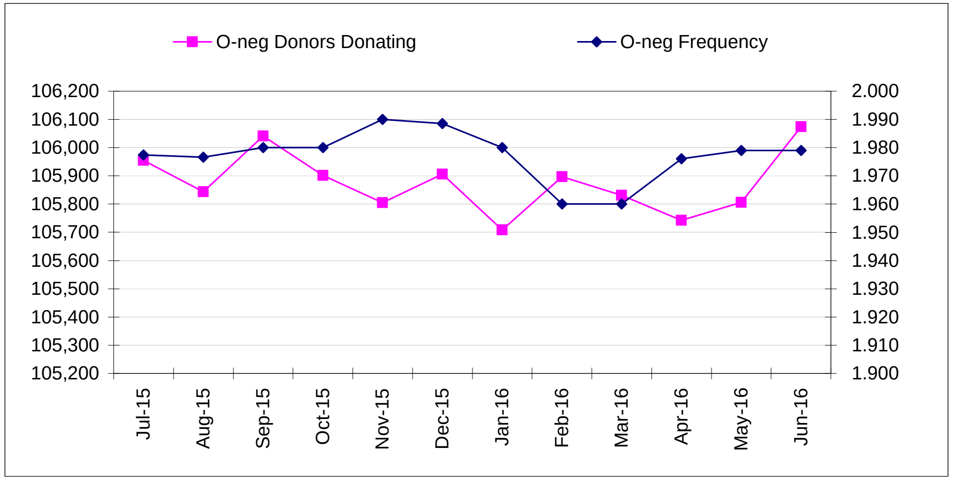
19.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	852,000	873,537	873,506	G	-
Frequency of donation (overall)	1.880	1.880	1.878	G	-



20. O Neg: Donorbase and Frequency of Donation

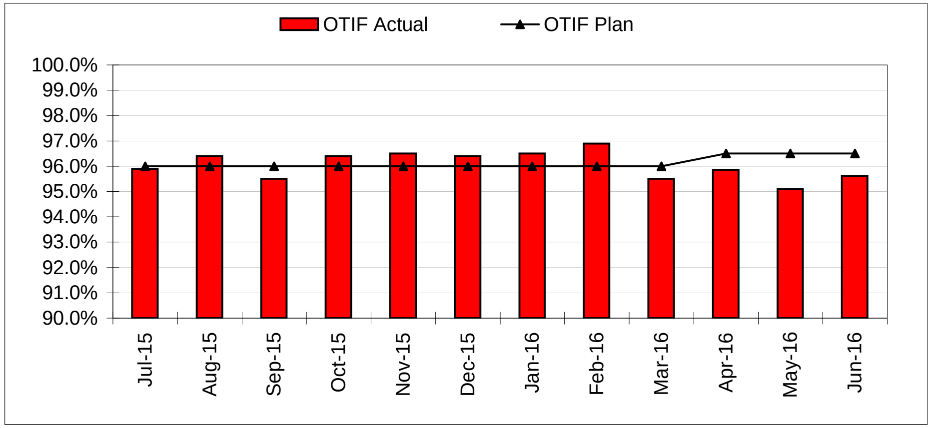
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	105,000	105,623	106,074	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.979	G	-



Blood Components - Customer Service

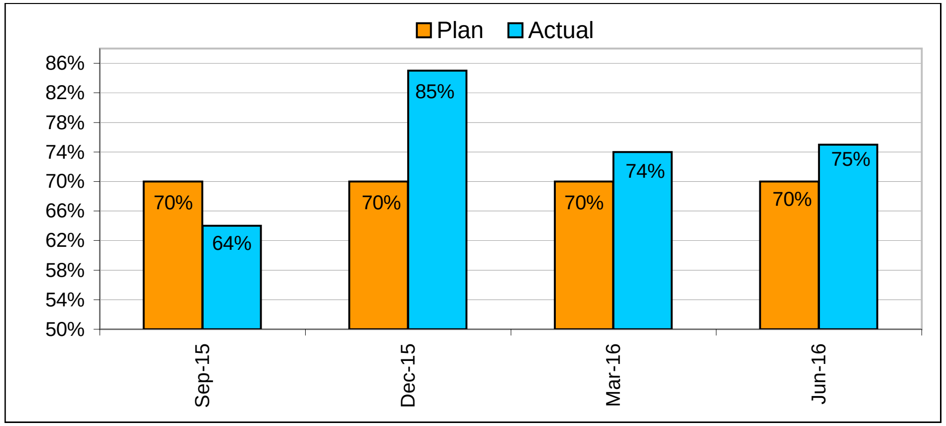
21. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	95.53%	A	-



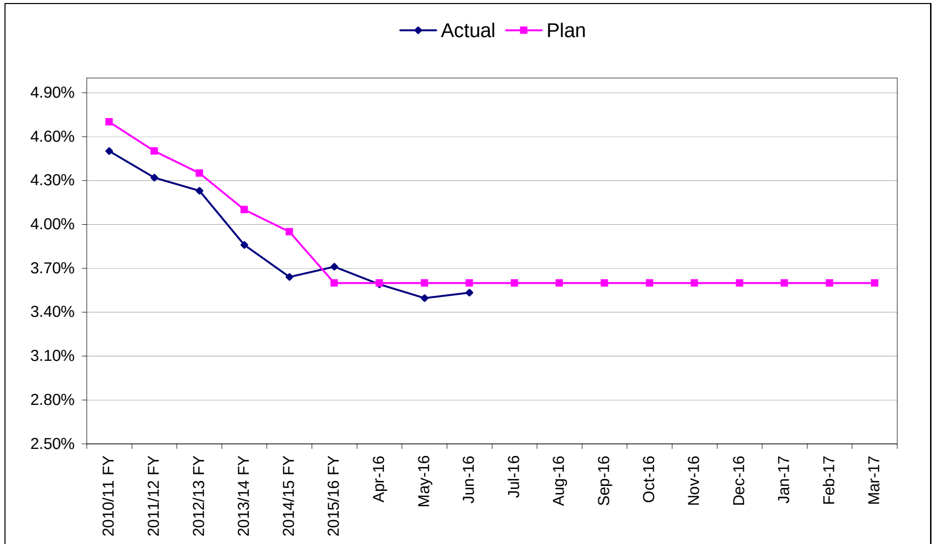
22. Hospital Satisfaction - next survey results due in June 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >/=9/10	70%	70%	75%	G	-

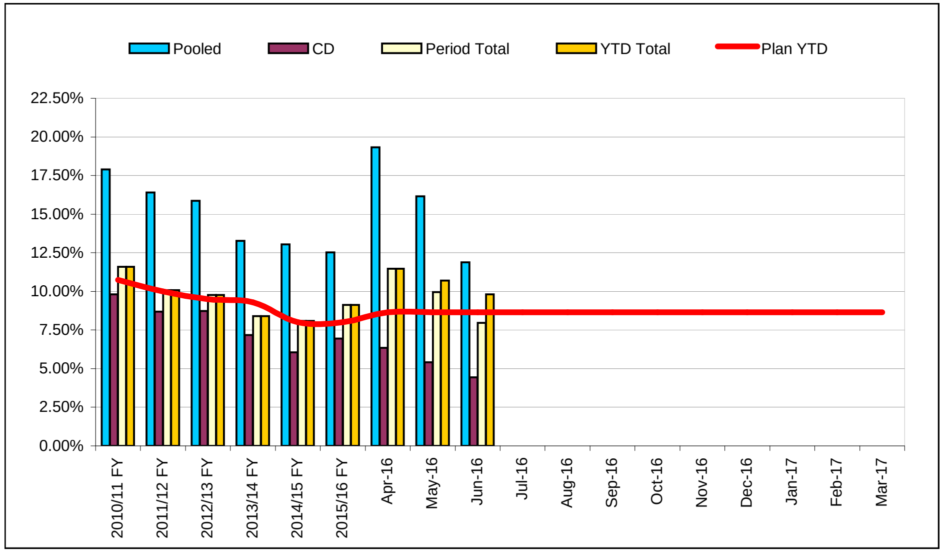


Blood Components - Wastage

23. Percentage of Donations NOT Converted to Validated Red Cells

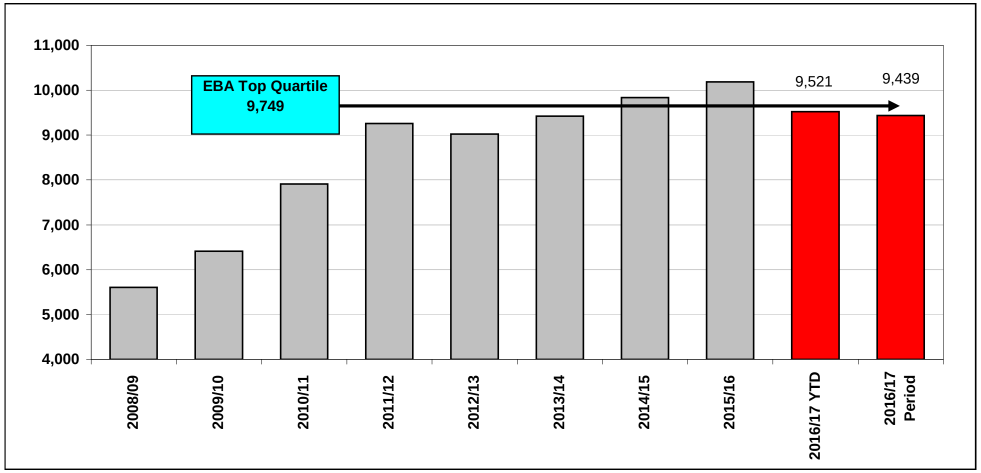


24. Percentage of Platelets Produced NOT Issued



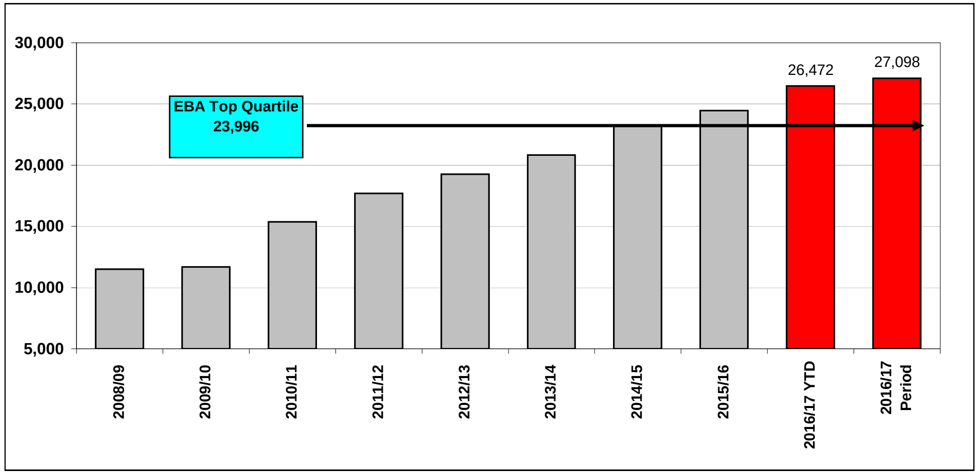
25. Processing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,175	10,049	9,521	R	-



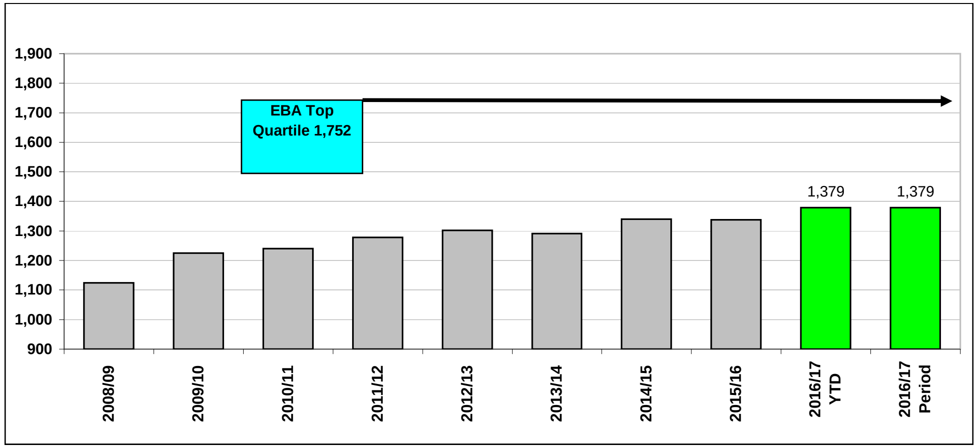
26. Testing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,100	28,562	26,472	R	Worse

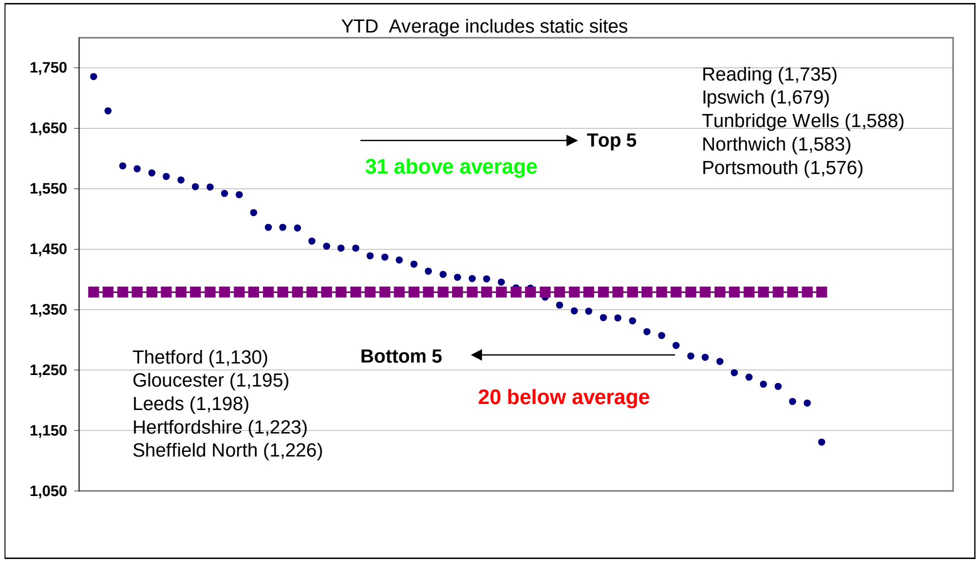


27. Blood Donation Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,395	1,356	1,379	G	-



28. Blood Donation Productivity - Distribution Mobile Teams



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	G	Better	Ahead of plan year to date (£15.9m vs £15.8m).
		Number of Serious Untoward Incidents (SUI's)	R	-	None reported this month and one in the year to date.
		Zero 'critical' regulatory non-compliances	G	-	None reported year to date.
		Number of 'major' regulatory non-compliances	G	-	None reported year to date.
	Tissue & Eye Services	Sales income achieved - £12.7m (chart 29)	G	-	Year to date better than plan (£3.09m vs plan of £3.05m).
		Contribution to overheads – £0.7m	G		Better than plan in the year to date (£0.2m vs £0.1m)
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	Better than plan at 83% in August 2015.
		98.0% of Product issued on time	G	-	Better than plan (99.3% vs 99.0%)
	H&I	Sales Income achieved - £13.8m (chart 30)	A	-	Lower than plan in the year to date (£3.28m vs £3.39m).
		Contribution to overheads - £1.9m	R		Year to date continues to be below plan £0.2m vs plan of £0.3m.
		60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	G	-	73% in June 2016. Next survey September 2016.
		% of patients receiving A or B1 platelets	A	-	Below plan in June (72% vs 75%) - Chart 4 -
		Time to type DCD organ donors	R	-	Reporting monthly in arrears - at 57% vs target of 80%.
		Turnaround time vs SLA (chart 34)	A	-	Behind plan in June (95% vs 98%).
	RCI	£13.5m Sales income achieved (chart 30)	G	-	Ahead of plan in the year to date (£3.03 vs £2.92m)
		Contribution to overheads (£1.2m)	G	-	Better than plan year to date at £0.27m (vs £0.24m)

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	RCI (cont.)	60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	G	-	68% in June 2016. Next survey September 2016
		Sample turnaround time vs SLA (chart 33)	G	Better	98% (vs plan of 95%) in June, Year to date at 95.3%.
	CMT	£10.6m sales income achieved (chart 31)	G	Better	Better than plan in the year to date (£2.53m vs £2.50m).
		Contribution to overheads (£1.5m)	G	-	Better than plan year to date (£0.3m vs £0.2m).
	SCDT	£10.1m sales income achieved (chart 31)	G	Better	Income above target in the year to date (£2.44m vs £2.42m)
		Contribution to overheads (£2.3m)	R	-	Worse than plan year to date (£0.3m vs £0.5m)
		% Confirmatory typing within 14 days	R	-	June at 86% (vs plan of 85%). Year to date at 75%.
		2,300 increase to Banked Cords TNC > 140	R	-	Behind plan year to date (564 vs 700)
		40% BAME Cord Blood units add to the bank	G	-	40% of total units banked (>30%).
		Issue 53 Cord Blood units	G	-	Better than plan (vs 12), 20 units issued.
		Adult Donor Provisions	R	-	Lower than plan in the year to date (45 vs 57).
		BAME donors <40 years old – 3k	R	-	Lower than plan year to date (694 vs 750)
		Donors recruited to fit panel – 7k	G	-	Year to date at 2,905 vs plan of 1,749.
	Therapeutic Apheresis Services	£6.52m sales income achieved (chart 32)	G	Better	Better than plan year to date (£1.74m vs £1.66m)
		Contribution to overheads (£1.22m)	G		Higher than plan in the year to date (£0.1m)
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	Better than plan in Q4 2014/15 (68% vs 62%).
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2015 at vs 95%

- Overall income is running marginally ahead of plan with good progression TAS and TES and with a sharp pick up in cord blood issues in SCDT.

- Sickness absence continues to be low at 2.06% in the month.

DTS Income by SBU – YTD June 2016	2016/17 Budget	2016/17 Income	2016/17 Variance	2015/16 Actual	Growth
Tissue & Eye Services	3.1	3.1	-	2.9	8%
TAS	1.6	1.7	0.1	1.5	15%
H&I	3.4	3.3	-0.1	3.2	3%
RCI	3.3	3.4	0.1	3.3	5%
IBGRL & DD	0.2	0.1	0.1	0.2	-41%
CMT	2.5	2.5	-	2.4	4%
SCDT	2.4	2.4	-	2.2	13%
NCI/Other	0.4	0.4	-	0.3	12%
Total (£m's)	**16.9**	**17.0**	**0.1**	**16.0**	**6%**

- **Tissue and Eye Services –** planned income growth in 2016/17 remains largely dependant on the acquisition of the Bristol and Manchester eye banks last year. Income in June was slightly ahead of plan and the year to date remains better than plan (+1.2%) and +8% higher than the corresponding period last year. Sales of skin, pre-cut corneas and tendons and meniscus have continued to perform well, although there continues to be pressure on a number of service lines such as corneas, DBM and ASE / AlloSE. Stock of corneas has increased to 308 versus 250 in May. This is a significant improvement and reflects increased referrals by SNODs and the impact of the referral super centres.

- **RCI** income was marginally ahead of plan in June and in the year to date is 2.8% ahead of plan and 4.9% higher vs last year. Antenatal referrals, combined with higher income from the MoD, are the drivers for the year to date position, all the other income streams remain close to plan. The hospital satisfaction return for June reported 68% which is better than both plan (60%) and also the March 2016 return (56%).

- **H&I** income was 3% lower than plan in the year to date, although 3% ahead of 2015/16 and we continue to see lower activity for both stem cell related investigations and solid organ investigations. Turnaround times are also continuing to run behind plan and were at 95% in June (vs 98% target). After an encouraging start to the year, the provision of A and B1 matched platelets (a key safety target set by the platelets strategy) is reporting at 71% and below plan (75%). Achieving this target is likely to remain challenging due to an increased demand from multi-transfused patients in the London area (and in the context of the overall challenge presented by reducing CD platelet provision to 50% by late 2017/18). Hospital satisfaction for June (73%) was marginally below March (74%), although significantly better than target (60%).

- **Stem Cell Donation & Transplantation** income is 1% ahead of plan and 13% higher than last year with higher numbers of cord blood issues the key driver. Year to date cord issues are 8 (66%) higher than plan (although the plan was reset at 53 and below the level achieved for last year). However, this is partly offset by a lower number of BBMR provisions (45 actual versus vs 57 planned) due to a much lower number of international provisions.

- The target for the number of cord blood collections has been increased to 2,650 in 2016/17 ie an increase of 350, to reflect and catch up on the shortfall in activity during 2015/16. Collections were again worse than target in the month at 173 (vs 230 planned) and in the year to date is now 136 units (19%) behind plan. The bank is reporting a WIP this month of c687 units, (vs c2,346 reported in May) which is a significant improvement and more in line with normal levels (c600). The proportion of units banked from BAME communities was at 40% in June (vs 30% target).

- **Cellular and Molecular Therapies -** income in June and year to date is slightly higher than target with higher service income partially offset by lower New Cell Therapies (NCT) and CBC income.

- **Therapeutic Apheresis Services** income in year to date June was 4.6% higher than plan, and 15% higher than last year, with higher demand for Plasma Exchange (+13%) driving performance. Growth from the new service at GOSH is particularly encouraging with GOSH effectively becoming the paediatric centre for this service in London.

- There were no major/critical non-compliance's reported this month. BBMR had a successful WMDA inspection with no con-conformities and just two comments and accreditation is expected to be confirmed in due course.

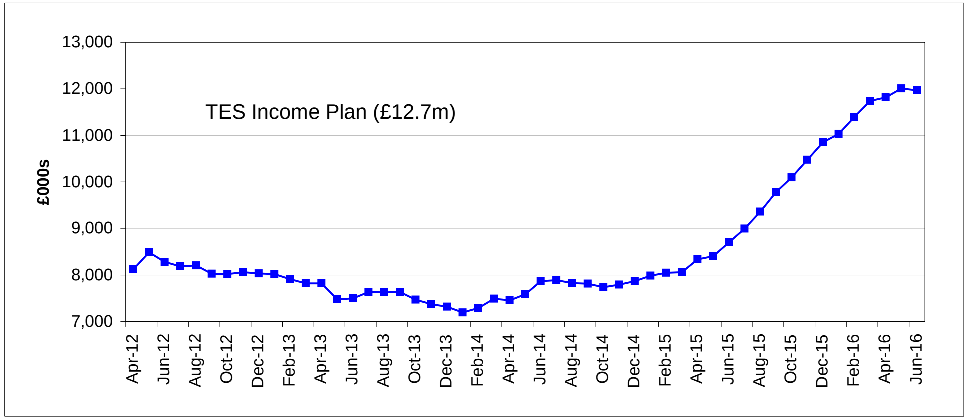
DTS – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Eye Banking	Delivery	G	A	1.0	1.0	N/A	Sep 16	Sep 16
Stock Management Rollout	Delivery	A	R	0.3	0.3	N/A	May 16	Sep 16

Diagnostic and Therapeutic Services - Income

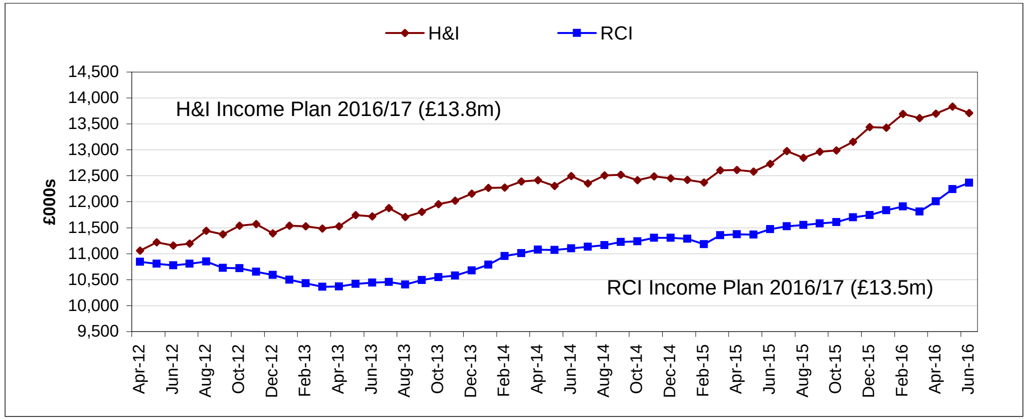
29. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	12.715	3.055	3.093	G	-



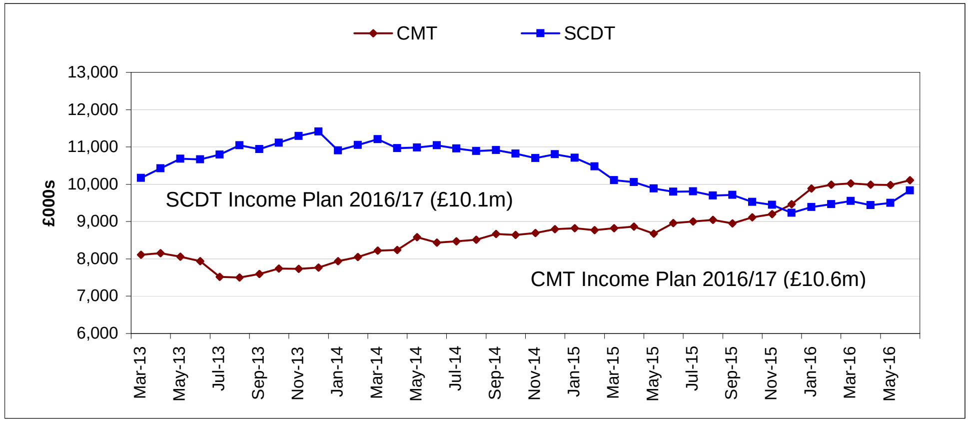
30. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	13.500	3.325	3.420	G	-
Income (£m's) - H&I	13.800	3.388	3.283	A	-



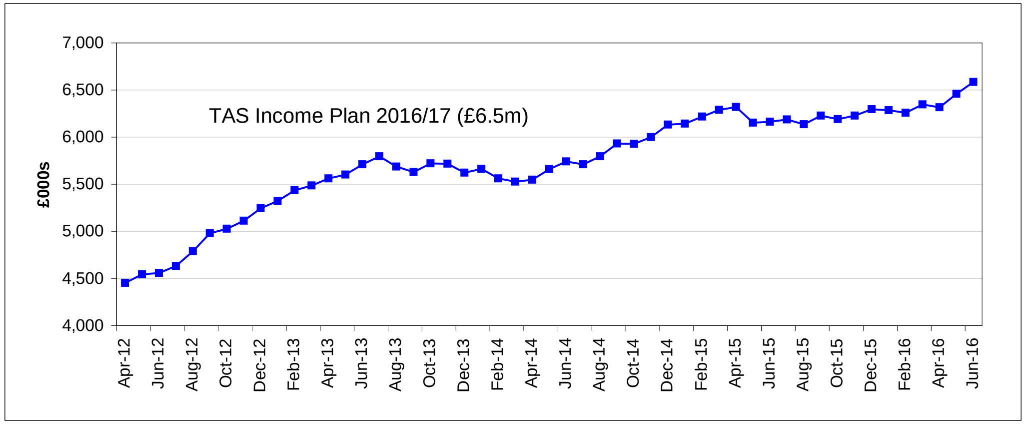
31. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	10.600	2.503	2.526	G	Better
Income (£m's) - SCDT	10.100	2.416	2.438	G	Better



32. Therapeutic Apheresis Services (MAT)

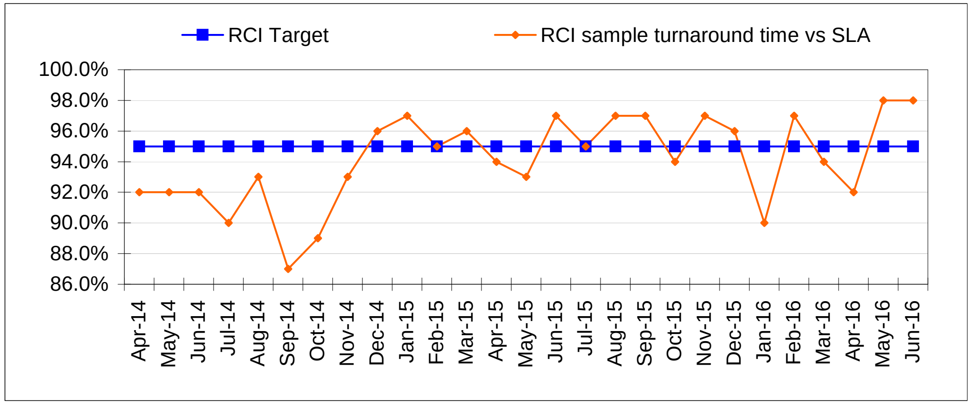
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	6.520	1.664	1.740	G	Better



Diagnostic and Therapeutic Services - Customer service and safety

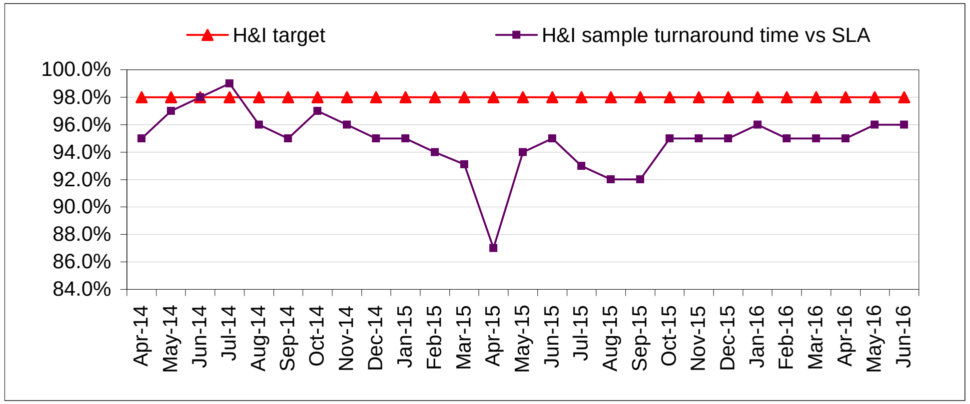
33. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	95.3%	G	-



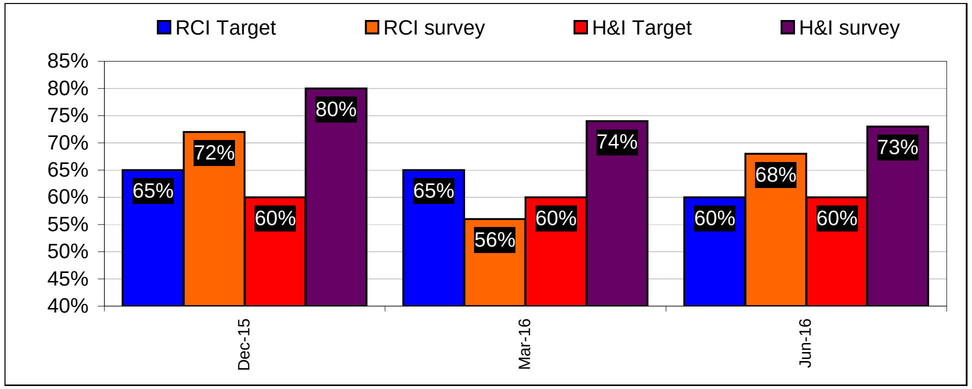
34. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	98.0%	98.0%	95.0%	A	-

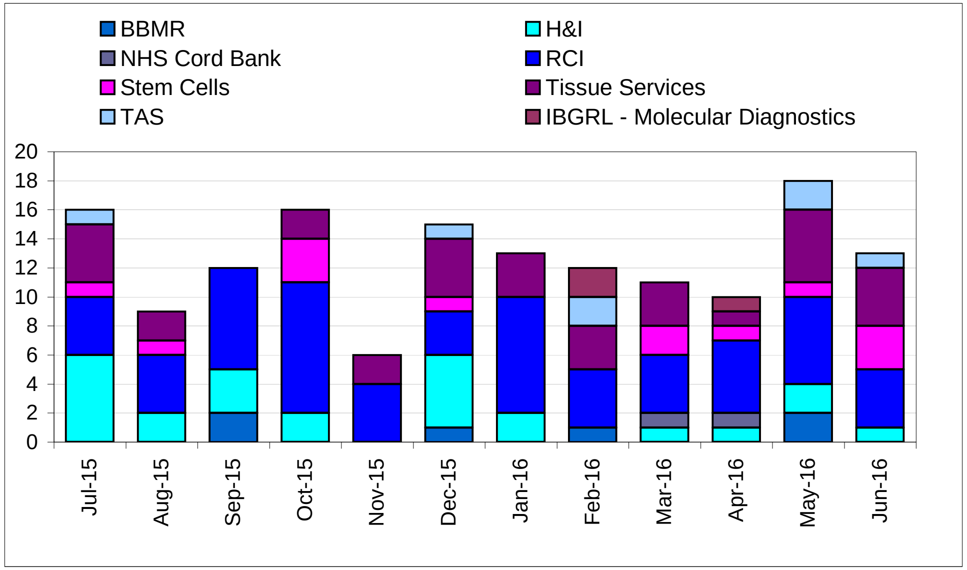


35. Hospital Satisfaction - next survey results due in June 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI	60.0%	60.0%	68.0%	G	Better
Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI	60.0%	60.0%	73.0%	G	-

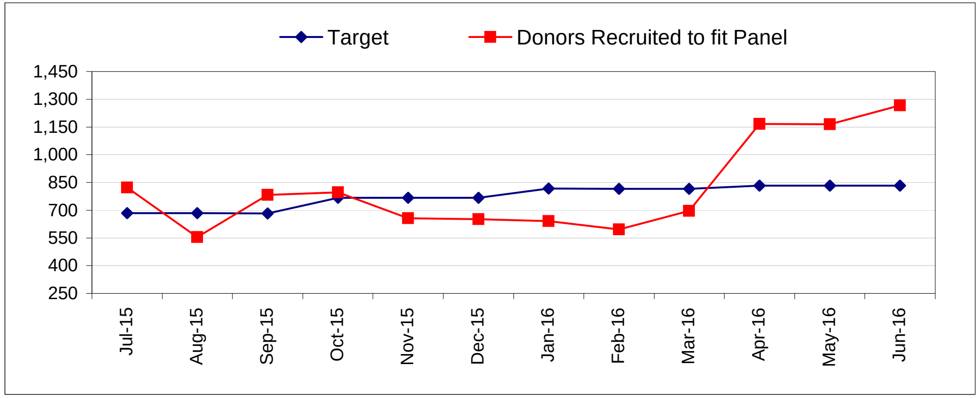


36. Major QI's raised per month - DTS



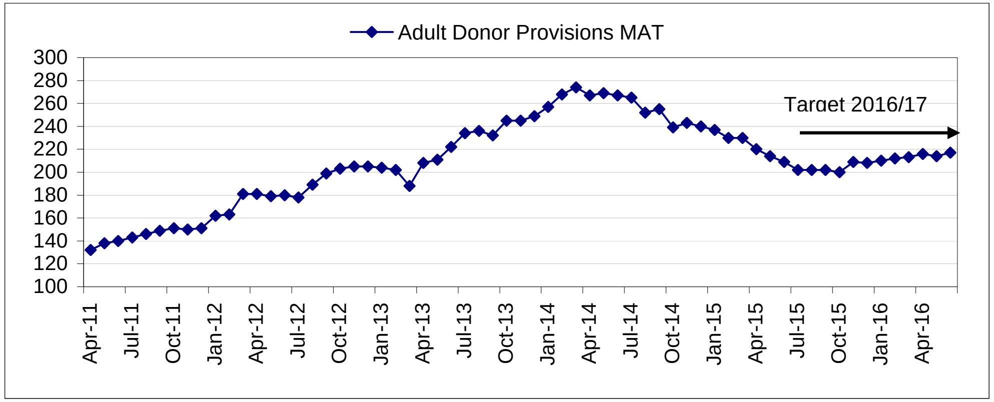
37. Donors recruited to fit panel

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Donors recruited to fit panel (Caucasian males <30y old) and BAME donors <40 years old	10,000	2,499	3,599	G	-



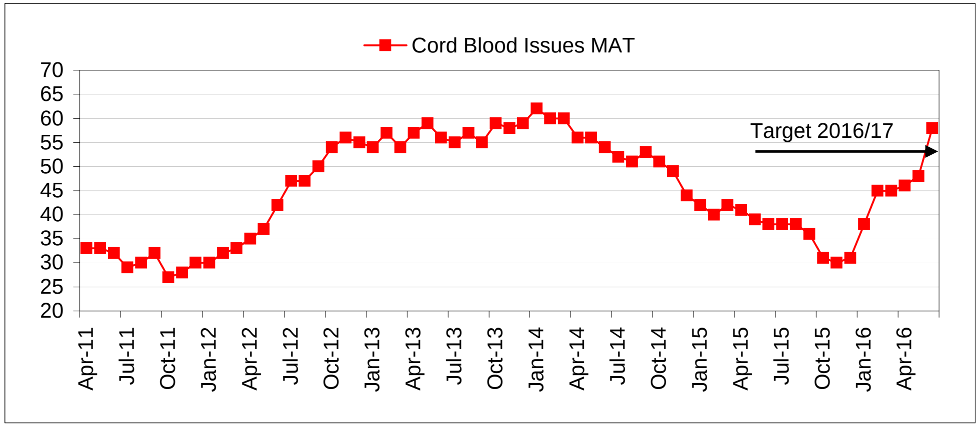
38. Adult donor provisions - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions	234	57	45	R	-



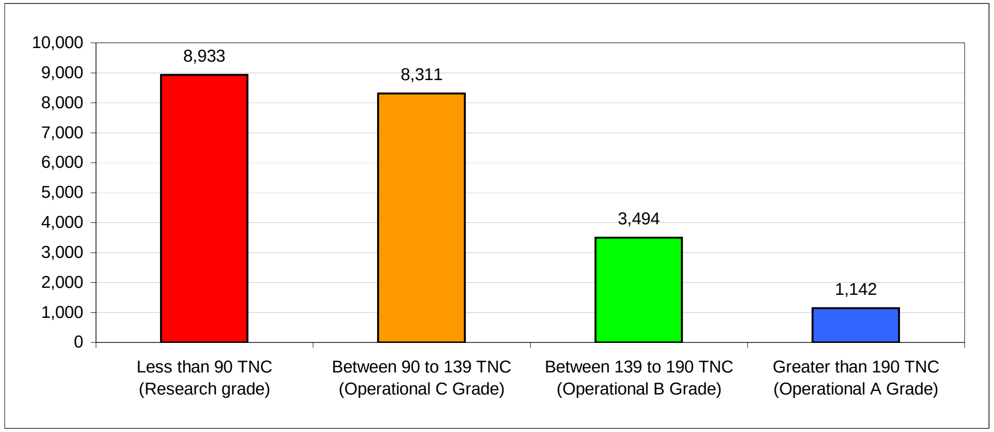
39. Issue of cord blood units - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued	53	12	20	G	-



40. NHSBT CBB stock (active units - cell dose post process TNC)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Banked Donations TNC > 140	2,650	700	564	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	Year to date 62.8% (vs plan of 70%) - chart 53.
		Increase % Consent/Authorisation rate (Overall) – DBD	A		Reporting at 67.6% in the year to date (vs plan of 72%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R		Reporting at 59.3% in the year to date (vs plan of 68%)
		Deceased donors - 2016/17 target – 1,440	A	-	Deceased donors year to date 335 (vs 360) - chart 41 -
		Deceased Organ Donors per million population – 22 per/m (reported quarterly).	A	-	June at 21.3m vs 21m planned. Next return Sept 2016
		Number of Living donors 2016/17 (1,260) – reported one month in arrears (chart 52).	R	-	Year to date at 171 (vs plan of 210) - chart 44.
		Living Donors per million population – 19.0 per/m (reported quarterly – one month in arrears)	-		March at 16.6m vs 19m planned. Next return June 2016.
		OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17.	-	-	Reporting will re-commence from July, once all of the data feeds are re-installed, backlog uploaded.
		Organ Transplants – Deceased (3,900)	A	-	889 transplants year to date (vs plan of 975) - chart 42.
		Deceased Organ Transplants per million population – 60 per/m (reported quarterly)	A	-	June at 55.2m vs 57.0m planned. Next return Sept 2016
		NHSBT Cost per Transplant (chart 43). - £17.9k (reported quarterly)	G	-	June at £17.6k. Next update September 2016

Commentary - ODT

- The number of eligible donors was again lower this month at 435 (vs average of 472 over the last twelve months), which is impacting on deceased donor numbers.
- In June there were 106 deceased donors, 14 below target. In the year to date deceased donors are now 25 (7%) below target. Although there were 18 more deceased donors than the same period last year (335 vs 317) April 2015 was a particularly low month with 84 donors. As such there was an average of 112 donors for the first three months of 2016/17 which is below the rolling twelve month average of c115 per month and hence the current trend is flat/slightly declining.

- In June there were 66 deceased donors after brain death (DBD) vs the monthly target of 71, and 40 deceased donors after circulatory death (DCD) vs the target of 49. This was the lowest number of DCD donors since September 2015, and significantly lower than rolling twelve month average of 50 deceased donors.

- June was another strong month for the overall consent rate at 65%). The year to date consent rate is now 63%, albeit that it remains significantly lower than plan (70%). The consent rate for DCDs in June was 65%, a notable improvement on the previous four months.

- The BAME consent rate for June at 40% was the highest it has been for 6 months. In the year to date the BAME consent rate is now 34.5%, 3% percentage points higher than the same period last year. ODST cultural awareness training is near completion and will be incorporated into cohort training. A BAME lead position is due to be advertised and several new ideas for increasing the BAME consent rate will also be explored.

- There were 286 deceased donor transplants in June, resulting in 889 transplants in the year to date (86 behind target). Compared with the same period last year (Q1) however, this represents an increase of 47 transplants (842 in Q1 2015/16) although this is impacted by the very low numbers seen in April 2015.

- There were 80 living donors in May, which is 39 (19%) below plan in the year to date with a number of actions in place to address the shortfall against plan:
  - NHS England have produced a project plan for implementation of non-mandatory tariff in England commencing April 2017 and will present to NHSBT Board in November. The centre specific NHSBT LDKT report (publication July), will be used to highlight the key messages for LDKT to area commissioning teams.
  - Patient and public engagement initiatives through NHSBT to plan. Publicity campaigns identified for 2016/17, information resources updated and BAME pilot project in progress.
  - Healthcare professional shared learning to share centre specific, UK and best practice data events in progress. Aim to have met with all centres in year. LDKT centre specific report for publication this month.

- .On average during 2015/16 there were 9 ODR overrides, where a family overrules patient consent, per month. We continue to see 8 or 9 overrides each month during early 2016/17. Actions across ODSTs include:
  - SNODs discussing overrides with TMs at time of occurrence
  - SNODs discussing overrides at Shared practice/ALS
  - Roll out of ODR overrides DVD by PDS team for facilitated discussion with SNODs
  - Specialist requestor role - phased roll out to ODSTs underway
  - Engagement with HTA re: consent, retraction and information. New forms in draft- Memorandum of Conversation form & Patient's Decision to Donate form in draft. Sent to internal solicitor to view and then will go to the HTA for endorsement.

- The consent rate when a patient is not on the ODR has remained above 50% since January, with 54% in June and 52% in the year to date.

- The IT issues related to ODR partner data feeds have now been resolved. DVLA-sourced registration updates and new registrations are now being transferred to NHSBT and processing has begun. This is likely to complete by the end of August.

- Overall absence continues to reduce, with a further decrease this month to 1.4% overall. Turnover, however, within Organ Donation and Nursing, continues to be high at 15.35%. A workforce stabilisation plan was agreed in June and plans are underway to cascade the action plan across the SNOD workforce.

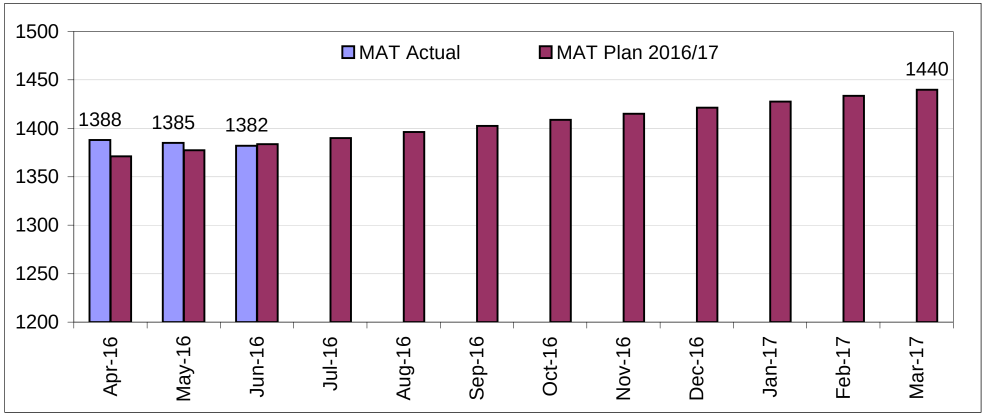
- NHSBT launched a Waste or Save organ donation campaign on Monday 11th July 2016. The campaign introduces a new set of characters 'The Vitals' and poses the question 'When you die what will you do with your organs, will you waste them or use them to save lives?'. This question is designed to increase debate, conversation and registrations to the NHS Organ Donor Register. The campaign utilises NHSBT's social and digital channels, stakeholder support, partner amplification, colleague support and paid social advertising in order to generate conversations within our intended target audience group, those aged 18-35.

ODT – Status of Strategic Projects per TPB reporting):

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Donor Registration Transformation	Delivery	G	A	4.4	4.6	N/A	Jun 16	Jul 16
Bristol Consolidation	Initiation	G	G	0.9	TBC	N/A	Oct 17	Oct 17
Stoke Gifford Service and Infrastructure Alignment (previously ODT IT Disaster Recovery & Enhancements)	Initiation	R	A	0.1	TBC	N/A	Feb 17	Feb 17
ODT Hub	Define	A	A	1.5	1.5	N/A	Jun 16 (Yr 1)	Dec 19

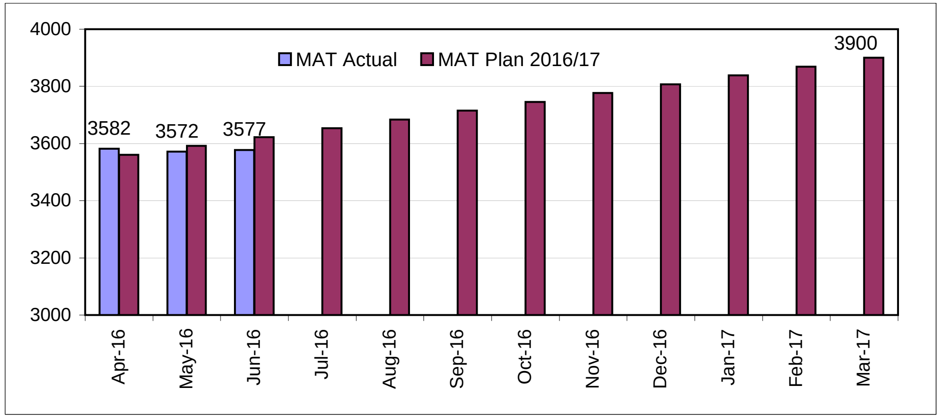
41. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1440	360	335	A	-



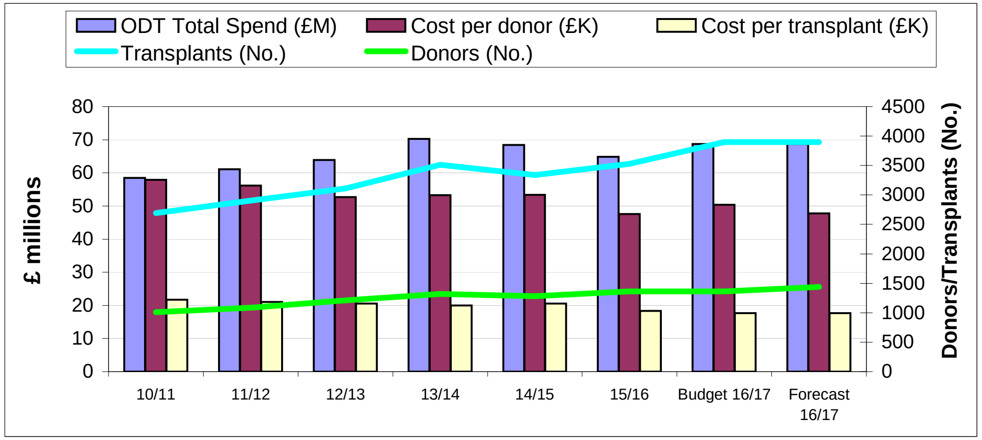
42. MAT number of Deceased Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	3900	975	889	A	-



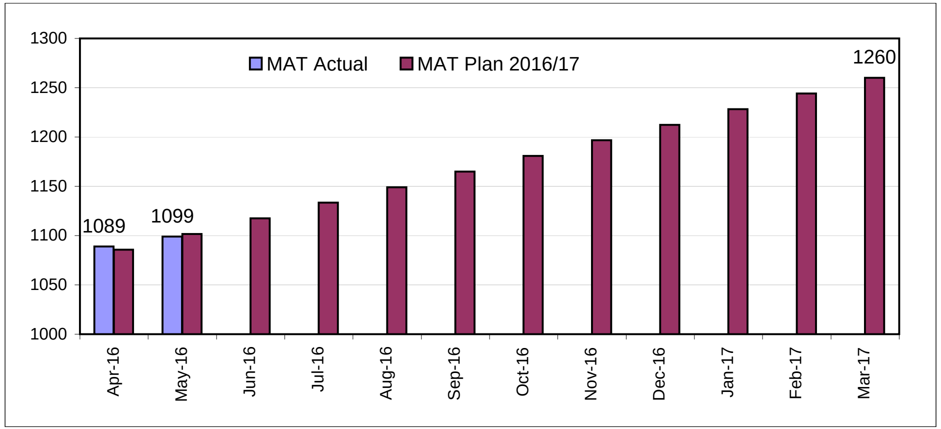
43. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	17.9	17.9	17.6	G	-



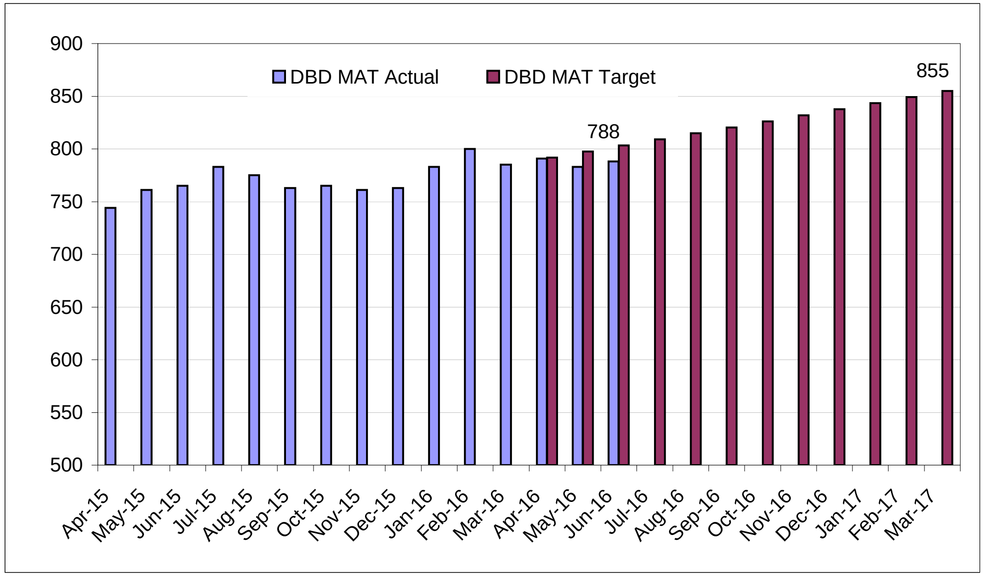
44. MAT number of Live Organ Donors (reported one month in arrears)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1260	210	171	R	-

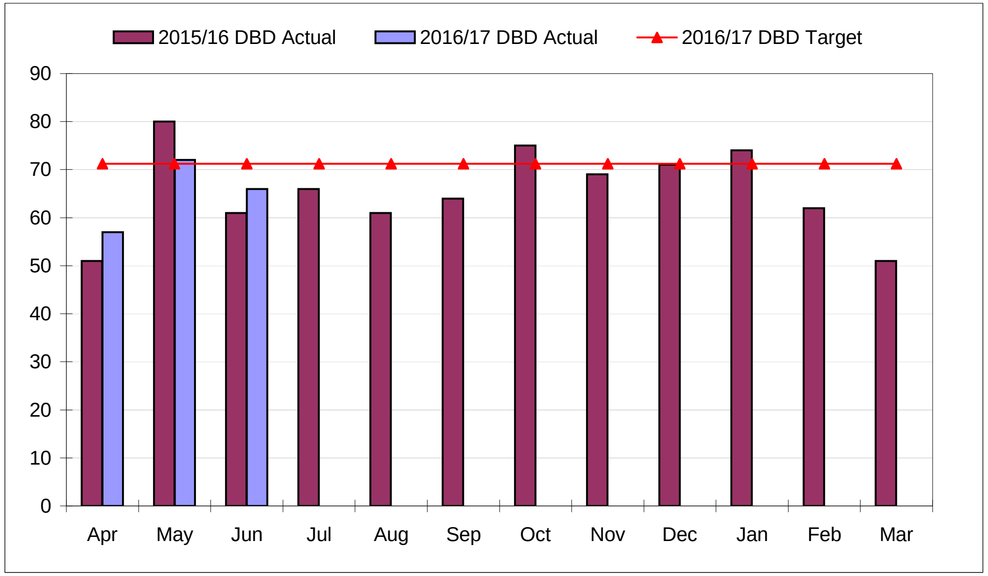


Organ Donation and Transplant - DBD Activity

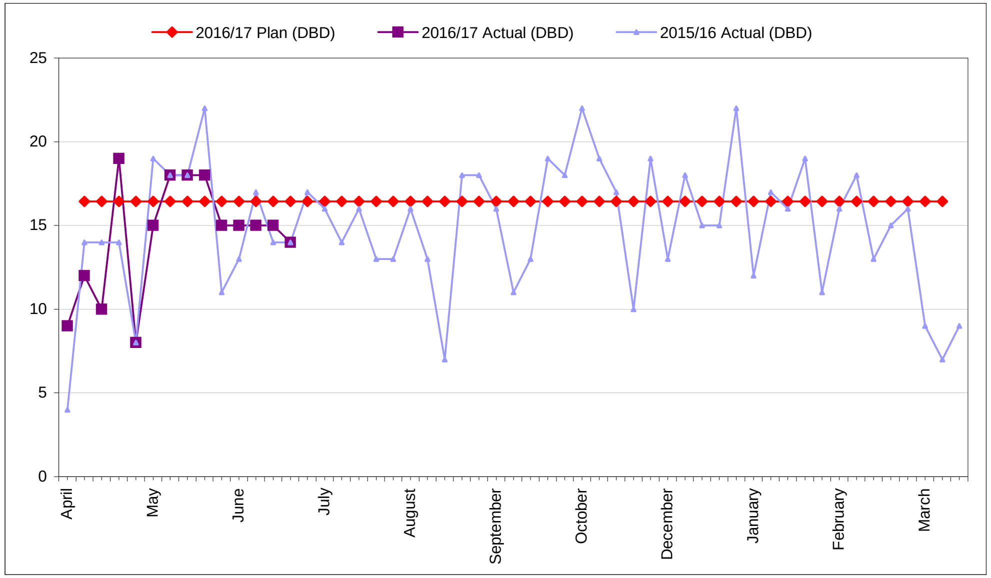
45. MAT number of Deceased Organ Donors (DBD)



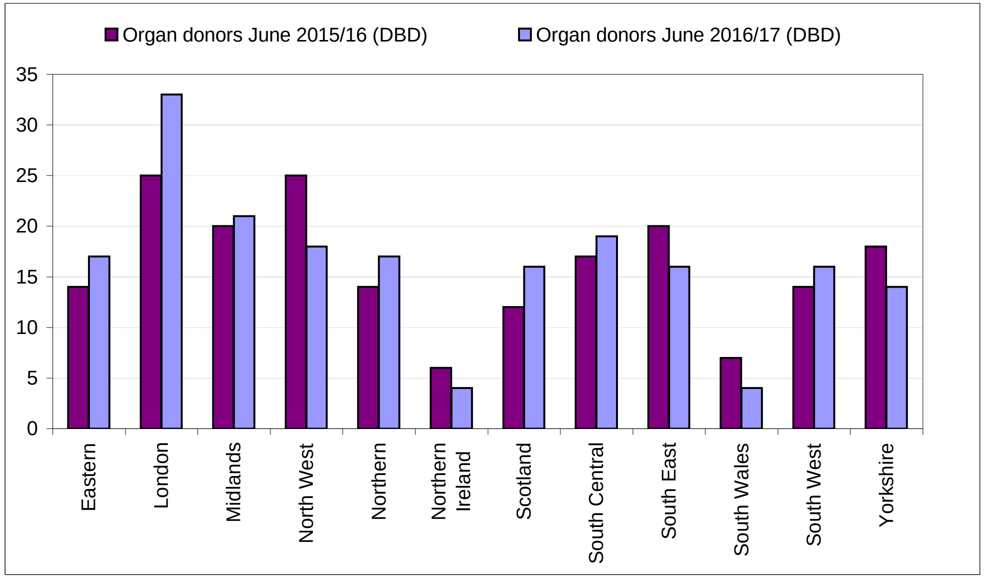
46. Deceased Organ Donors - Monthly (DBD)



47. Deceased Organ Donors - Weekly (DBD)

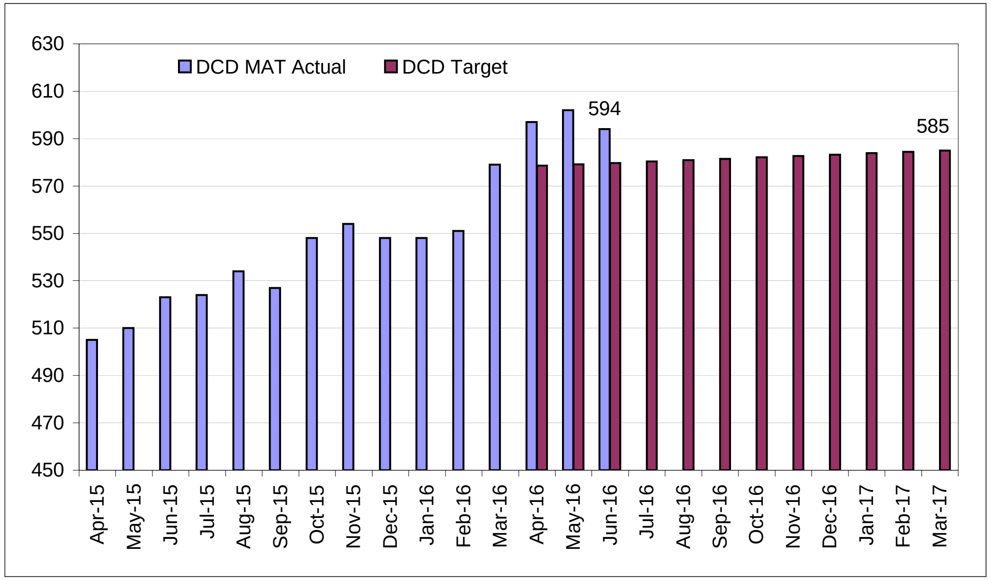


48. Deceased Organ Donors - Team (DBD)

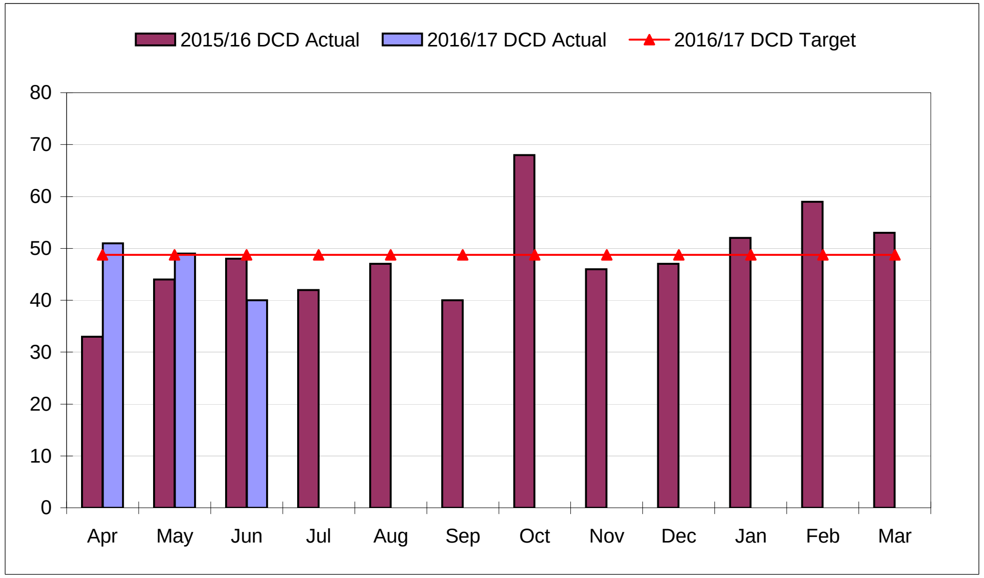


Organ Donation and Transplant - DCD Activity

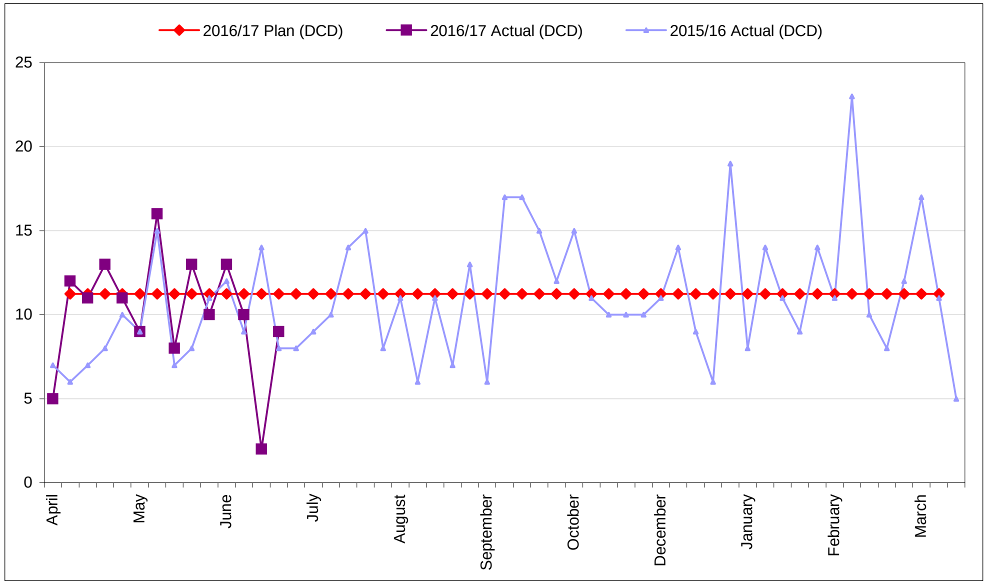
49. MAT number of Deceased Organ Donors (DCD)



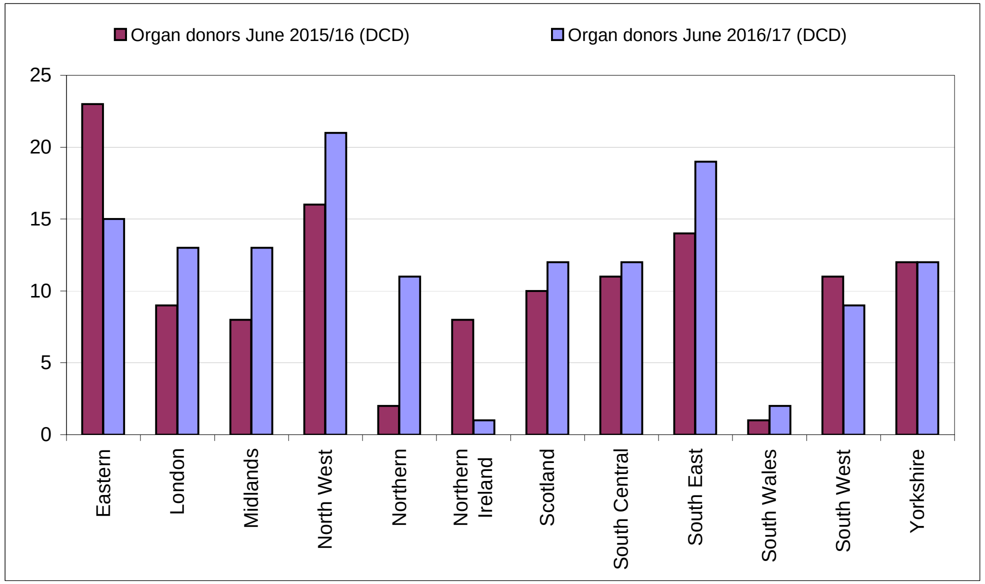
50. Deceased Organ Donors - Monthly (DCD)



51. Deceased Organ Donors - Weekly (DCD)



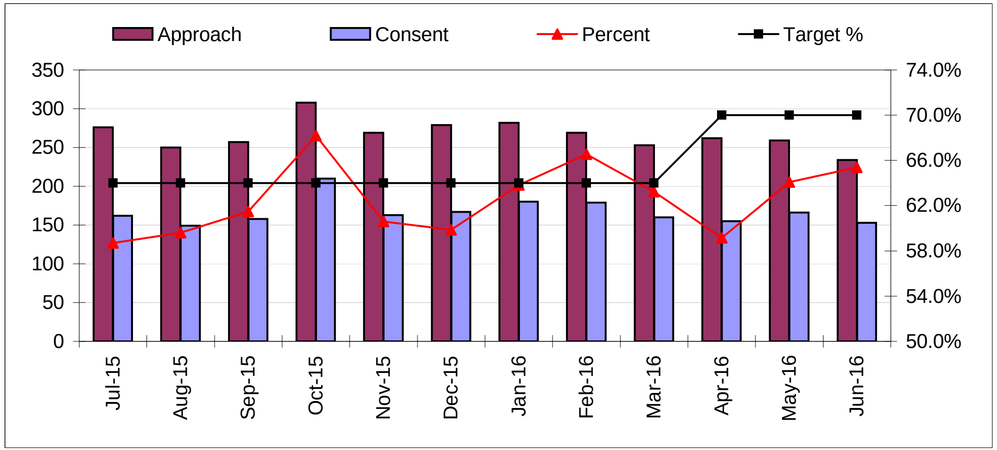
52. Deceased Organ Donors - Team (DCD)



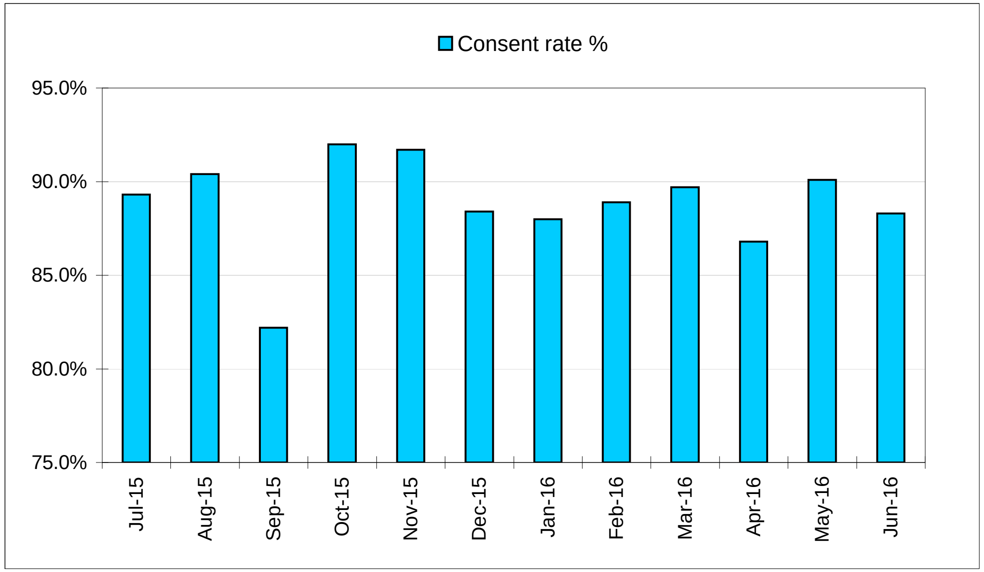
Organ Donation and Transplant - Consent / ODR

53. Consent / Authorisation rate (DBD & DCD)

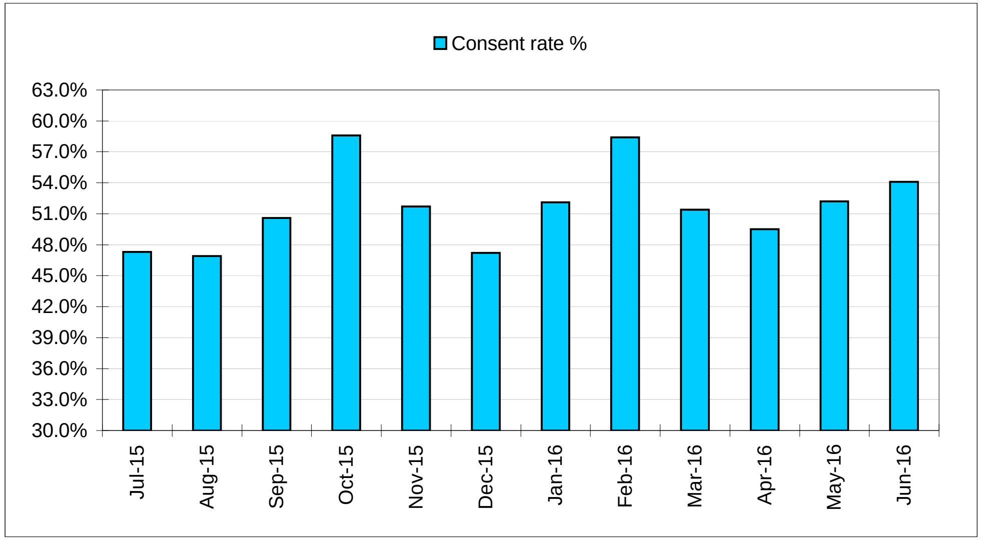
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (Overall)	70.0%	70.0%	62.8%	R	-



54. Consent/Authorisation rate (patient expressed wish to donate on the ODR)

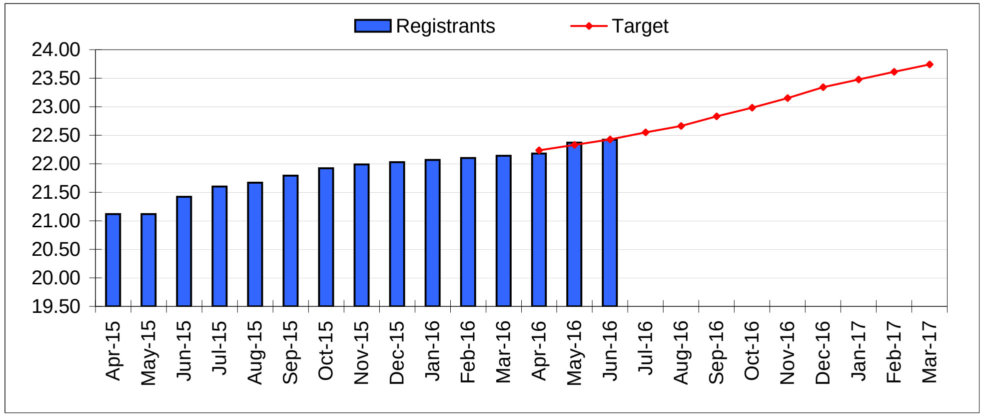


55.Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)



56. Number of people registered on the ODR

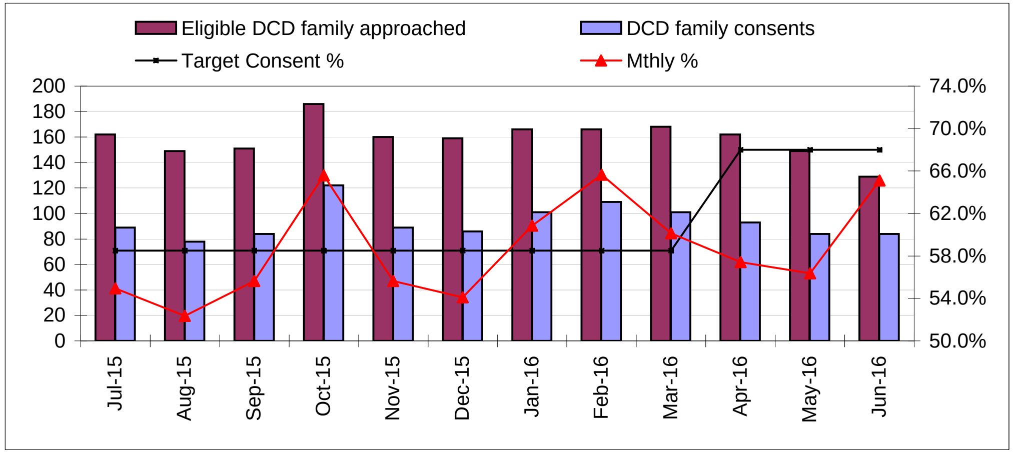
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Organ Donor Register – number of new registrations (millions)	1.600	0.285	NM	NM	-



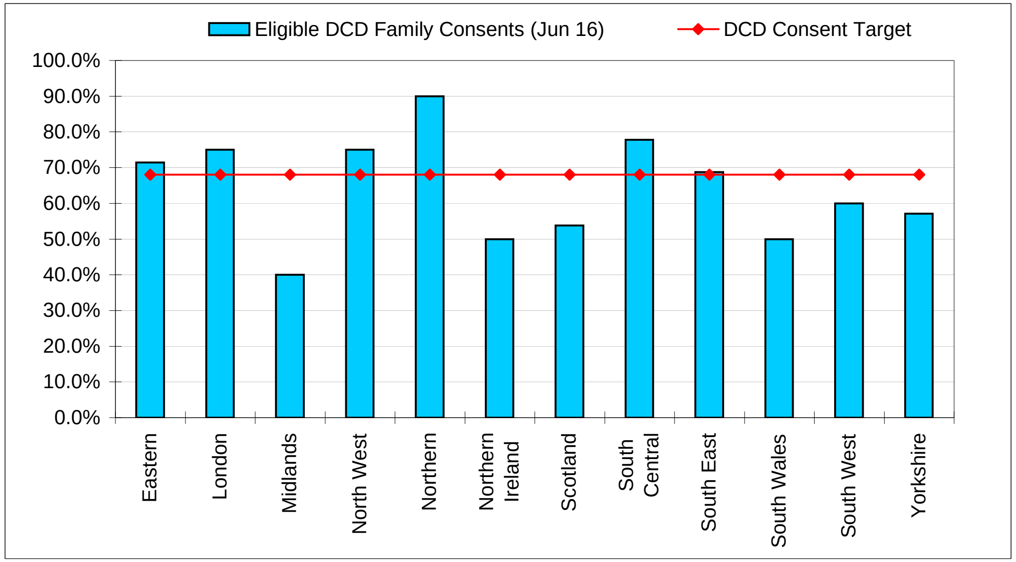
Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

57. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (DCD)	68.0%	68.0%	59.3%	R	-

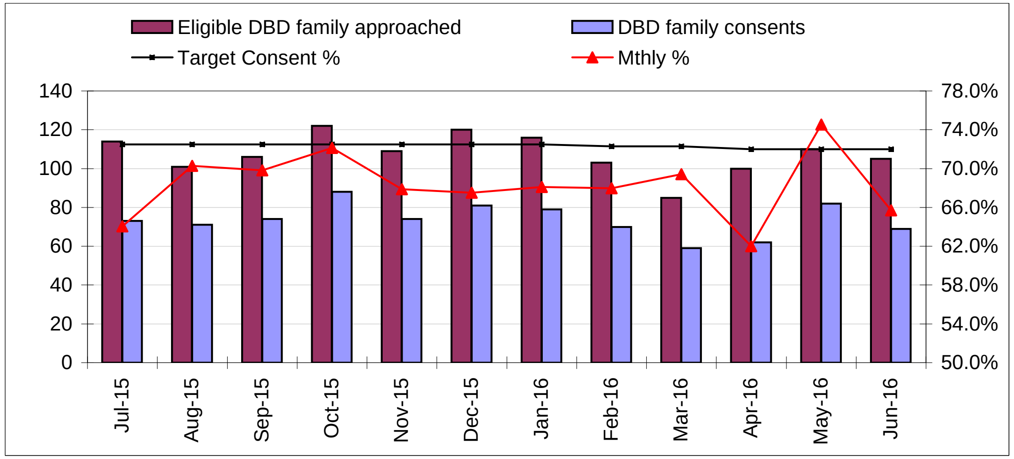


58. Consent/Authorisation rate (DCD) % by Region

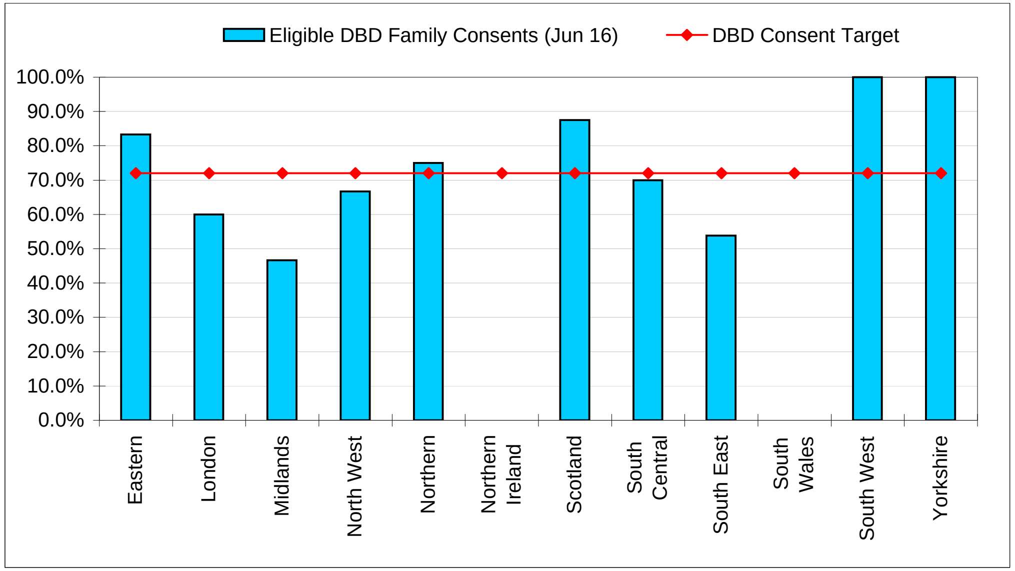


59. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (DBD)	72.0%	72.0%	67.6%	A	-

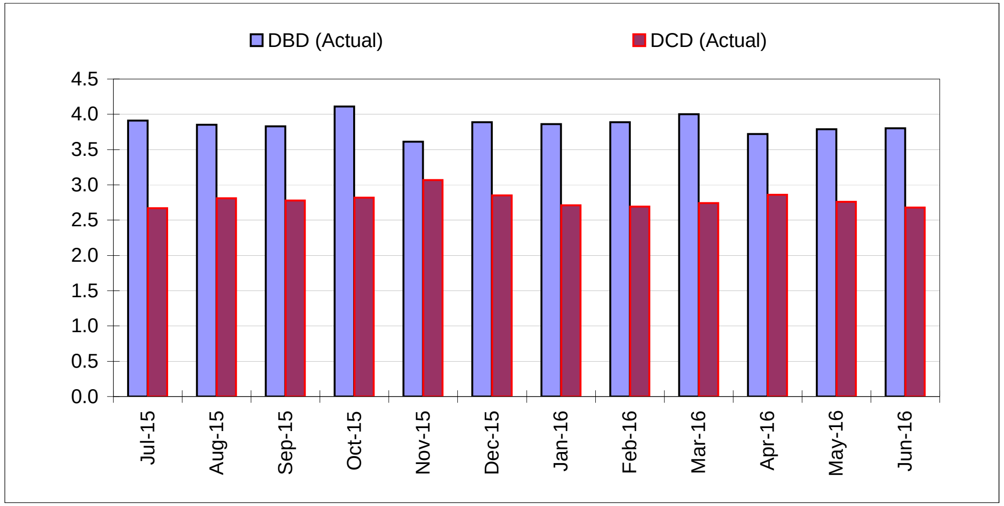


60. Consent/Authorisation rate (DBD) % by Region

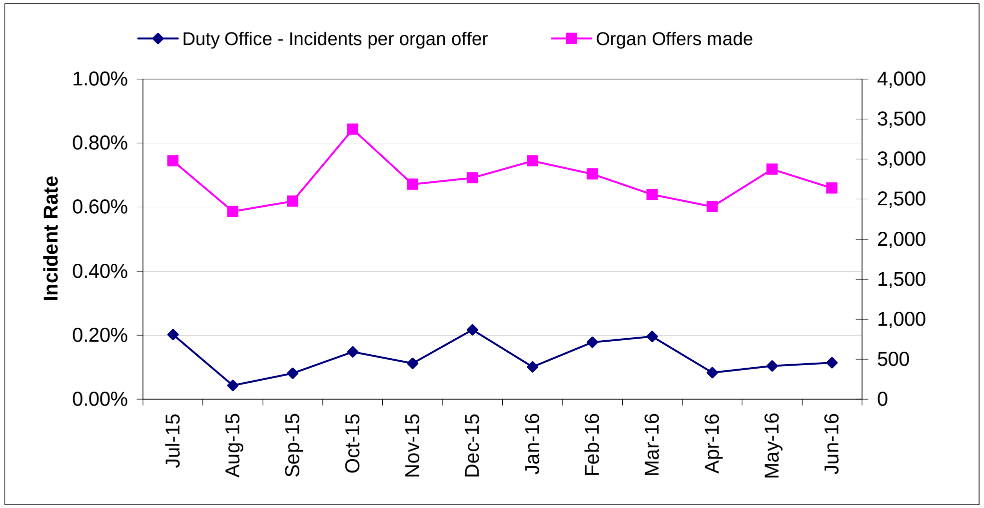


Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

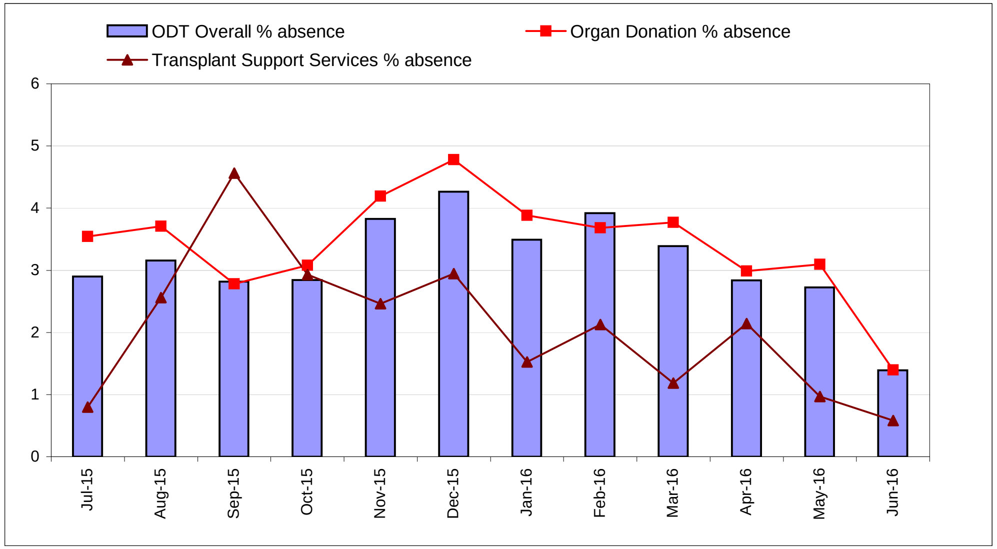


62. Duty Office - Incidents per Organ Offer

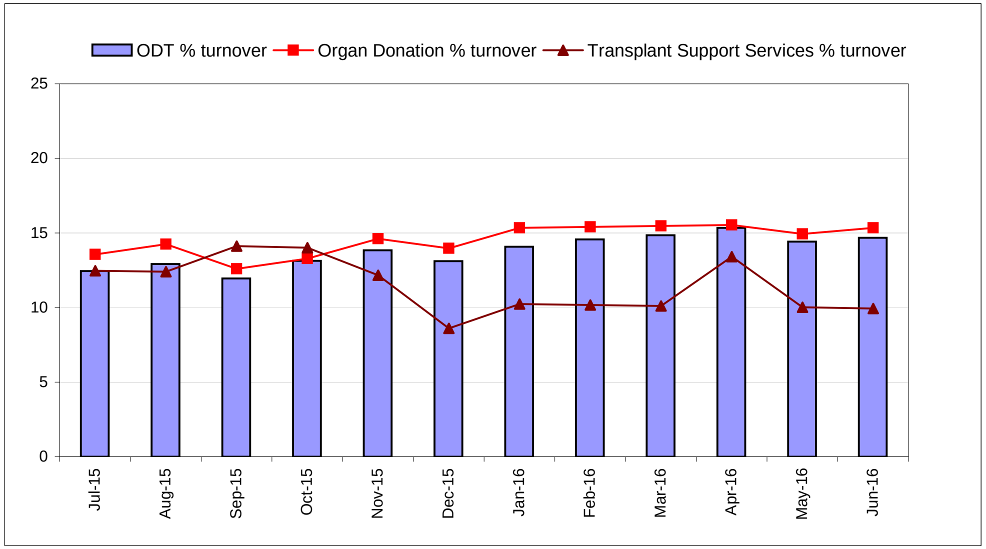


Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate (%)



64. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	The Q1 reforecast formally adopted a revised demand for red cells in 2017/18 that is significantly below previous assumptions. Along with the (new) trend in platelet demand decline and increased costs for the CSM project, this has substantial consequences for income and cash flow over the 5 year plan. In broad terms NHSBT will now need to identify an additional £10m of recurring cash benefits to bring the plan into balance (in addition to the £5m of additional cost savings that is already being sought for 2017/18). These benefits can be provided through yet further cost savings and/or from price increases for blood components. This will be further presented and discussed at the Board meeting in July but it indicates a risk that prices increases may need to be proposed at the NCG in November. Sickness absence has remained low this month at 3.5% although levels in Blood Donation saw an increase to 5.32% (vs 4.55% in May).

Corporate – status of Strategic projects per TPB reporting – is reported in the following table.

TRANSFORMATION PROGARMME – GROUP LEVEL PROJECTS

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Brentwood Estates Optimisation	Delivery	G	G	7.1	4.1	1.1	May 17	May 17
Organisational Workforce Dev LMS	Delivery	G	G	0.06	0.04	N/A	Jun 16	Jul 16
Networks & Telephony Contract	Delivery	A	A	11.9	11.9	0.1	Apr 17	Jun 17
Oracle Database Upgrade	Delivery	A	A	0.2	0.2	N/A	TBC	Sep 16
Platform Selection	Closure	G	G	0.1	0.1	N/A	Nov 15	Jun 16
Leeds Sheffield	Initiation	G	G	12.7	12.7	N/A	Sep 20	Sep 20
Next Generation Firewalls Managed Service	Initiation	G	G	1.5	1.5	N/A	Nov 16	Mar 17
Desktop Modernisation – Infrastructure Improvement	Initiation	G	G	16.0	TBC	N/A	Oct 16*	May 17
Infrastructure Hosting Project*	Start-Up	R	A	TBC	TBC	N/A	TBC	TBC

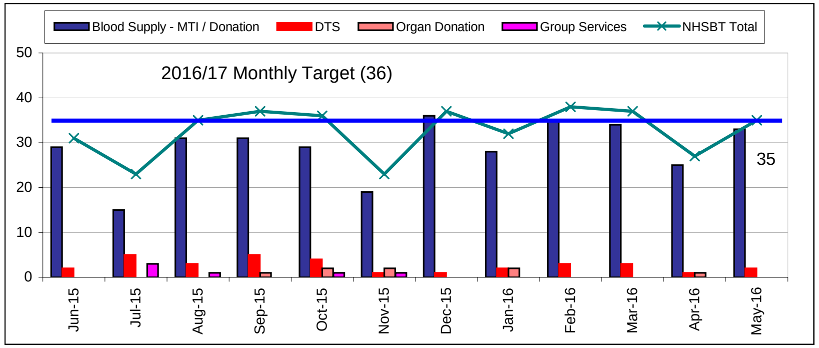
Note:
* Start-up for Phase 2 – Stoke Gifford Data Centre move

65. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	-
Pulse	99.95%	99.38%	R	Worse
OBOS	99.95%	100.00%	G	Better
Hematos	99.95%	99.65%	A	-
EOS	99.95%	99.92%	A	Worse
NtXD	99.95%	100.00%	G	-
TMS	99.95%	100.00%	G	-

66. Health and Safety - Accident Reporting

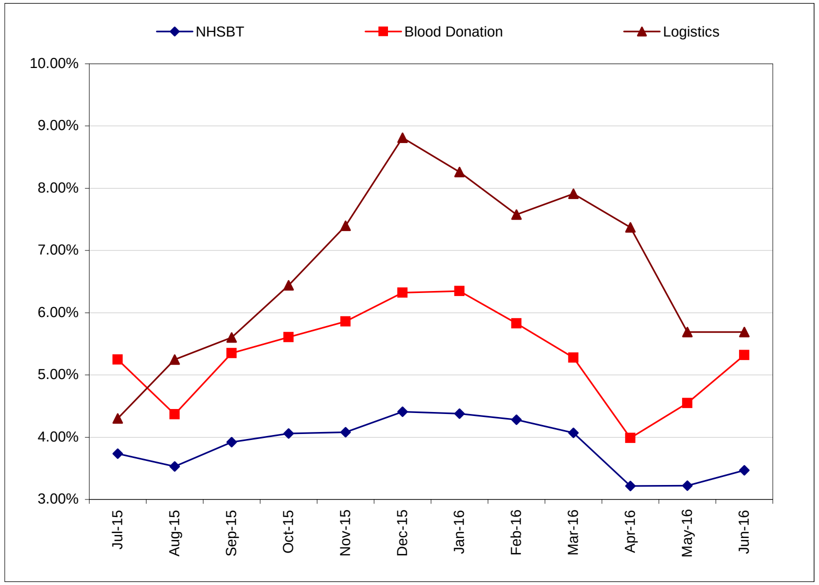
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<24	24	=/<27	24
M&L	<9	11	=/<5	9
DTS/SpS	=/<1	1	=/<2	2
Organ Donation	0	0	=/<1	0
Group Services	0	0	=/<1	0
NHSBT	<34	36	=/<36	35



67. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	814	830	-16	-1.9%
Blood Supply: Blood Donation	1,507	1,537	-30	-2.0%
Diagnostic and Therapeutic Services	802	787	15	1.9%
Organ Donation (including Group Services)	398	373	25	6.3%
Sub-total Operational	**3,522**	**3,527**	**-5**	**-0.1%**
CEO and Board	3	3	0	-13.6%
Quality	85	82	3	3.4%
Communications	70	60	10	14.2%
Estates & Facilities	82	75	6	7.6%
Blood Supply: Logistics	360	343	17	4.8%
Finance	98	92	5	5.5%
HR and BTS Project Management	151	144	6	4.3%
BTS - Information Communication Technology	161	141	20	12.3%
Clinical	186	181	5	2.4%
Research and Development	36	43	-7	-19.2%
Change Programme & Development	4	9	-5	-114.0%
Sub-total Group Service	**1,235**	**1,175**	**60**	**4.9%**
Total	**4,757**	**4,702**	**55**	**1.2%**
% Operational WTE to Total WTE	**74%**	**75%**		

68. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
142	9	125	8

The dependency and reliance on the SMEs that currently provide support for our critical operational systems (PULSE/Hematos) and in particular their ability to retain the necessary capability to deliver to agreed service levels.

The ability to supply sufficient volumes/services in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (Pulse, Hematos, networks etc). The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new desktop, core systems modernisation etc.) and the significant complexity and inter-dependency between them.

The scale of the transformation programme across NHSBT/Blood will create a significant challenge on the capacity and capability of NHSBT to safely execute the change (both ICT and business resources) and a potential distraction to delivering business as usual.

The ability to maintain a red cell blood price of c£120 per unit (or better) after 2015/16 continues to remain highly dependant on being able to generate significant productivity improvements in Blood Donation. In turn this will imply significant changes to the configuration of services (e.g. fewer / larger mobile sessions and greater use of fixed venues). This may result in adverse donor reaction and behaviour if not managed and communicated well.

The downturn in demand from hospitals for red cells is likely to continue for a number of years before the expected demographic changes offset the trend. This is having a significant impact on our immediate financial position, but this is being managed / mitigated in the short term. If it were to continue for another 2-3 years we may be unable to remove (fixed) costs at a sufficient pace to avoid price increases in 2016/17 and beyond, as well as maintain the financial flexibility to fund future change programmes (especially the renewal of IT infrastructure and applications).

There is a high prevalence of manual, paper based and verbal processes throughout NHSBT's operations, especially within reference testing and in the duty office within organ donation and transplant. Although these are mitigated by appropriate manual control checks there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

The availability of funding from 2016/17 onwards would impact the delivery of the ODT 2020 strategy and especially the need to replace the ageing and inflexible NTxD platform.

Changing clinical/commissioning intentions in Stem Cells - ie Cord Blood / BBMR, as a recommended treatment, are impacting on the outcomes and therefore the future viability of these services.

No new high/extreme risks were raised for escalation to the Board in the month.

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 30 JUNE 2016

Income	Year to date Budget £k	Year to date Actual £k	Year to date Variance £k	Full year 2015-16 Actual £k	Full year Initial Budget £k	Full year Latest Budget £k	Full year Forecast £k
Revenue Cash Limit - Organ Donation & Transplantation	15,482	15,482	0	59,142	61,927	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	1,043	1,043	0	4,273	4,173	4,173	4,173
Blood & Components Income	65,809	66,250	441	271,104	261,933	260,145	261,221
Diagnostic and Therapeutic Services Income	15,831	15,938	107	62,712	65,126	65,316	65,466
Research & Development	321	523	202	3,881	1,283	1,283	1,183
Organ Donation & Transplantation Other Income	3015	2819	-197	12357	12062	12062	12062
All Other Income	1174	1292	118	5430	4687	4662	4916
Total Income	**102675**	**103347**	**672**	**418898**	**411190**	**409568**	**410948**
Expenditure							
Cost of Sales - Blood Component Stock Movement	113	327	214	-109	0	1141	0
Cost of Sales - Tissues Stock Movement	0	9	9	266	0	0	0
Organ Donation & Transplantation Operational Expenditure	-16434	-15632	801	-60486	-66710	-66710	-66710
Blood Supply: Manufacturing, Testing & Issue	-17636	-17847	-211	-69926	-69182	-69396	-69984
Blood Supply: Blood Donation	-19668	-20369	-701	-82097	-77429	-76836	-77806
Blood Supply: Logistics	-5173	-5346	-173	-23112	-20741	-20741	-21255
Diagnostic and Therapeutic Services	-14882	-14840	41	-56307	-58744	-59037	-59350
Quality	-1245	-1194	51	-4738	-5017	-5017	-4917
Chief Executive and Board	-157	-134	24	-581	-776	-776	-744
Communications	-1217	-1158	59	-5033	-5048	-5048	-4980
Estates & Facilities	-9234	-8999	235	-40816	-38818	-38817	-38507
Finance	-1442	-1458	-16	-6739	-5751	-5751	-5816
HR and BTS Project Management	-2318	-2276	42	-9487	-9150	-9230	-9264
BTS - Information Communication Technology	-4848	-4755	93	-18108	-19481	-19481	-19111
Clinical Directorate	-3552	-3462	90	-13512	-14332	-14294	-13894
Research & Development	-1353	-1534	-181	-7441	-4828	-4878	-5028
Change Programme & Development	-2206	-2206	-0	-12338	-13669	-13182	-28427
Miscellaneous and Capital Charges	-379	-577	-198	-3435	-1515	-1515	-1642
Total Expenditure	**-101631**	**-101450**	**181**	**-413998**	**-411190**	**-409568**	**-427435**
Surplus/(Deficit)	**1044**	**1897**	**852**	**4900**	**0**	**0**	**-16487**

Statutory Accounts Presentation	Budget	Actual	Variance	2015-16 Actual	Initial Budget	Latest Budget	Forecast
NHSBT Surplus/(Deficit) as above	1044	1897	852	15658	0	0	-16487
Add back Notional Cost of Capital	1769	1769		6703	6520	7075	6869
Remove Revenue Cash Limit	-16525	-16525		-63415	-66100	-66100	-66100
Deduct Capital Charges Cash Payment	-4323	-4323		-16267	-17292	-17292	-17292
Net Expenditure	-18035	-17183	852	-57321	-76872	-76317	-93010

An I&E surplus of £0.2m was reported in June, £0.1m better than plan.

Year to date NHSBT is reporting a surplus of £1.9m, £0.9m ahead of plan. This reflects surpluses in Blood/Group of £0.1m; ODT £0.6m and DTS £0.2m versus plan.

In Blood / Group, the (small) surplus is mainly driven by overspends in oeprational budgets being more than offset by lower spend within group services,

In DTS the surplus reflects improved sales within TES, TAS and SCDT (higher Cord issues and BBMR provisions in the latter case).

The surplus in ODT continues to reflect SNOD vacancies but also lower activity than plan.

The forecast has improved to a £16.5m (previously £19.8m) deficit (funded by cash reserves) driven by a reduced upfront investment on the desktop project.

Balance sheet - current assets were £63.8m at the end of June 2016, with a cash balance of £46.8m.

Debtor days were 28 in June (May - 31) vs target of 22 days. 61 hospitals have signed up for payment of blood contract invoices by direct debit.