

Board Performance Report Performance Report

For the period ended 31st December 2016

| | Status | Trend | Comments |
|------------------|--------|--------|--|
| Blood Components | Yellow | Red | Red Cell issues in December were 2.2% higher than plan. Year to date red cell issues are now 5.3% lower than last year. Stocks have remained below target levels at around 30k with O neg stocks remaining in the 3.5 - 4 day range and again less than ideal. Platelet issues are also now 4.4% lower than last year to date. |
| DTS | Green | Green | DTS continues to report a small I&E surplus of £0.3m driven by higher income than planned in TAS, RCI and CMT. Hospital satisfaction scores for the December quarter were positive overall but especially in RCI and H&I. |
| ODT | Yellow | Green | There were 119 deceased donors in December (vs plan of 120). Year to date the number of deceased donors is 31 (3%) below. The number of deceased transplants is 164 (6%) behind target. Living Donors (reported one month in arrears) are 120 (14%) behind plan in the year to date. |
| Corporate | Green | Green | Sickness absence is higher this month at 4.3% (vs 3.4% November) although consistent with seasonal trends. |
| Finance | Green | Yellow | NHSBT is reporting a year to date deficit of £2.2m, £0.6m ahead of plan. The forecast for the year is now a deficit of £10.6m (funded from cash reserves) versus £19.7m anticipated in the budget. The difference is primarily due to phasing of the transformation spend (and especially re the desktop project). |
| Change Programme | Red | Yellow | Four projects are reporting at "red" status. In addition to Stock Management, PCS and Brentwood the CSM Project is at "red" status and, given its size / importance, puts the overall programme at "red" status. |

| Contents | Pages |
|-------------------------------|-------|
| 1. Performance Summary | 1 |
| 2. Blood Components - Summary | 2-13 |
| 3. DTS – Summary | 14-20 |
| 4. ODT – Summary | 21-29 |
| 5. Group Level Trends | 30-32 |
| 6. Risk Management | 33-34 |
| 7. Financial Report | 35-36 |

| 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 (75.2% vs 72%) - Chart 15. |
| | | No. of complaints per million donation | G | - | Better than plan at 4.7k - Chart 16 |
| | | Number of Donors Donating over the last 12 months (000's) | G | - | Above plan in December (863k vs 859k) - Chart 23. |
| | | Frequency of Donation (overall) | G | - | Lower than plan in December – 1.86 vs 1.88 (Chart 23). |
| | | Number of O- neg Donors donating last 12 months (000's) | G | - | December at 106.4k vs plan of 105.2k - Chart 23. |
| | | Frequency of Donation (O neg donors) | G | - | Lower than plan in December (1.95 vs 1.98) - Chart 23. |
| | | % of whole blood donations in donor centres | G | - | December 17.1% - better than plan - Chart 11. |
| | | % of 9 bed sessions | G | - | December at 60.1% vs plan of 57.6% - Chart 12. |
| | | Blood Donation Productivity: units/FTE/year | G | - | December at 1,395 vs plan of 1,381 – charts 31/32 |
| | Supply-Chain Operations | Red Cell Blood Stocks – Alert Levels | G | - | Above 3 day alert for all groups - (chart 13). |
| | | Platelet Demand vs. Stock levels | R | - | Aggregate stocks +/- the 2 day alert level -chart 14. |
| | | Number of 'critical' and "major" regulatory non-compliances | R | - | None in December - one in the year to date (July 2016). |
| | | 96.5% of Products Issued on Time | A | - | Year to date at 95.6% vs plan of 96.5%) - chart 25. |
| | | Manufacturing Productivity (units/FTE/year) | A | - | Year to date 9.7k vs plan of 10.1k - Chart 29. |
| | | Testing Productivity (units/FTE/year) | R | - | December reporting (27.5k vs 28.9k) - Chart 30 - |
| | Customer Service and the Hospital Interface | 70 % hospitals scoring => 9/10 for satisfaction (chart 26). | G | Better | December at 85%. Next survey March 2017. |
| | | 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 target of 14. Discussions ongoing with a further 13 hospitals. |
| | | Hospital networks with extended / integrated services | - | - | Focus is on "extending" service - piloted with 3 Trusts. |

- Year to date red cell issues are now 5.3% lower than previous year to date. However, in December, red cells issues were 2.2% higher than plan despite a week of very low issues over the xmas/new year week. Issues in January are also running ahead of plan.
- The forecast for 2016/17 is now at 1.511m issues (versus 1.527m agreed at NCG) representing a 5.3% reduction on 2015/16. Demand for 2017/18 has also been reduced to 1.427m issues (vs 1.461m agreed with the NCG for 2017/18 and a 5.6% reduction over 2016/7 forecast). However, these levels would be revised back upwards if the higher levels currently being seen in January were to persist.
- Whole blood collections were 0.9% higher than plan in December but as a result of increased demand, we were unable to increase stocks above the 30k level. All blood groups remained > 3 day alert level, however, O neg stocks were between 3-4 days during most of the month. As we go into January blood collection is continuing to deliver above plan but, again, due to higher demand than planned, stocks are continuing to remain at ca 30k levels and O neg at less than 4 days stock, neither of which is ideal.
- To meet the requirements of CSM Transition State 1 in mid September 2017, it is planned to add an addition 2-3 days of stock above the existing plan to manage the cut over. The build will commence from early March 2017 and will have an impact on planned manning levels in Blood Collection such that productivity in the year is likely to fall.
- Pressure on O neg supply remains with December's proportion of O neg continuing to be high at 13.4% (marginally higher than last month at 13.1%). Recently, however, demand has been falling but substitution has increased, primarily in respect of Ro patients. As such the key issue at present is the lack of Afro-Caribbean donors and plans are now being developed to significantly increase the number of donors (and will be a key element of our plan for 2017/8).
- Year to date platelet issues are now 4.4% lower than last year. Forecast platelet demand for 2016/17 has been reduced to 262k (versus 275k agreed with the NCG). Demand for 2017/18 is set at 251k (versus 256k agreed with the NCG).
- Platelet stocks in aggregate were above the alert level during December. Stock of Group A- platelets, were below the 1 day stock alert level on 3 out of 20 working days during the month. Early January has seen an improvement with all working days above the alert level. Again demand for A- platelets is flat / declining but issues continue to increase as a result of substitution. This reflects a lack of AB- platelet donors and again plans are being worked up to correct this imbalance.
- The red cell loss rate was lower in December at 3.95% but year to date (3.75%), remains higher than both plan (3.60%) and also the previous year (3.71%). Platelets issued/produced was lower in December at 88.67% and in the year to date (90.51%) remains lower than the previous year (90.88%) and also plan (91.36%).

- The red cell expiry rate was higher in December at 1.60% and in the year to date (1.33%) is higher than in the previous year (0.60%) and target (1.25%). At a group level A neg red cells expiries were 69% of the total. The platelet expiry rate was marginally higher in December at 7.06% and year to date (6.90%) is higher than both the previous year (6.52%) and also target (5.94%). The adverse trend in expiry rates continues to reflect the demand/supply challenges above
- The improved performance in OTIF was maintained in the month at 96.6% (target - 96.5%).
- Customer satisfaction score was at 85% for the September quarter and is a significant improvement on the last return (67% in Q2) and is also higher than target (70%).
- The number of faints in the month was lower at 155 and better than target (160). The number of rebleeds at 31 was marginally worse than target (30).
- Donor Satisfaction was higher this month at 76.2% and better than plan Donor complaints were higher this month, although better than plan (3.6k vs 4.9k) and is better than plan in the year to date.
- Sickness absence saw an increase in logistics to 7.24%.
- There were no critical/major regulatory non-compliances reported in December.

Blood Supply – Status of Strategic Projects per TPB reporting is 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 | R | G | 1.0 | 0.9 | 0.1 | Jul 15 | Feb 17 |
| Supply Chain Modernisation (National Operations) | Delivery | G | G | 6.5 | 6.5 | 1.4 | Oct 17 | Oct 17 |
| Core Systems Modernisation | Define | R | R | 9.8* | 7.6 | 1.5 | Jan 20 | Dec 19 |
| Euro Blood Pack 2 | Delivery | A | G | 0.4 | 0.3 | N/A | Aug 18 | Feb 18 |
| HEV & HTLV Testing | Delivery | G | G | 0.1 | 0.1 | 0.4** | Apr 16 | Feb 17 |
| Leicester Donor Centre | Initiation | A | A | 1.1 | 1.1 | 0.1 | May 18 | Aug 18 |
| Session of the Future | Start-Up | A | G | 0.2 | 0.1 | 1.5 | May 19 | May 19 |
| Bradford Donor Centre | Delivery | G | G | 0.8 | 0.8 | 0.1 | Sep 17 | Sep 17 |
| HEV Procurement | Start-Up | A | G | 0*** | N/A | N/A | Jun 17 | May 17 |
| Platelet Supply Phase 2 | Delivery | G | G | 1.0 | 1.0 | 0.8 | Nov 17 | Nov 17 |
| Sickle and Secondary Grouping | Delivery | G | A | N/A | N/A | N/A | Dec 16 | Jan 17 |

Note:

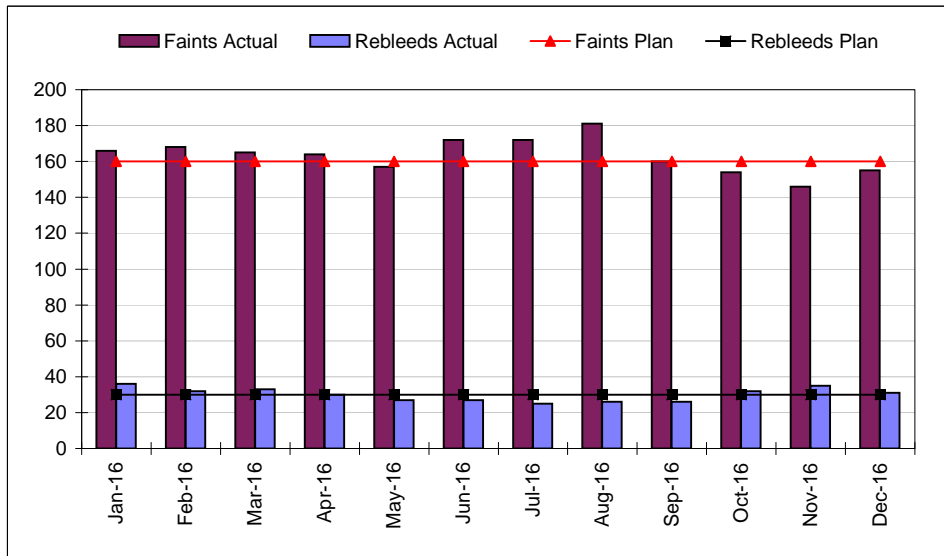
*This represents the 2015/2016 total budget approved: £2.2m for April to July 2016 and £7.6 August to March 2017.

**This is the HTLV Testing figure only.

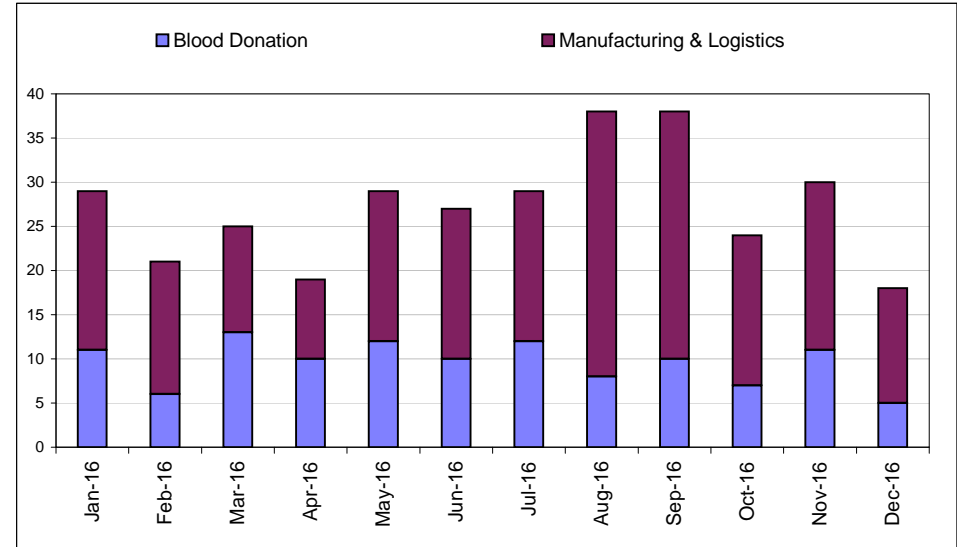
***No project budget required - all resources allocated as BAU.

Blood Components - Safety and Compliance

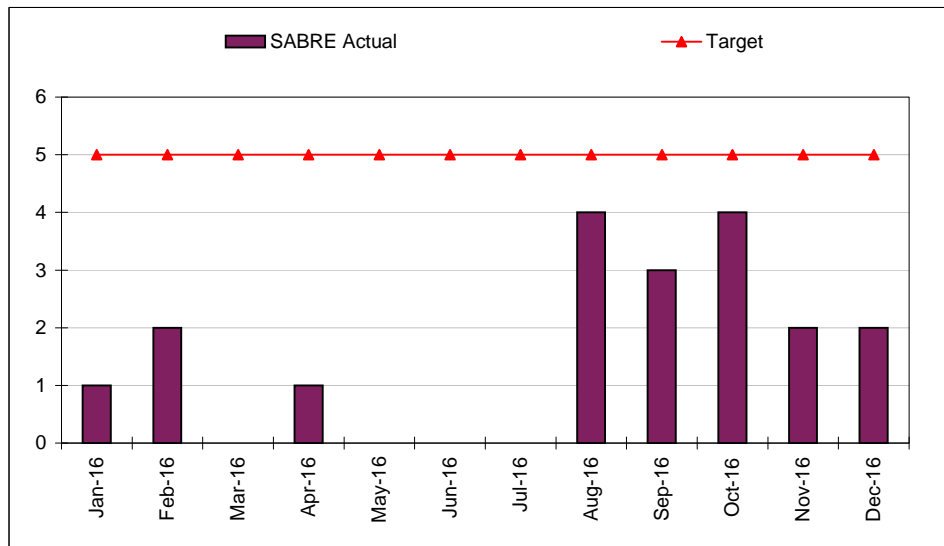
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



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

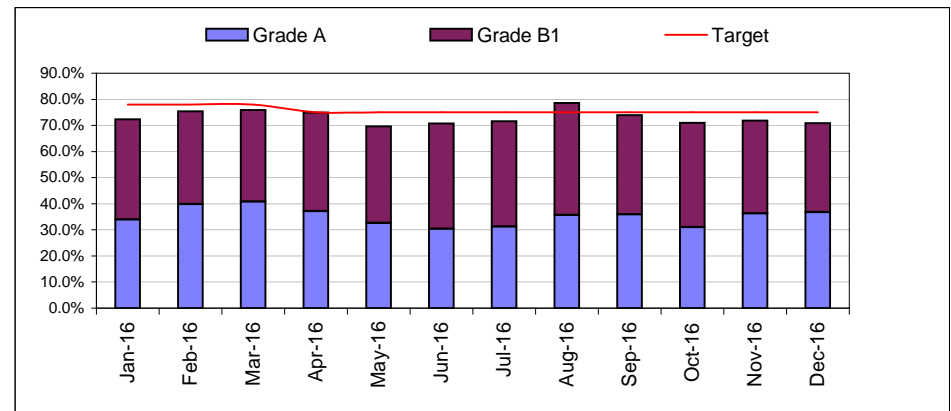


3. SABRE and SHOT Events Reported per Month



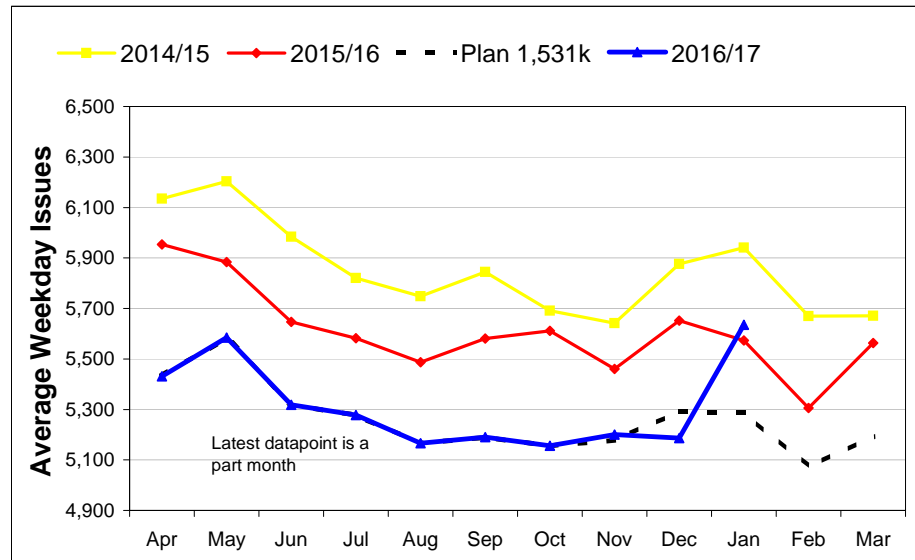
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---------------|------------|------------|-----|---------------|
| % of patients receiving A or B1 platelets | 75.0% | 75.0% | 72.6% | A | - |

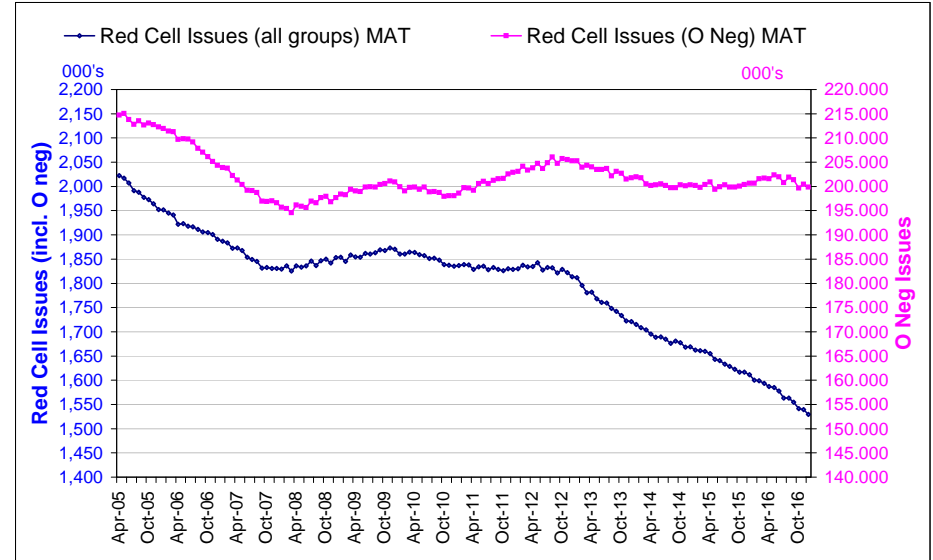


Blood Components - Red Cell Issues / Stocks

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



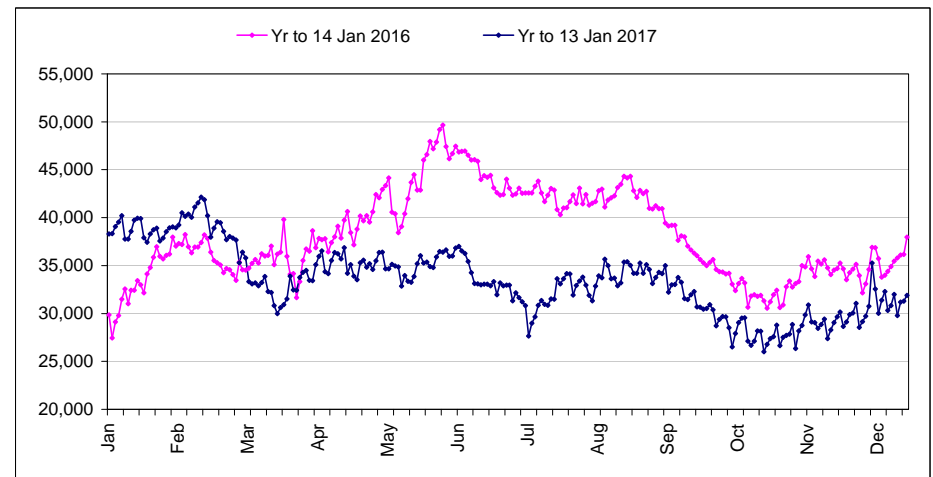
6. MAT Red Cells and O Neg Issues (Adult Equivalent Units) - 000's



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

| Blood Group | 2016/17 - YTD December 2016 | 2015/16 - YTD December 2015 | Change |
|--------------|-----------------------------|-----------------------------|--------------|
| A Neg | 93,873 | 96,374 | -2.6% |
| A Pos | 340,870 | 367,315 | -7.2% |
| AB Neg | 9,058 | 9,474 | -4.4% |
| AB Pos | 24,202 | 26,487 | -8.6% |
| B Neg | 28,213 | 29,126 | -3.1% |
| B Pos | 89,998 | 95,231 | -5.5% |
| O Neg | 149,899 | 151,730 | -1.2% |
| O Pos | 407,442 | 431,614 | -5.6% |
| Total | 1,143,554 | 1,207,350 | -5.3% |

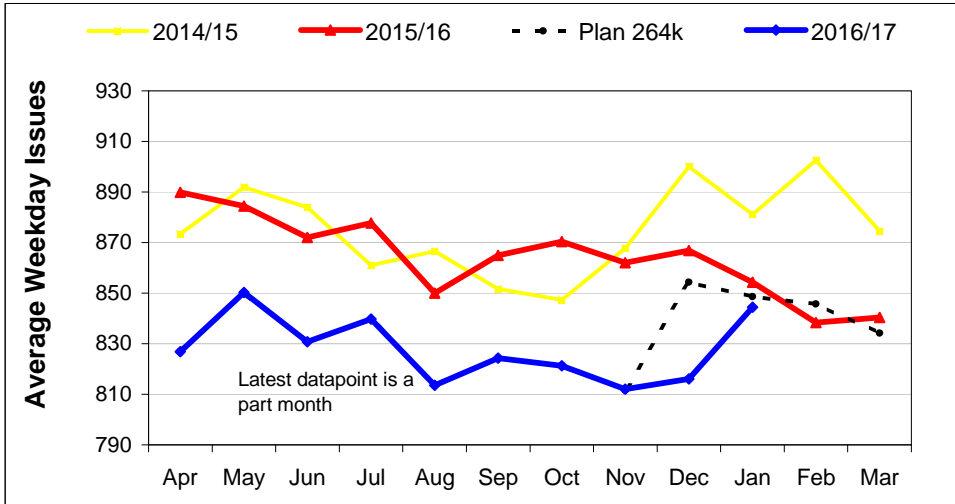
8. Red Cell - Blood Stocks (Units)



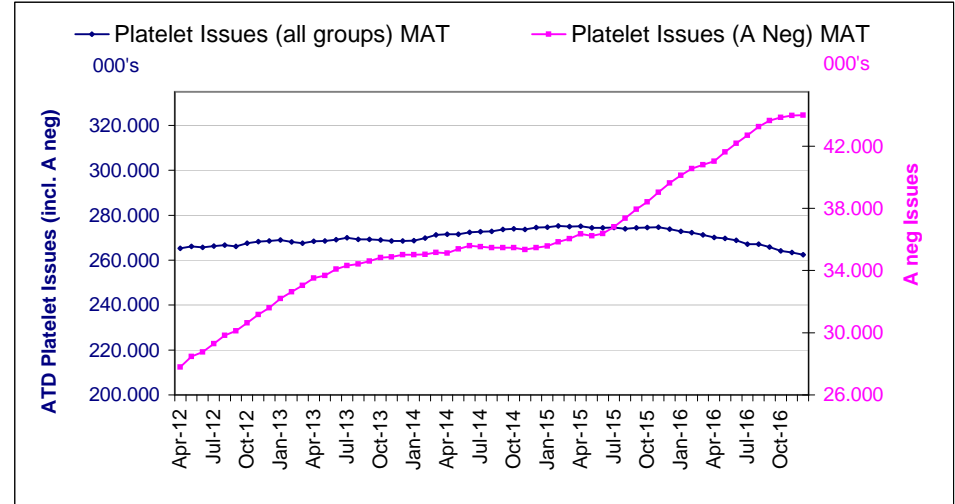
Monthly Performance Report - As at the end of December 2016

Blood Components - Platelet Issues

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

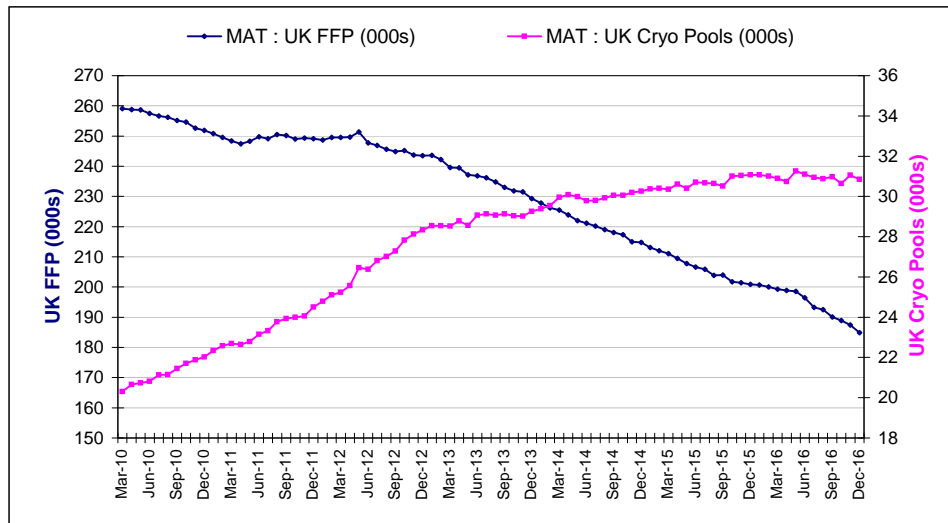


10. MAT Platelet and A Neg Issues (Adult Therapeutic Doses) - 000's

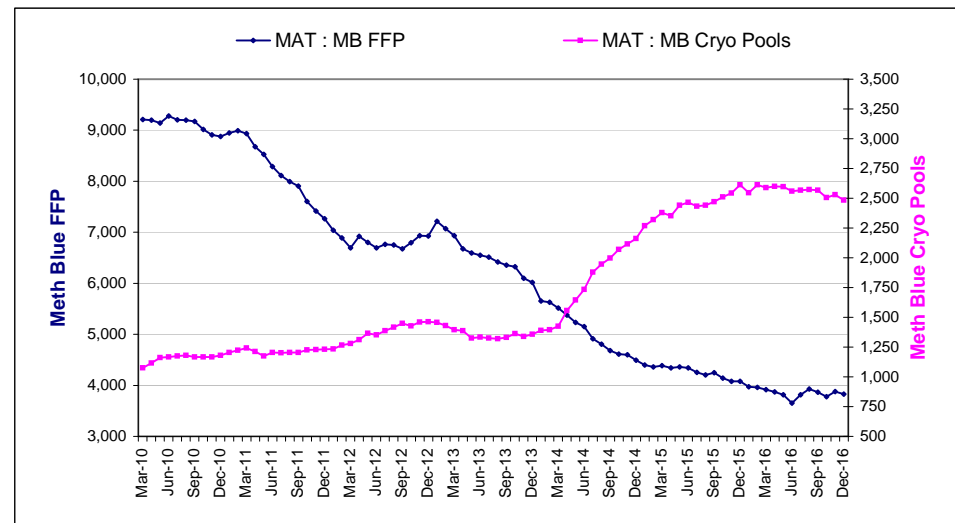


Blood Components - Blood Collection: Frozen Component Issues

11. MAT UK (Non MB) FFP and UK (Non MB) Cryo Pools - 000's



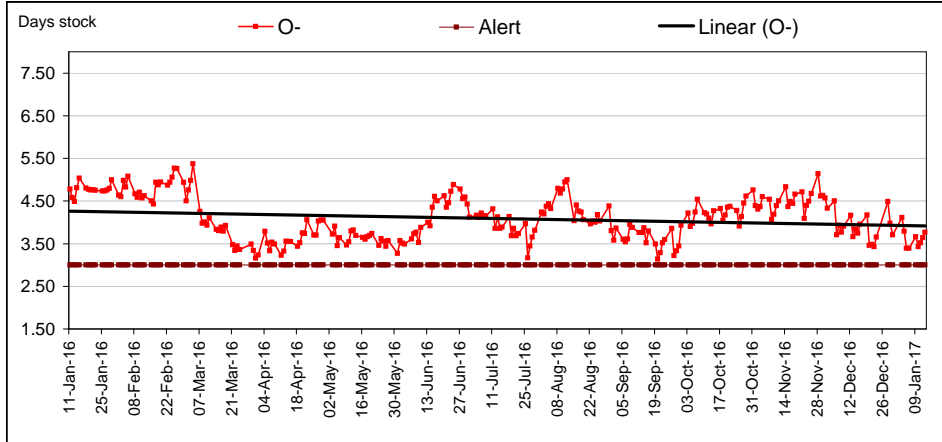
12. MAT Meth Blue FFP and Meth Blue Cryo Pools



Blood Components - Vulnerable Stocks

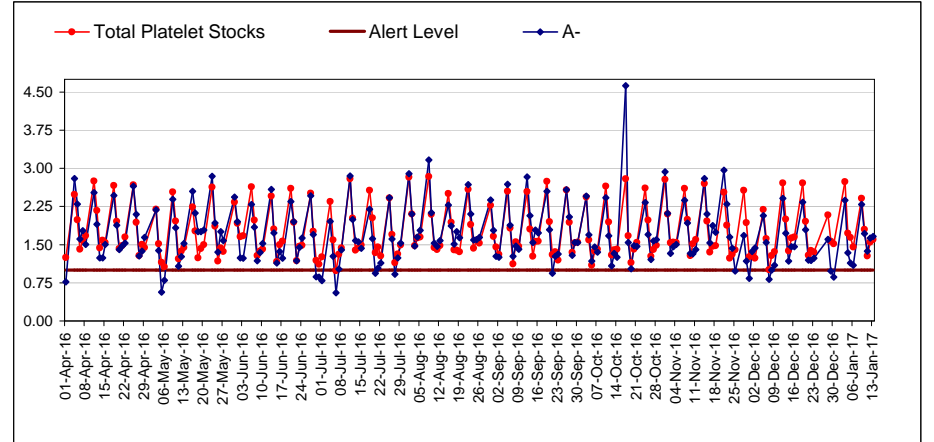
13. Red Cell - O neg : weekday stock levels

| 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

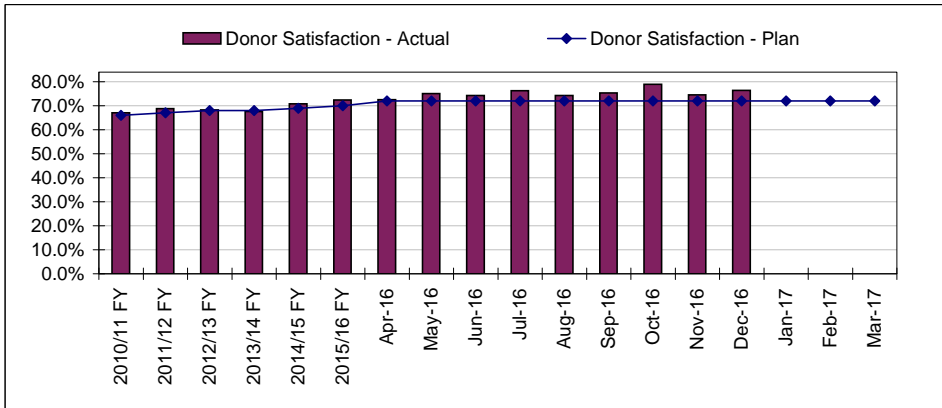
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days | 0 | 0 | 16 | A | - |



Blood Components - Blood Donor Base

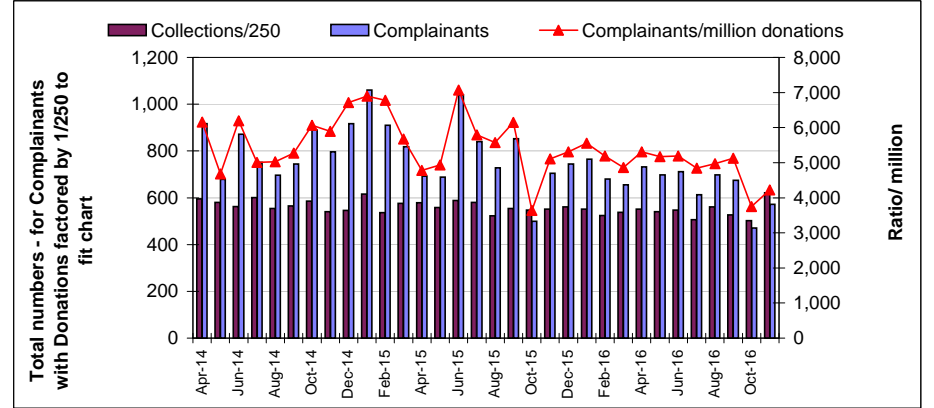
15. Donor Satisfaction

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|--|---------------|------------|------------|---------|---------------|
| % of donors scoring >= 9/10 for satisfaction | 72.0% | 72.0% | 75.2% | G | - |



16. Donor Complaints

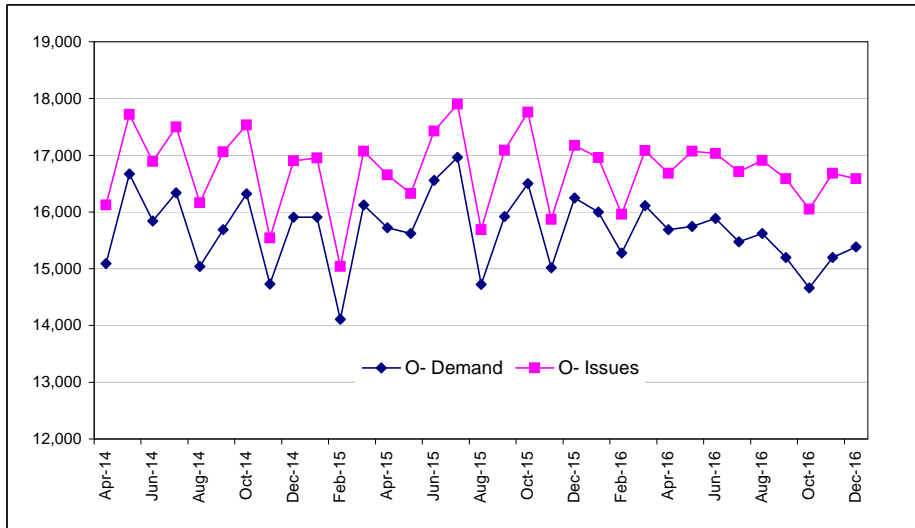
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|--|---------------|------------|------------|---------|---------------|
| Number of complaints per million donations | 4,900 | 4,900 | 4,696 | G | - |



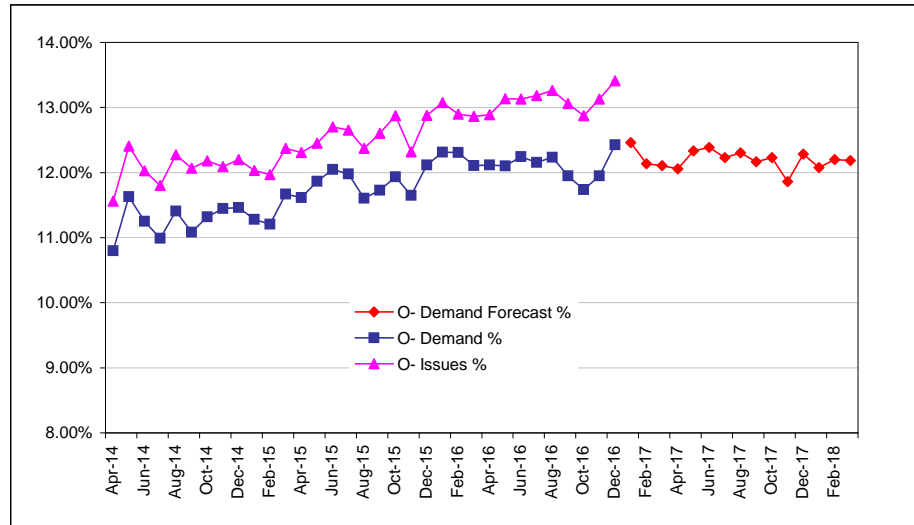
Monthly Performance Report - As at the end of December 2016

Blood Components - Red Cell Demand/Issues (O Neg) and Platelet Demand/Issues (A Neg)

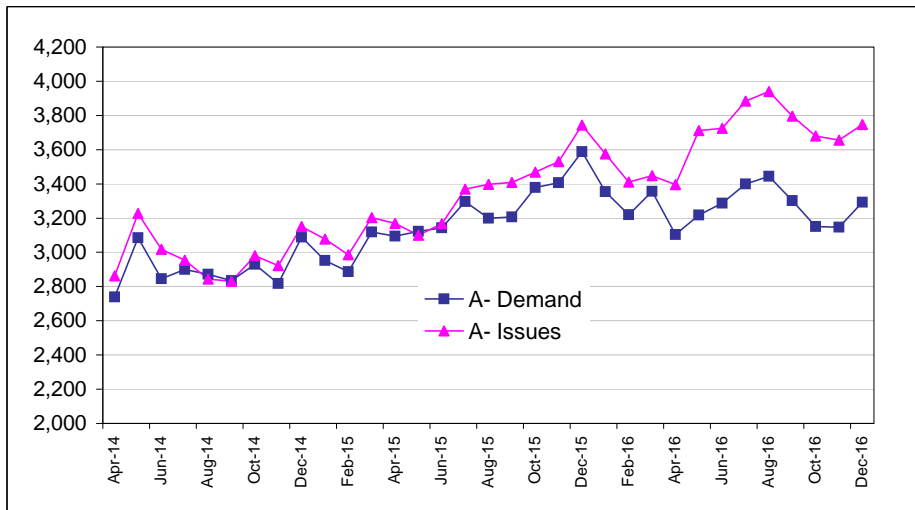
17. O neg RC Demand and Issues



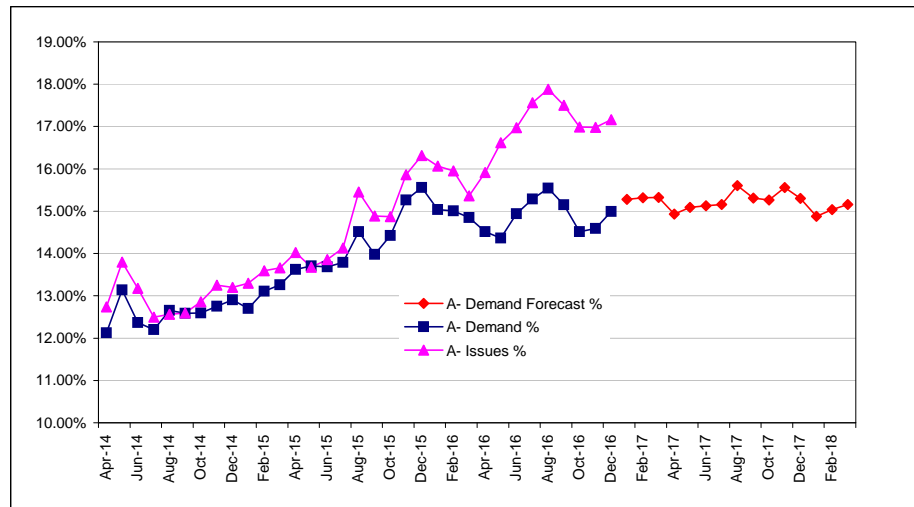
18. O neg RC Demand and Issues as % of Totals



19. A neg Platelet Demand and Issues

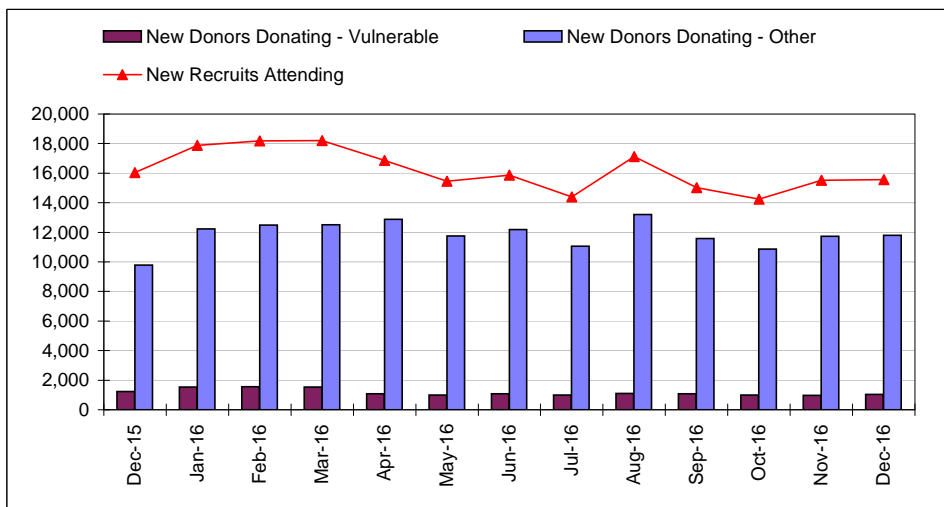


20. A neg Platelet Demand and Issues as % of Totals

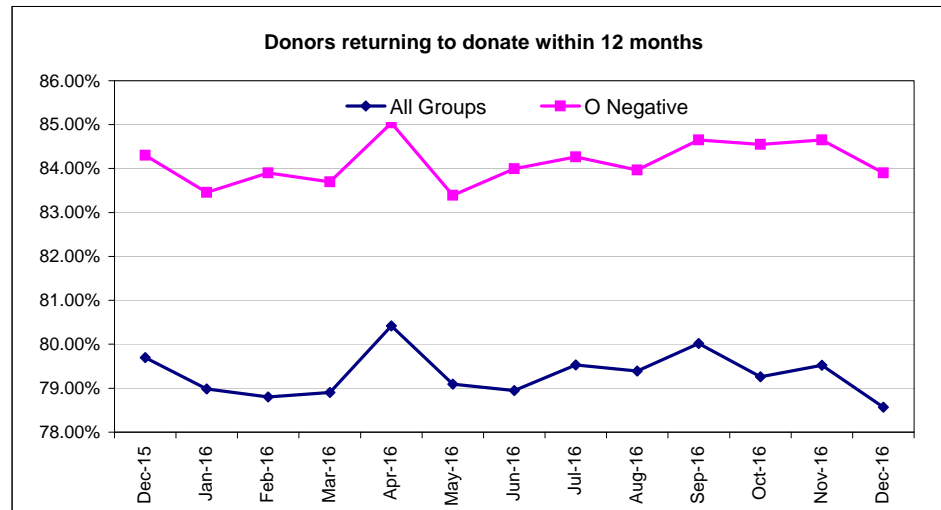


Blood Components - Donor Recruitment and Retention

21. Donor Recruitment (Whole Blood)

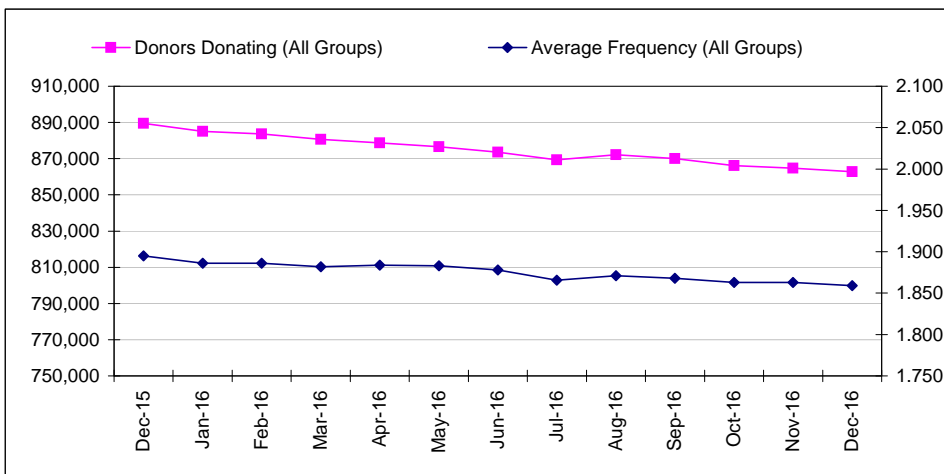


22. Donor Retention Rate (Whole Blood)



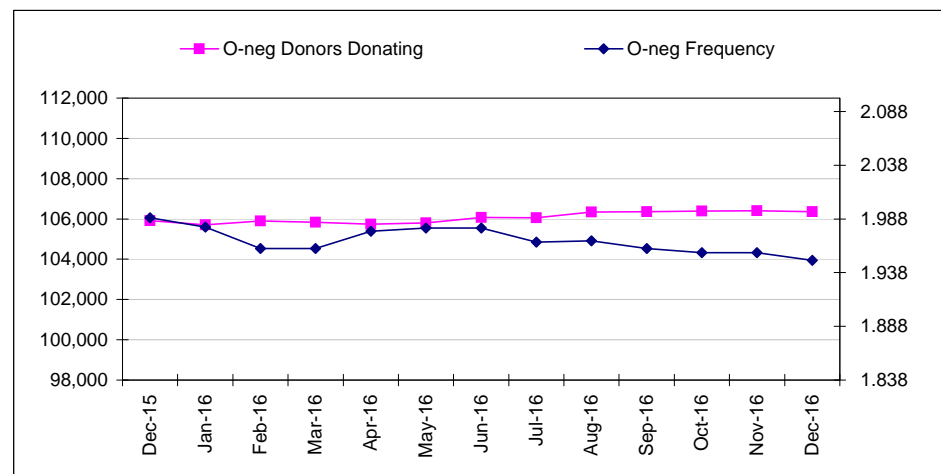
23. Donor Base and Frequency of Donation

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Number of donors donating in the last 12 months | 852,000 | 859,179 | 862,828 | G | - |
| Frequency of donation (overall) | 1.880 | 1.880 | 1.859 | G | - |



24. O Neg: Donorbase and Frequency of Donation

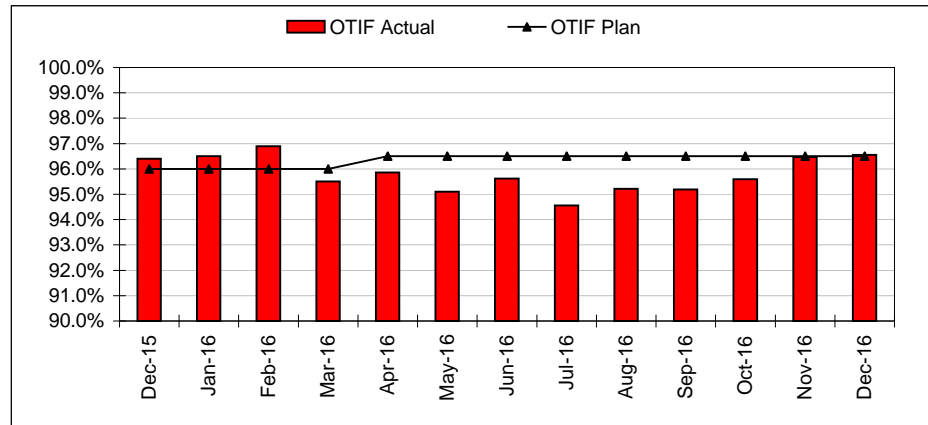
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|--|---------------|------------|------------|---------|---------------|
| Number of active O neg donors donating over the last 12 months | 105,000 | 105,208 | 106,365 | G | - |
| Frequency of donation (O neg donors) | 1.975 | 1.975 | 1.949 | G | - |



Blood Components - Customer Service

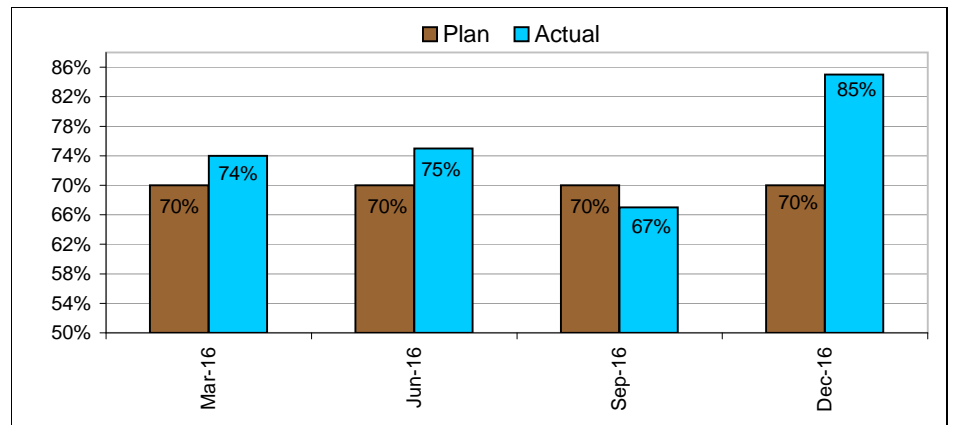
25. Percentage of Products Issued OTIF

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|----------------------------|---------------|------------|------------|---------|---------------|
| % On Time In Full delivery | 96.50% | 96.50% | 95.57% | A | - |



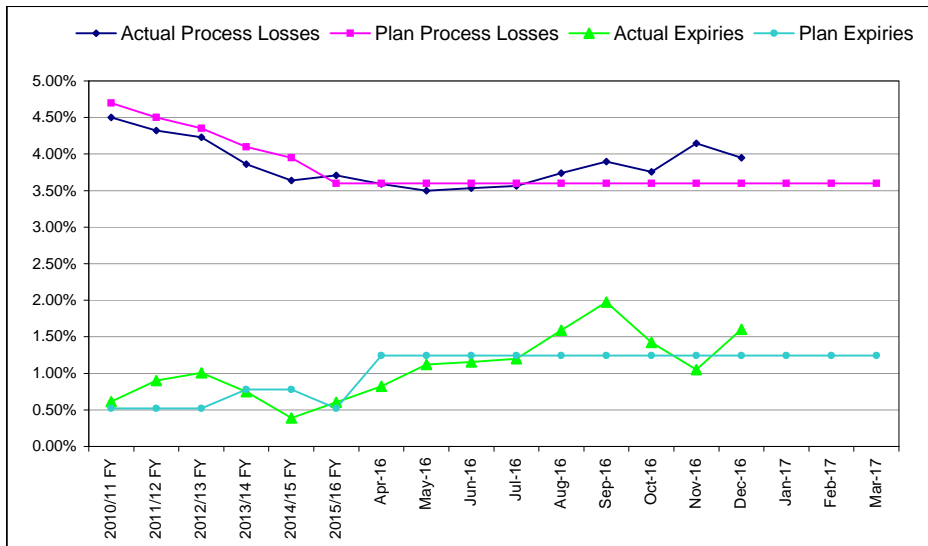
26. Hospital Satisfaction - next survey results due in March 2017

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Hospitals rating satisfaction at >=9/10 | 70% | 70% | 85% | G | Better |

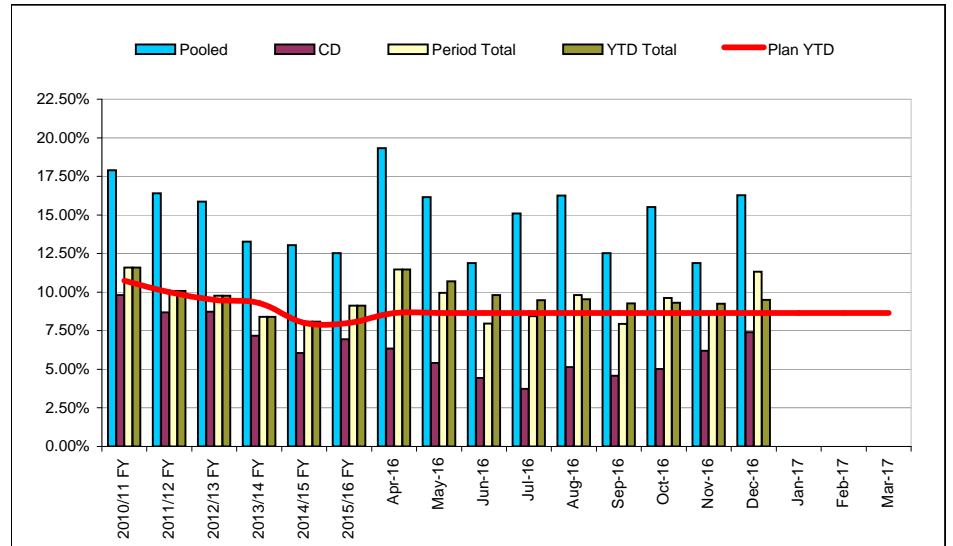


Blood Components - Wastage

27. Percentage of Donations NOT Converted to Validated Red Cells and Expires



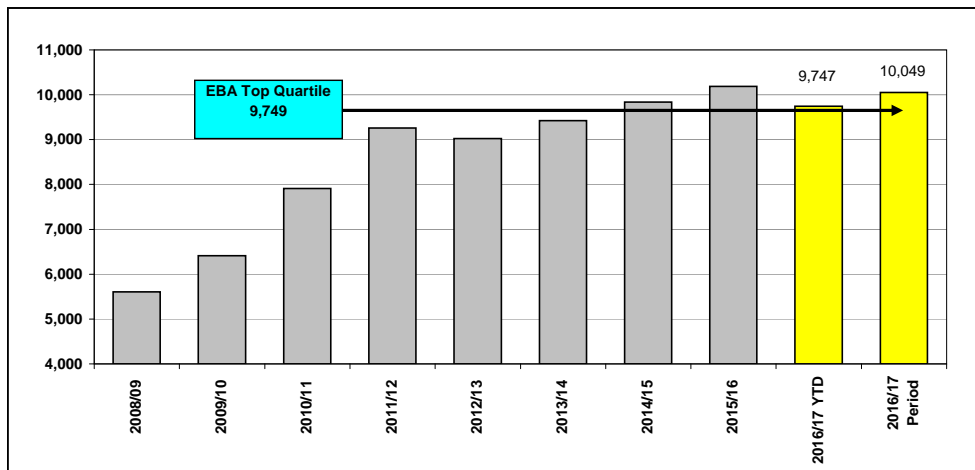
28. Percentage of Platelets Produced NOT Issued



Blood Components - Productivity

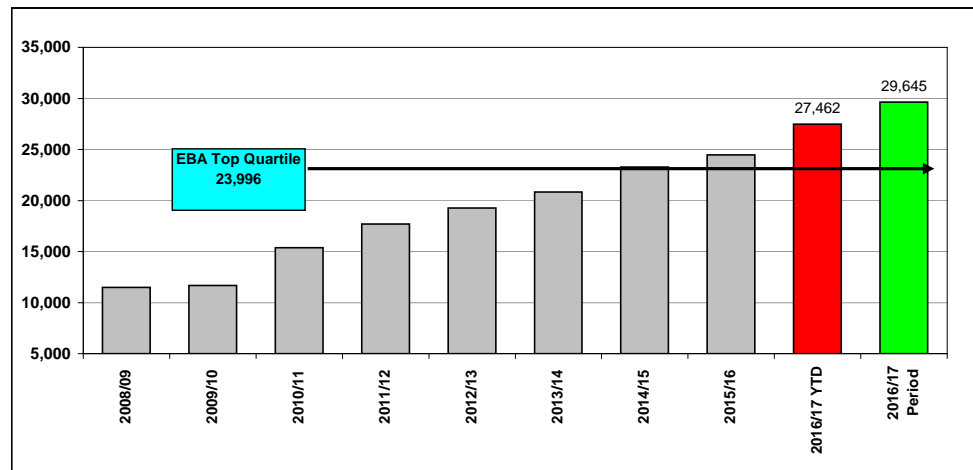
29. Processing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---------------|------------|------------|-----|---------------|
| Manufacturing productivity (units/FTE/year) | 10,175 | 10,134 | 9,747 | A | - |



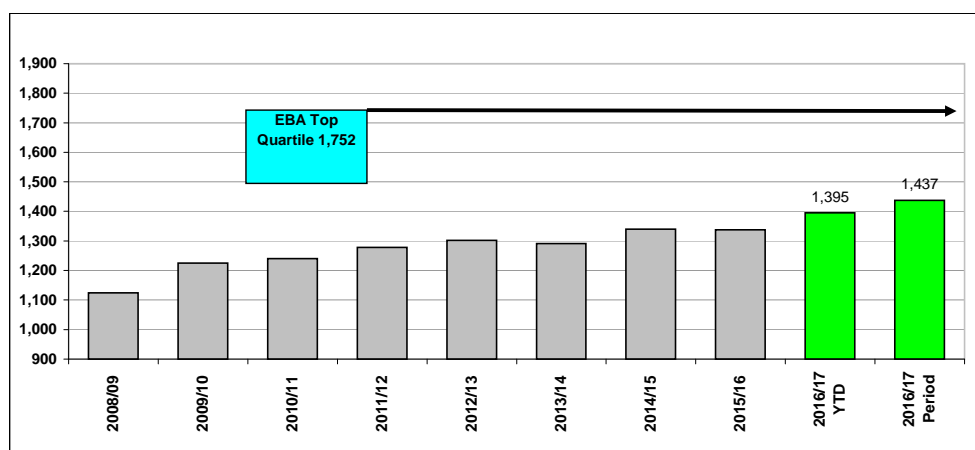
30. Testing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------------------------|---------------|------------|------------|-----|---------------|
| Testing productivity (units/FTE/year) | 29,100 | 28,929 | 27,462 | R | - |

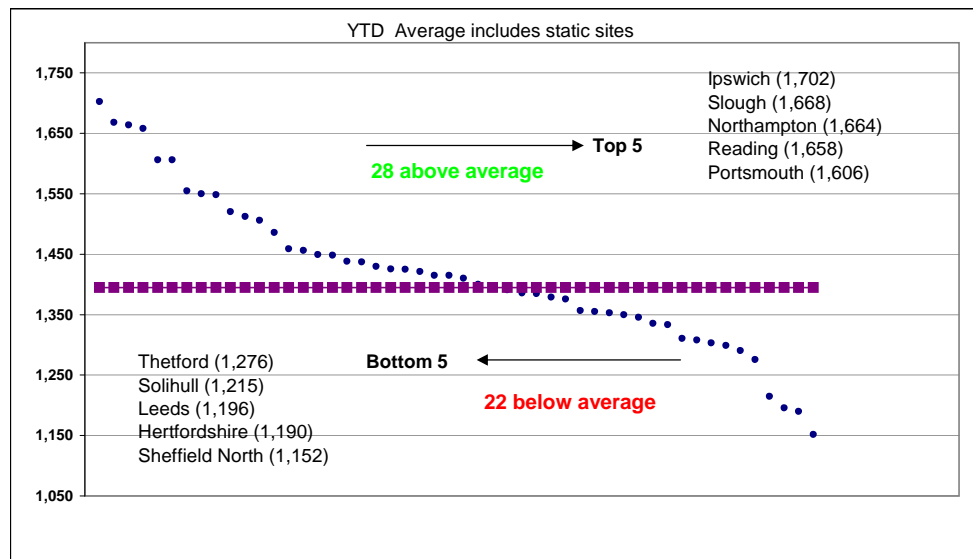


31. Blood Donation Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|--|---------------|------------|------------|-----|---------------|
| Blood Donation Productivity (units/FTE/Year) | 1,391 | 1,384 | 1,395 | G | - |



32. Blood Donation Productivity - Distribution Mobile Teams



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|-----------------------|---|---------|------------|---|
| DTS | Group Targets | Sales Income (£69.3m) | G | - | Ahead of plan year to date (£47.8m vs £46.7m). |
| | | Number of Serious Incidents (SI'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 | R | - | None reported this month and one in the year to date. |
| | Tissue & Eye Services | Sales income achieved - £12.7m (chart 33) | A | - | Year to date worse than plan (£9.1m vs plan of £9.3m). |
| | | Contribution to overheads – £0.7m | R | Worse | December at £0.29m vs plan £0.26m). Next report March 2017 |
| | | 80% percent of customers scoring =/> 9/10 for satisfaction with Tissues | - | - | Better than plan at 83% (August 2015). Next survey March 2017 |
| | | 98.0% of Product issued on time | G | - | Better than plan (99.6% vs 99.0%) |
| | H&I | Sales Income achieved - £13.8m (chart 34) | A | - | Lower than plan in the year to date (£10.1m vs £10.3m). |
| | | Contribution to overheads - £1.9m | R | - | December at £1.3m vs plan £1.6m. Next report at March 2017 |
| | | 60% of hospitals scoring =/> 9/10 for satisfaction (chart 39). | G | - | 87% in December. Next survey March 2017 |
| | | % of patients receiving A or B1 platelets | R | - | Below plan in December (73% vs 75%) - Chart 4 |
| | | Time to type DCD organ donors | R | - | Reporting monthly in arrears - at 74% vs target of 80%. |
| | | Turnaround time vs SLA (chart 38) | A | - | Behind plan in December (94% vs 98%). |
| | RCI | £13.5m Sales income achieved (chart 34) | G | - | Ahead of plan in the year to date (£10.4m vs £10.1m) |
| | | Contribution to overheads (£1.2m) | G | - | December at £0.8m vs plan of £0.4). Next report in March 2017 |

| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|---|---|---|------------|--|
| DTS | RCI (cont.) | 60% of hospitals scoring \geq 9/10 for satisfaction (chart 39). | G | Better | December at 74%. Next survey March 2017 |
| | | Sample turnaround time vs SLA (chart 37) | G | - | Year to date better than plan at 97% (vs plan of 95%) |
| | CMT | £10.6m sales income achieved (chart 35) | G | - | Better than plan in the year to date (£7.7m vs £7.3m). |
| | | Contribution to overheads (£1.5m) | G | - | Better than plan in December (£0.3m). Next report March 2017 |
| | SCDT | £10.1m sales income achieved (chart 35) | G | - | Income above target in the year to date (£7.5m vs £7.3m) |
| | | Contribution to overheads (£2.3m) | R | - | December at £1.1m vs plan of £1.7m). Next report March 2017. |
| | | % Confirmatory typing within 14 days | R | - | At target in December (85%), lower in the ytd - 77% vs 85% |
| | | 2,300 increase to Banked Cords TNC > 140 | A | - | Behind plan year to date (1,650vs 1,725) |
| | | 40% BAME Cord Blood units add to the bank | G | - | 43% in December and 40% year to date. |
| | | Issue 53 Cord Blood units | G | - | Better than plan with 44 units issued (vs 38). |
| | | Adult Donor Provisions | R | - | Lower than plan in the year to date (152 vs 174). |
| | | BAME donors <40 years old – 3k | G | - | Higher than plan year to date (2,626 vs 2,250) |
| | | Donors recruited to fit panel – 7k | G | - | Better than plan year to date (9,826 vs 5248) |
| | | Therapeutic Apheresis Services | £6.52m sales income achieved (chart 36) | G | - |
| | Contribution to overheads (£1.22m) | | G | - | December at £1.1m vs plan £0.7m. Next report in March 2017. |
| | 62% of hospitals scoring \geq 9/10 for satisfaction | | - | - | Equal with target in 2016/17 (62% vs 62%). |
| | 95% of Patients rating patient experience \geq 9/10 | | - | - | Latest survey in December 2015 at 99% vs plan of 95% |

DTS is reporting a small I&E surplus of £0.3m in December year to date. Income is better than plan by £1.1m, primarily due to TAS, RCI and CMT, partially offset by an adverse expenditure variance.

Sickness absence was lower this month at 3.06% within DTS - much lower than the NHSBT target (4%).

| DTS Income by SBU – YTD December 2016 | 2016/17 Budget | 2016/17 Income | 2016/17 Variance | 2015/16 Actual | Growth |
|--|-------------------|-------------------|---------------------|-------------------|-----------|
| Tissue & Eye Services | 9.3 | 9.1 | -0.2 | 8.7 | 4% |
| TAS | 4.9 | 5.5 | 0.6 | 4.7 | 17% |
| H&I | 10.3 | 10.1 | -0.2 | 10.2 | -1% |
| RCI | 10.1 | 10.4 | 0.3 | 10.0 | 4% |
| IBGRL & DD | 0.6 | 0.5 | -0.1 | 0.6 | -7% |
| CMT | 7.3 | 7.7 | 0.4 | 7.3 | 4% |
| SCDT | 7.3 | 7.5 | 0.2 | 6.7 | 12% |
| Customer Services | 0.1 | 0.1 | 0.1 | 0.0 | 163% |
| Total (£m's) | 49.9 | 50.9 | 1.1 | 48.2 | 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 December was again behind plan this month with the year to date position now £0.2m (2.5%) worse than plan although 4.3% higher than the corresponding period last year. Sales of corneas, sclera and cardiovascular are performing well although there continues to be pressure on a number of service lines eg DBM, pre-cut corneas, skin and dCell dermis. Stock of corneas were higher at month end at 309 and are now at the lower end of the planned operating range of between 300-350.
- RCI** income was marginally better than plan in December and in the year to date is £0.3m (2.9%) ahead of plan and 4.1% higher than last year. Antenatal referrals, higher income from the MoD and improved red cell reference activity continue to be the drivers for the year to date position. All other income streams remain close to plan. The favourable income position is being partially offset by increased expenditure, resulting in a small surplus contribution of £0.2m. Customer satisfaction score this quarter was 74% and is a significant improvement on the last return (53% in Q2) and is also higher than plan (vs 60%).
- H&I** income is 2% lower than plan in the year to date and 1% below the corresponding period for 2015/16. Continuing lower activity continues to be seen across most service lines with stem cell related investigations, blood transfusion related investigations and general investigations particularly affected. Turnaround times are also continuing to run behind plan and were lower this month at 90% (vs 98% target). The provision of A and B1 matched platelets (a key safety target set by the platelets target) has reported lower again this month at 71% and is now 73% in the year to date (worse than plan of 75%). Customer satisfaction this quarter was 87% and is an improvement on the last return (79% in Q2) and higher than plan (60%).

The overall outturn for **Diagnostics** continues to be an adverse contribution of c£0.2m to plan with H&I reporting a deficit position of £0.4m.

- **Stem Cell Donation & Transplantation** income continues to be ahead of plan (3%) and 12% higher than last year. Higher cord blood issues are the key driver with 44 issues (16% higher than plan). The number of BBMR provisions, after last month's improvement, fell back below plan this month (12 vs 20), with year to date activity remaining behind plan (152 vs 174). This is exacerbated by a lower number of higher prices international provisions (63 vs 80) and remains a significant concern. The year to date position is reporting a deficit of £0.7m, fully attributable to the BBMR.
- Cord blood collections were worse than target this month (169 vs 192) and in the year to date, remain 75 (4.0%) below target (1650 vs 1725). The bank is also targeting to make up for last years shortfall of 350, over and above this years target of 2,300 (and hence is not being achieved). The bank is reporting a WiP of c1,700 units, of which the clinical grade units (Grade A-C) account for c859 units and remain higher than the "normal" level of 600 units. The proportion of units banked from BAME communities was at 43% in December, which is better than target of 40%.
- **Cellular and Molecular Therapies** - year to date income remains £0.4m higher than plan driven predominantly by Service / CBC income. New Cell Therapies remains slightly below plan although this is expected to improve through the year as a result of contracts in place. The overall position, with higher income being partially offset by a small expenditure overspend, is a small favourable contribution to plan of £0.3m.
- **Therapeutic Apheresis Services** income in December year to date is £0.6m (12%) higher than plan and 19% higher than last year. Higher demand for Plasma Exchange (+22%), Red Cell Exchange (+85%) and Photopheresis (+ 8%) are the drivers with most of the other areas being close to plan. The income surplus, when combined with a small expenditure overspend, is reporting a favourable contribution of £0.4m year to date.
- There were no critical/major non-compliances were reported in December.

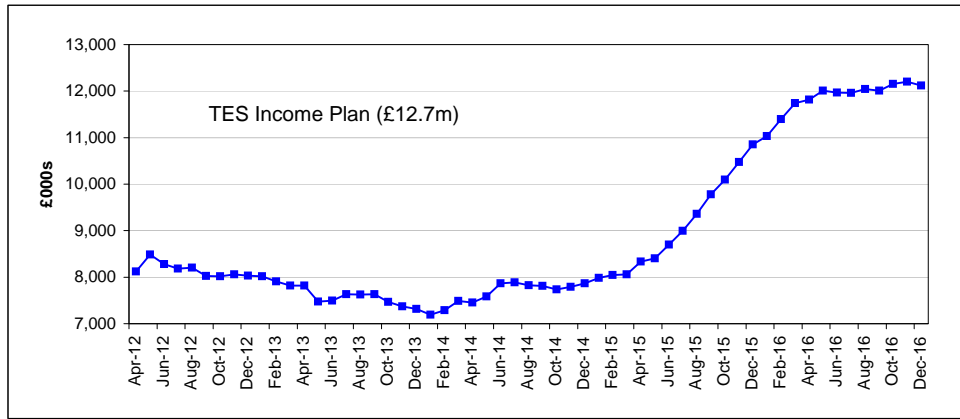
DTS – Status of Strategic Projects per TPB reporting

| 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 |
|--------------------------|----------|----------|----------|----------------------|--------------------|-----------------------|---------------------|--------------------|
| Stock Management Rollout | Delivery | R | R | 0.3 | 0.3 | N/A | May 16 | Feb 17 |
| Filton Extension | Start-Up | G | | 0.2 | 0.2 | N/A | TBC | TBC |

Diagnostic and Therapeutic Services - Income

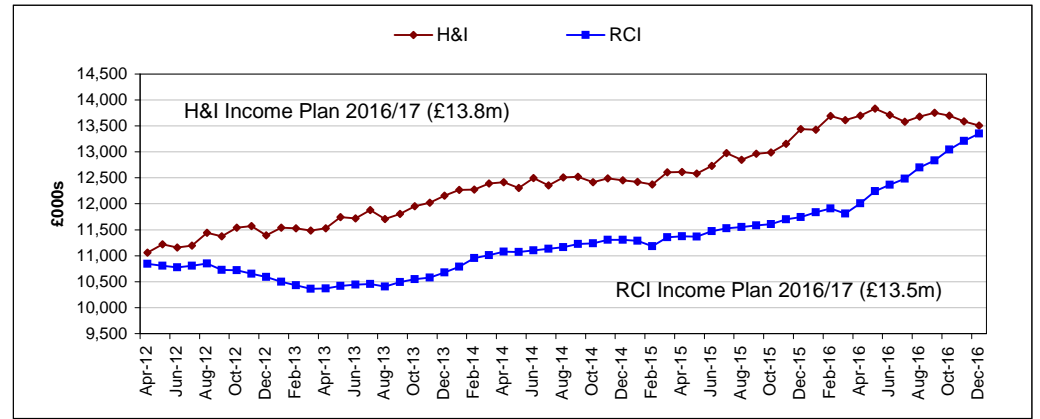
33. Tissue and Eye Services Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - TES | 12.720 | 9.299 | 9.070 | A | - |



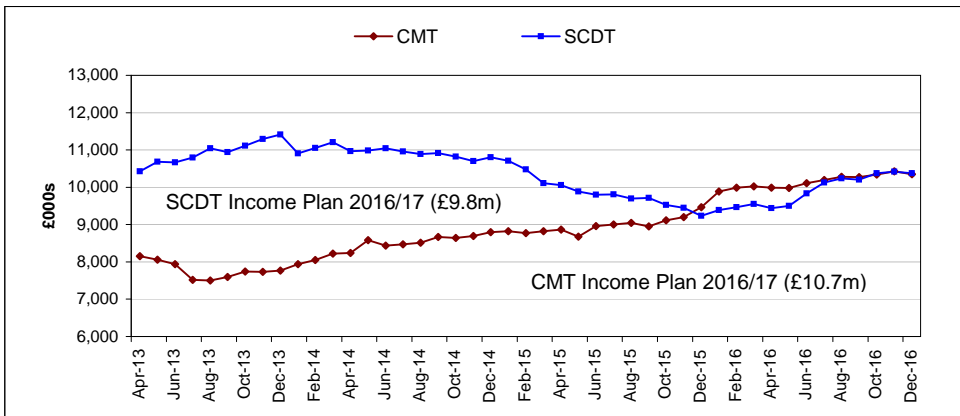
34. Diagnostic Service Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - RCI | 13.500 | 10.082 | 10.372 | G | - |
| Income (£m's) - H&I | 13.779 | 10.304 | 10.074 | A | - |



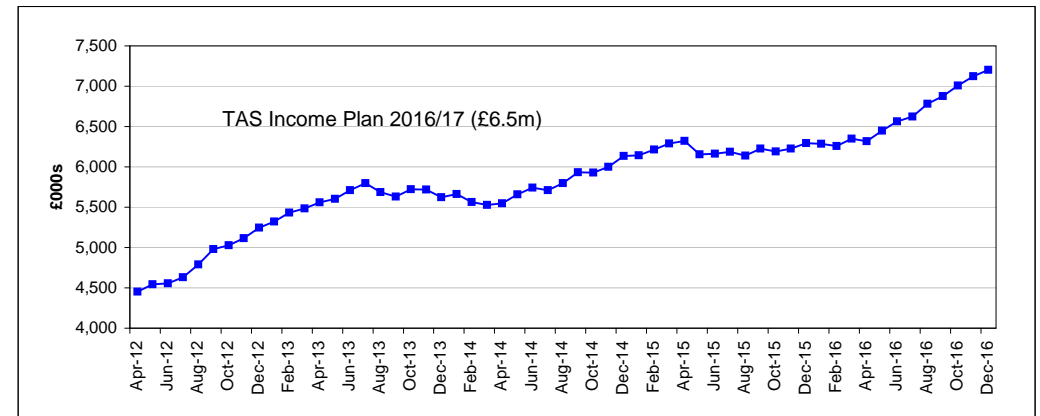
35. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|----------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - CMT | 10.720 | 7.296 | 7.659 | G | - |
| Income (£m's) - SCDT | 9.711 | 7.279 | 7.501 | G | - |



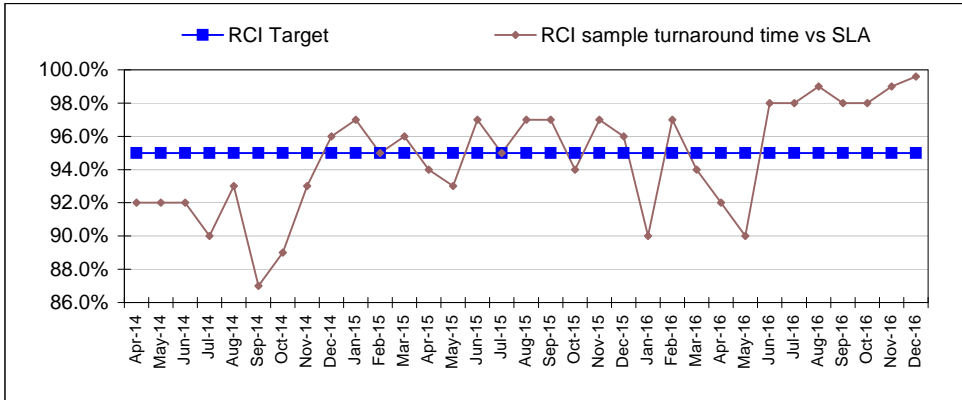
36. Therapeutic Apheresis Services Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - TAS | 6.520 | 4.913 | 5.546 | G | - |



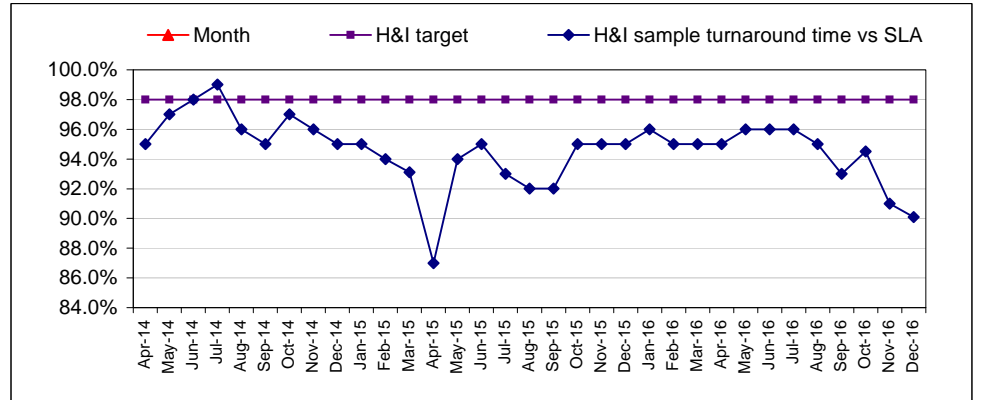
37. Turnaround Time vs SLA (RCI)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|------------------------------|---------------|------------|------------|-----|---------------|
| Turnaround Time vs SLA - RCI | 95.0% | 95.0% | 97.0% | G | - |



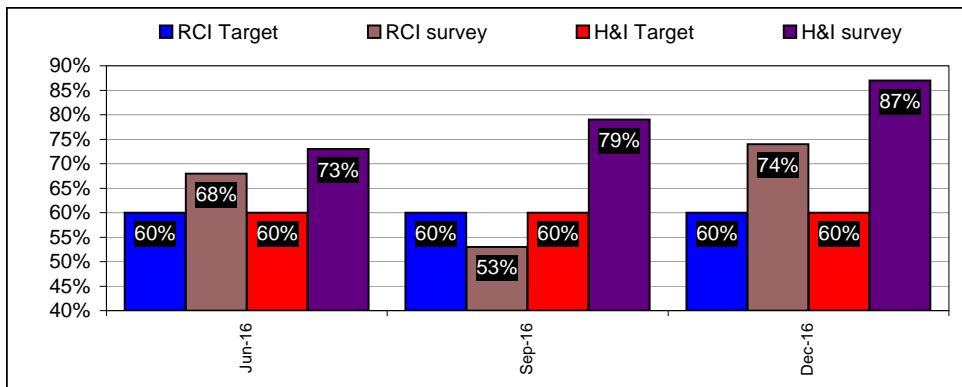
38. Turnaround Time vs SLA (H&I)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|------------------------------|---------------|------------|------------|-----|---------------|
| Turnaround Time vs SLA - H&I | 98.0% | 98.0% | 93.9% | A | - |

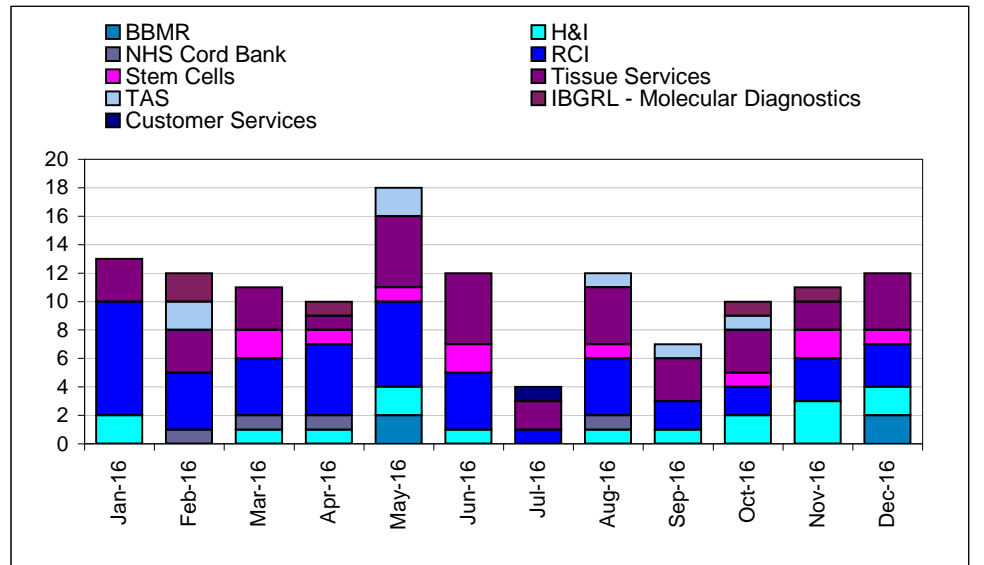


39. Hospital Satisfaction - next survey results due in Mar 2017

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---|---------------|------------|------------|-----|---------------|
| Percentage of hospitals scoring \geq 9/10 for satisfaction with RCI - RCI | 60.0% | 60.0% | 74.0% | G | Better |
| Percent of hospitals scoring \geq 9/10 for satisfaction with H&I - RCI | 60.0% | 60.0% | 85.0% | G | - |

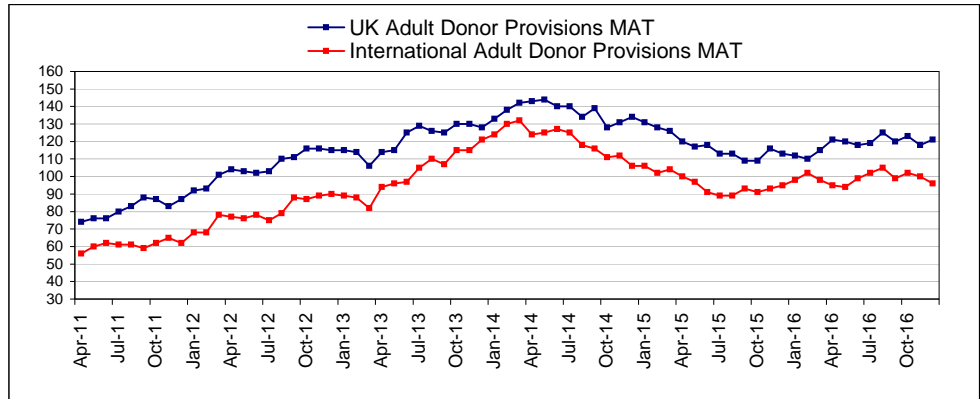


40. Major QI's raised per month - DTS



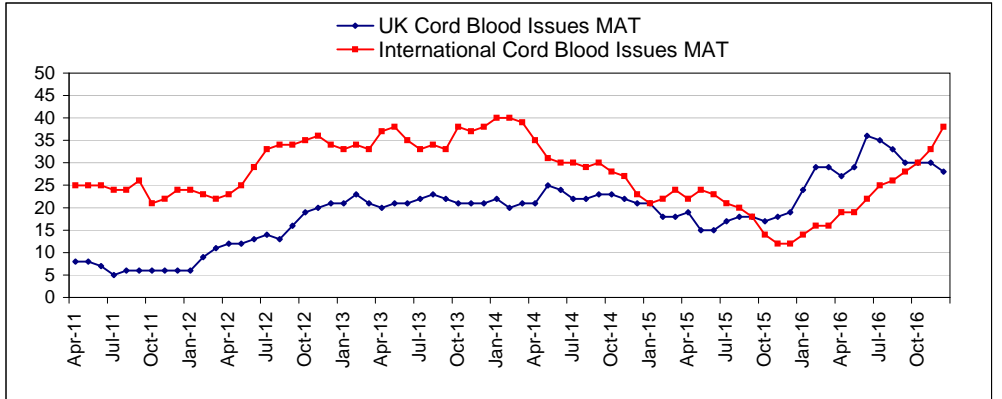
41. Adult donor provisions : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|--------------------------------|---------------|------------|------------|-----|---------------|
| Adult donor provisions (total) | 234 | 174 | 152 | R | - |

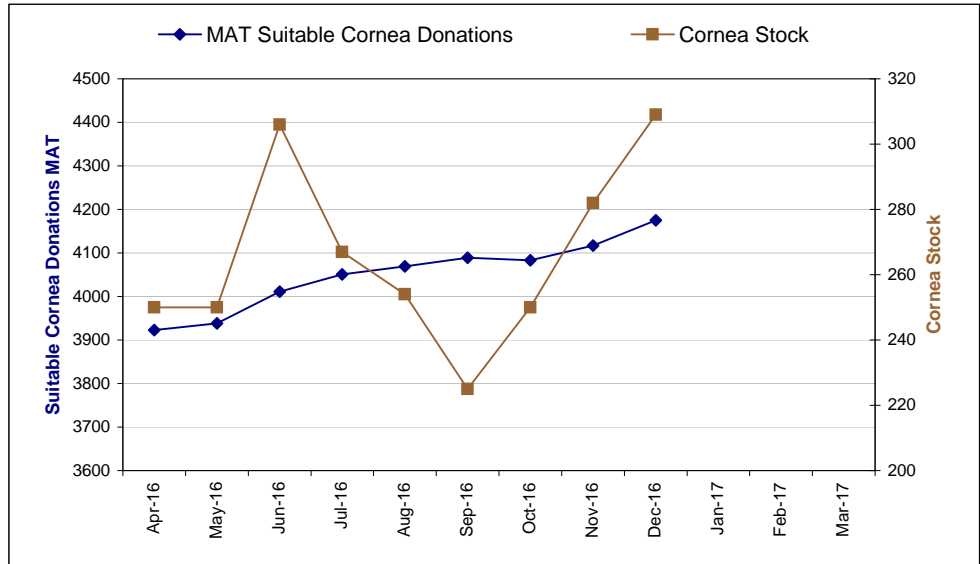


42. Issue of cord blood units : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|-------------------------------------|---------------|------------|------------|-----|---------------|
| Number of Cord Units Issued (total) | 53 | 38 | 44 | G | - |

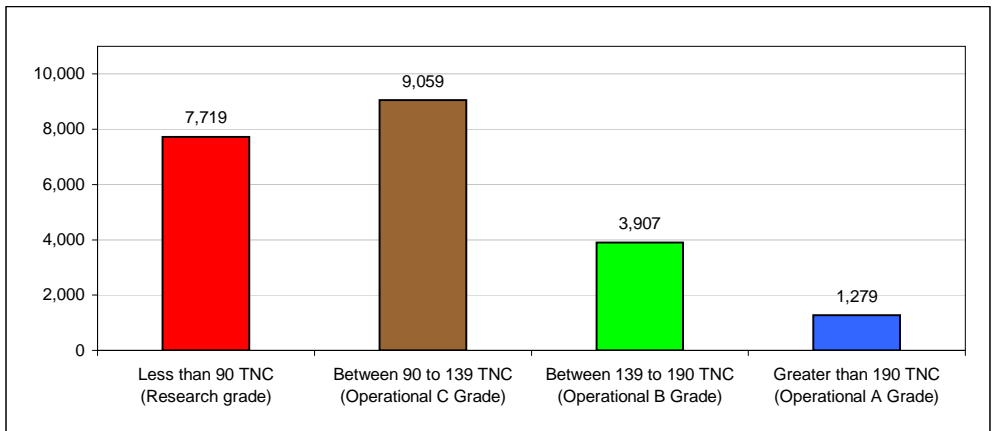


43. Suitable Cornea Donations - MAT, and Cornea stocks



44. 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 | 2,300 | 1,725 | 1,650 | A | - |



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|----------------------------------|--|---------|------------|---|
| ODT | TOT 2020 Key Outcome Measures | Increase % Consent/Authorisation rate (Overall) | R | - | Year to date at 62.3% (vs plan of 70%) - chart 57. |
| | | Increase % Consent/Authorisation rate (Overall) – DBD | A | | Reporting at 67.9% in the year to date (vs plan of 72%) |
| | | Increase % Consent/Authorisation rate (Overall) - DCD | R | | Reporting at 58.0% in the year to date (vs plan of 68%) |
| | | Deceased donors - 2016/17 target – 1,440 | A | - | Deceased donors year to date 1049 (vs 1080) - chart 45 |
| | | Deceased Organ Donors per million population – 22 per/m | G | - | Reported quarterly - December at 21.6m vs 22m planned. |
| | | Number of Living donors 2016/17 (1,260) – reported one month in arrears (chart 56). | R | - | Year to date at 720 (vs plan of 840) - chart 48. |
| | | Living Donors per million population – 19.0 per/m | - | | Reported quarterly. September - 16.3m vs 18.0m planned. |
| | | OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17. | R | - | Year to date 0.847m registrations (vs m 1.2m target). |
| | | Organ Transplants – Deceased (3,900) | A | - | 2,761 transplants ytd (vs plan of 2,925) - chart 46. |
| | | Deceased Organ Transplants per million population – 60 per/m | G | - | Reported quarterly. December at 56.1m vs 58.6m planned. |
| | | NHSBT Cost per Transplant (chart 47). - £17.9k | A | - | September at £18.99k (vs £17.9k). Next update Jan 2017. |

Commentary - ODT

- Although there was the same number of consented eligible donors in December as November (176) there were 23 fewer actual donors in December (119 vs 120) albeit this is only one donor short of the monthly target. The high number of donors seen this month has maintained the improvement to the MAT which now stands at 1,400). To achieve this year's target of 1,440 donors will require 130 donors per month for the remainder of the year.
- The combined consent rate in the year to date remains at 62% (DBD 68%, DCD 58%) and is significantly lower than target (70%). The most cited reason for non consent to DBD donation is 'patient's previously expressed wish'. In DCD donation the principle reason for non-consent is 'length of process too long' - which far exceeds any other reason (60% of the total in the month). These are being addressed with the implementation of requestor role in 4 regions and also work with the education team to look at identifying strategies focussing on overrides, re-approaches and addressing known wish relative refusals.

- Year to date 65 families have overruled their loved ones' decision (22 DBD, 43 DCD). This equates to 15 fewer overrides than in the same nine months last year (+1 DBD, -16 DCD). The consent rate for patients who had expressed a decision to donate on the ODR is 90% year to date, which is a slight increase on last year. Year to date there has been an improvement in the consent rate for patients on the ODR when a SNOD is involved (90% to 93%), but a decrease in the equivalent rate when a SNOD is not involved (71% to 66%). Year to date, 58 families were approached for a formal organ donation discussion without a SNOD when the patient was on the ODR and consent was not ascertained in 20 cases. A number of specific actions are being put in place to address this.
- Year to date there has been no improvement in the consent rate for patients not on the ODR (51%). There has been no change in the consent rate for patients not on the ODR when a SNOD is involved (still 57%) and a decrease in the equivalent rate when a SNOD is not involved (21% to 19%). 274 families were approached in the year to date for a formal organ donation discussion without a SNOD when the patient was not on the ODR and consent was not ascertained in 221 cases.
- Year to date 2,761 patients have received a transplant which is 106 more than the same period last year. This continues to be 2,925 (6%) lower than target.
- November was an exceptionally high month in terms of living donor numbers (113). This brings the total to 720 for the 8 months from April to November - 17 fewer than the same period last year and much lower than plan. 135 living donors per month would be needed in the remaining four months to achieve the target of 1,260 living donors in 2016/17.
- The BAME consent rate continues to fluctuate and has continued to decline year on year. 216 families were approached for a formal organ donation discussion and consent was ascertained in 70 cases (32%) compared with 72 out of 214 (34%) in the same period of 2015/16. Actions are also being put in place here to improve on current performance levels.
- There have been 0.847m new registrations on the ODR year to date which is 14% below the same period last year (c0.986m) and again much lower than plan. There are c19k Boots registrations delayed at source - a plan for transfer to NHSBT and communication with registrants has now been agreed. The GP registrations for England and Wales via NHS Digital were suspended at the end of December while an isolated incident was investigated. It is expected that these registrations will resume during January.
- Absence has increased this month (2.82% to 3.64%), but remains below NHSBT target overall (4%). Organ Donation absence has increased from 2.94% to 4.62% with 6 teams having absence above 4%. Of the 55 episodes of short term absence during December, 23 were for cold/flu.
- Turnover in ODT has increased from 14.31% to 14.71% but it is encouraging that turnover in Organ Donation has seen a small decrease to 13.28% (a steady reduction month on month from 16.21% in September 2016).

ODT – Status of Strategic Projects per TPB reporting is on the following page:

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 |
|-----------------------|------------|----------|----------|----------------------|--------------------|-----------------------|---------------------|--------------------|
| Bristol Consolidation | Initiation | G | G | 0.9 | 1.3 | 0.5 | Oct 17 | May 18 |
| ODT Hub | Define | A | A | 4.1 (2.6*) | 4.1 (2.4*) | N/A | Dec 19 | Dec 19 |

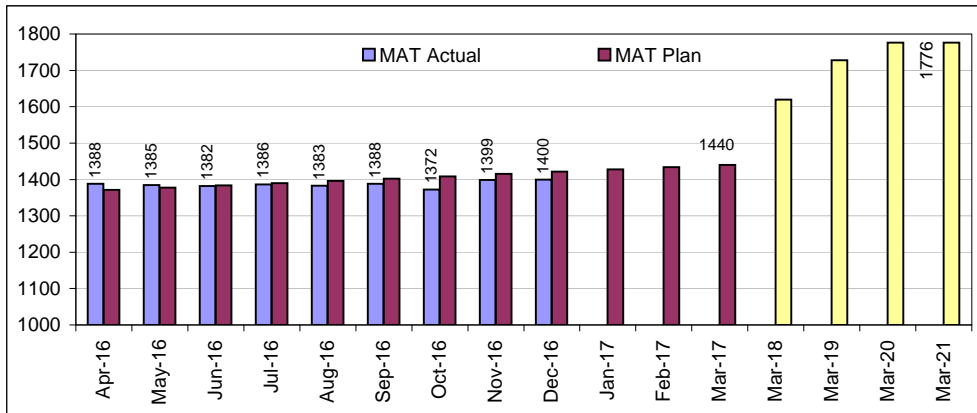
Note:

* Costs are also noted for ODT Hub Year against figures quoted in the Year 2 business case.

Organ Donation and Transplant - Outcomes

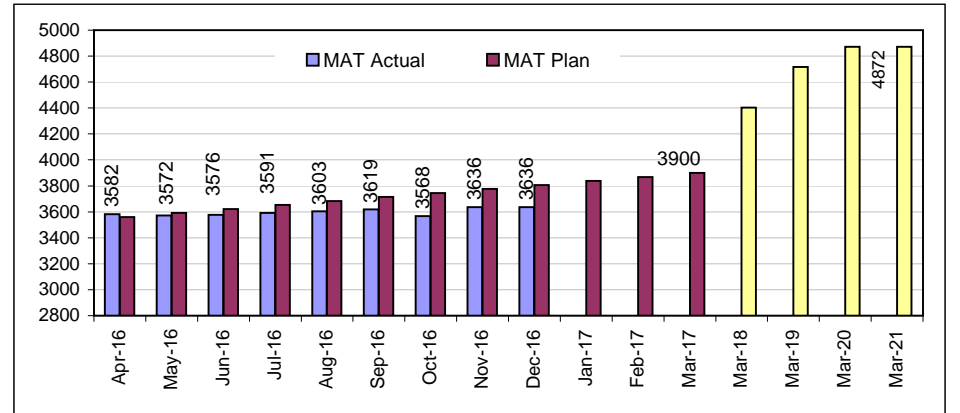
45. MAT number of Deceased Organ Donors

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---------------------------------|---------------|------------|------------|---------|---------------|
| Number of Deceased Organ Donors | 1440 | 1080 | 1049 | A | - |



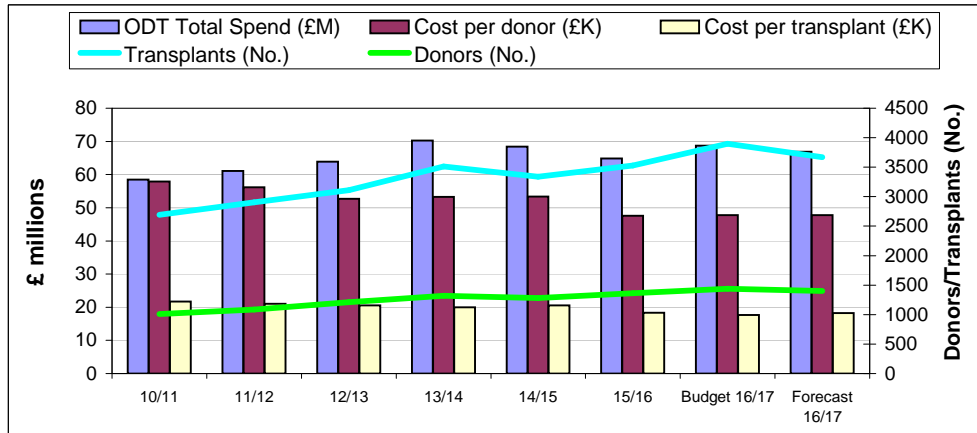
46. MAT number of Deceased Organ Transplants

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|--------------------------------------|---------------|------------|------------|-----|---------------|
| Number of Deceased Donor Transplants | 3900 | 2925 | 2761 | A | - |



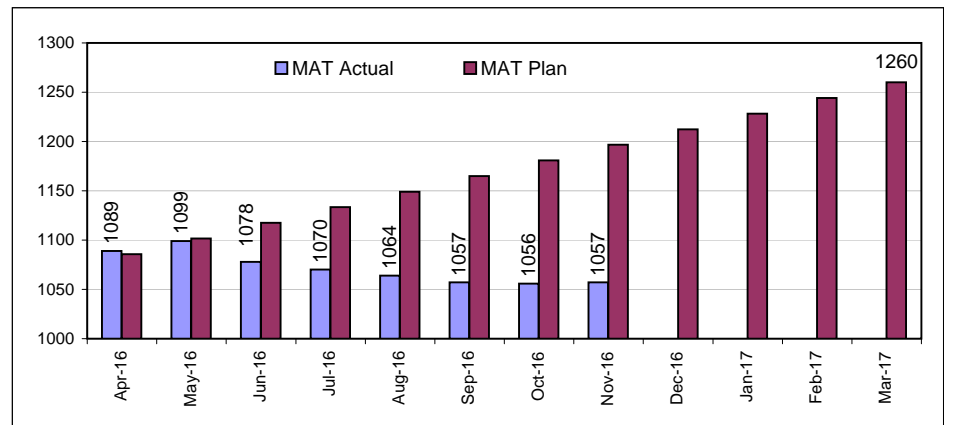
47. ODT Cost per Donor/Transplant

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|----------------------------------|---------------|------------|------------|---------|---------------|
| NHSBT Cost per Transplant (£k's) | 17.9 | 17.9 | 18.2 | G | Better |



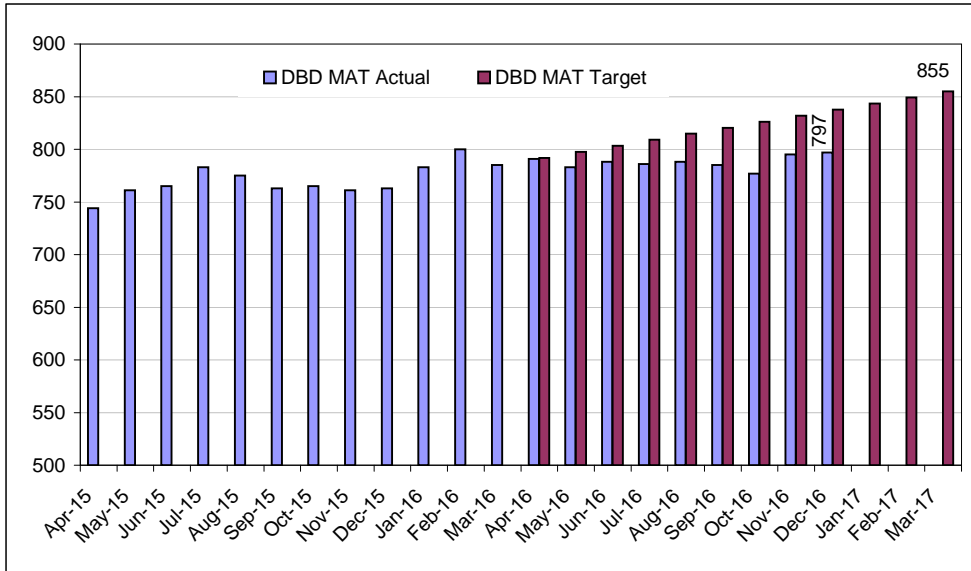
48. MAT number of Live Organ Donors (reported one month in arrears)

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Number of Living Organ Donors (reported one month in arrears) | 1260 | 840 | 720 | R | - |

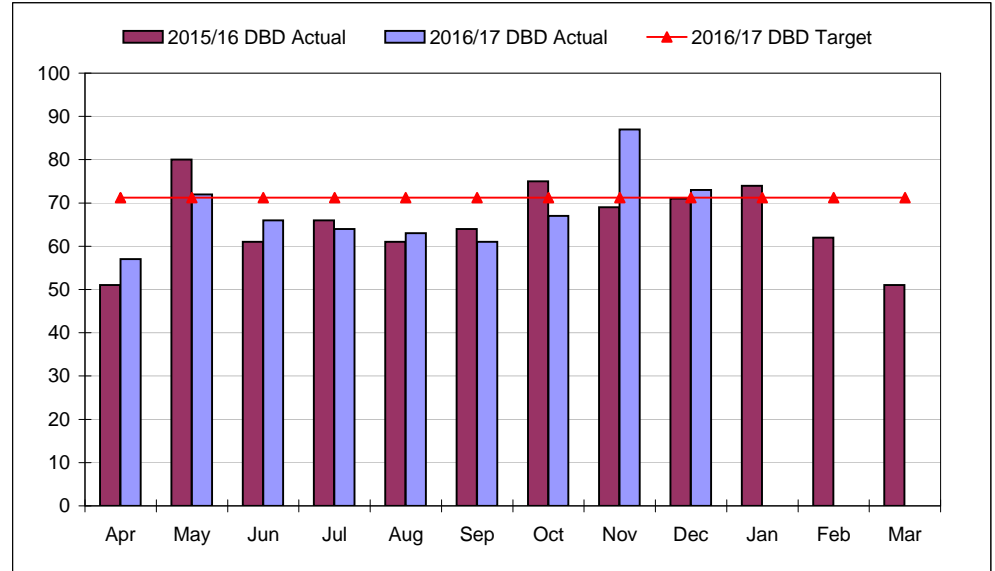


Organ Donation and Transplant - DBD Activity

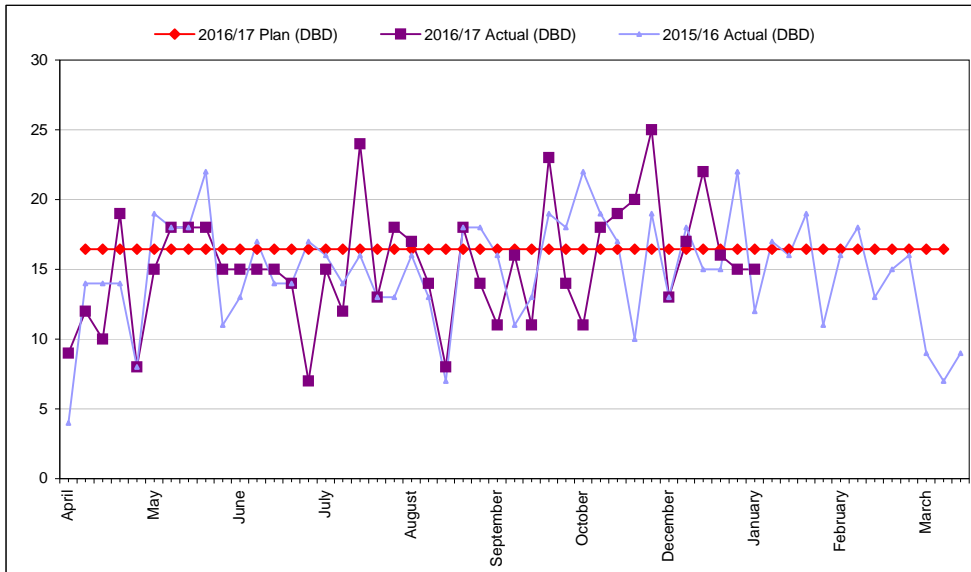
49. MAT number of Deceased Organ Donors (DBD)



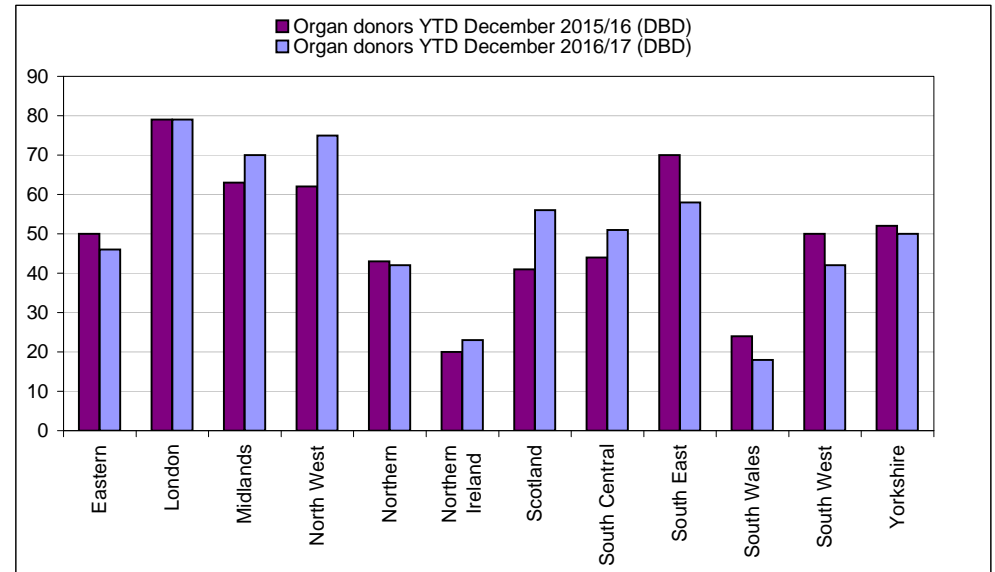
50. Deceased Organ Donors - Monthly (DBD)



51. Deceased Organ Donors - Weekly (DBD)

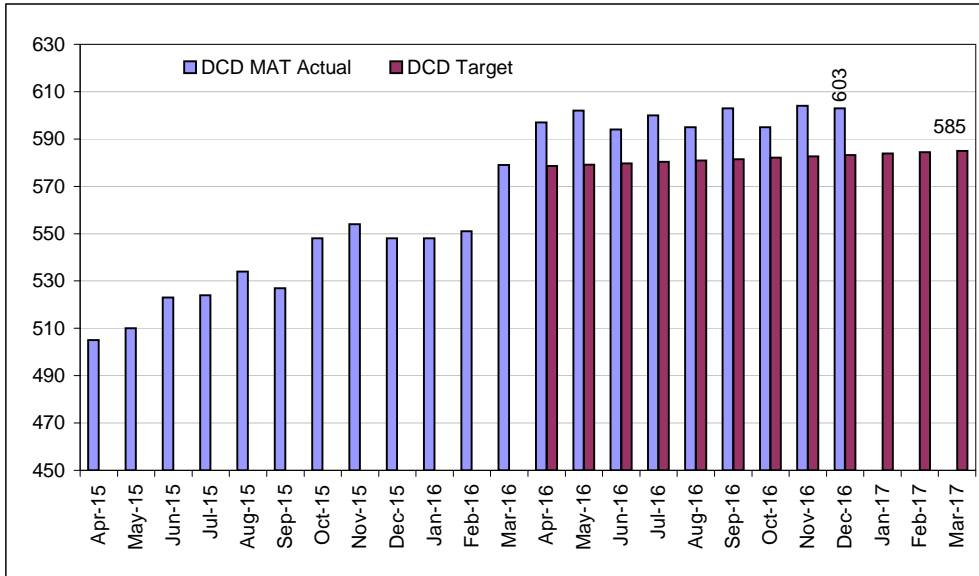


52. Deceased Organ Donors - Team (DBD)

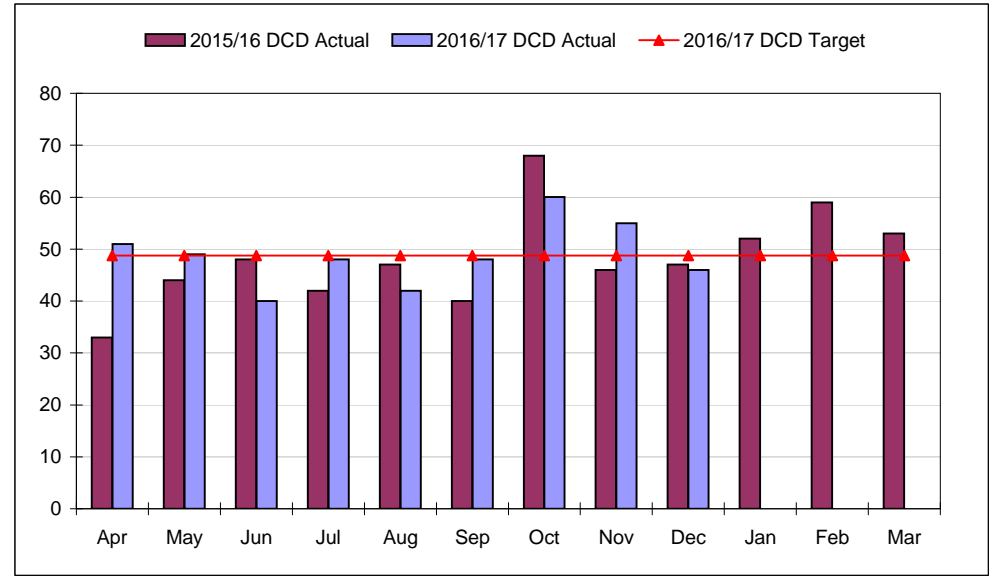


Organ Donation and Transplant - DCD Activity

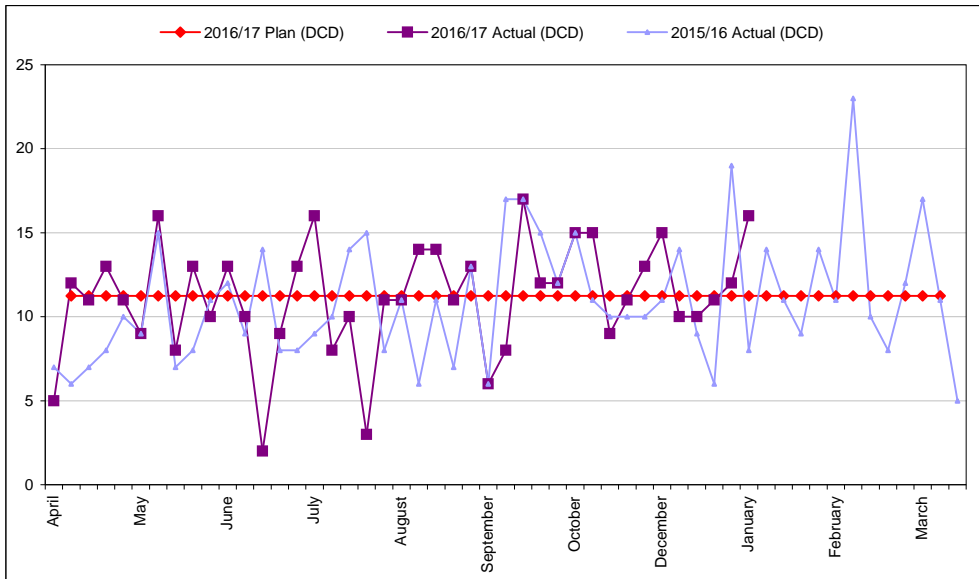
53. MAT number of Deceased Organ Donors (DCD)



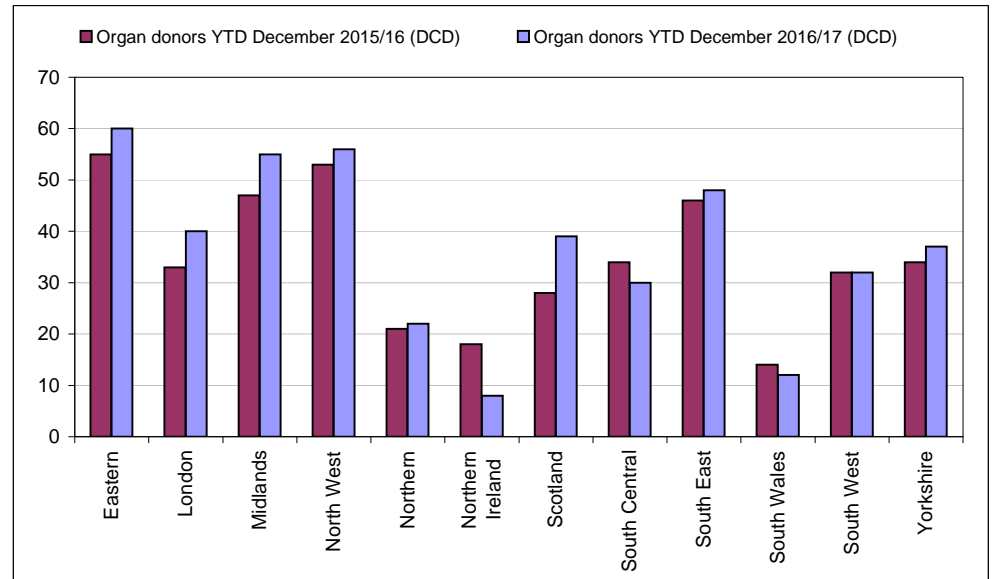
54. Deceased Organ Donors - Monthly (DCD)



55. Deceased Organ Donors - Weekly (DCD)



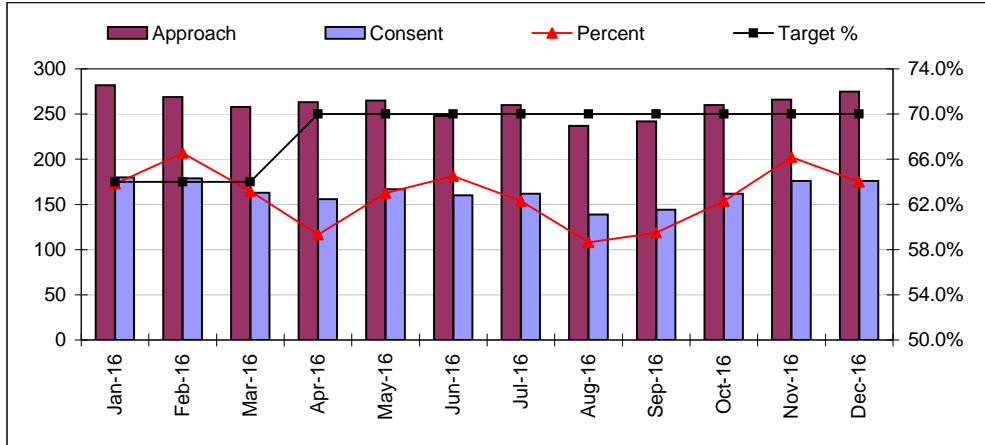
56. Deceased Organ Donors - Team (DCD)



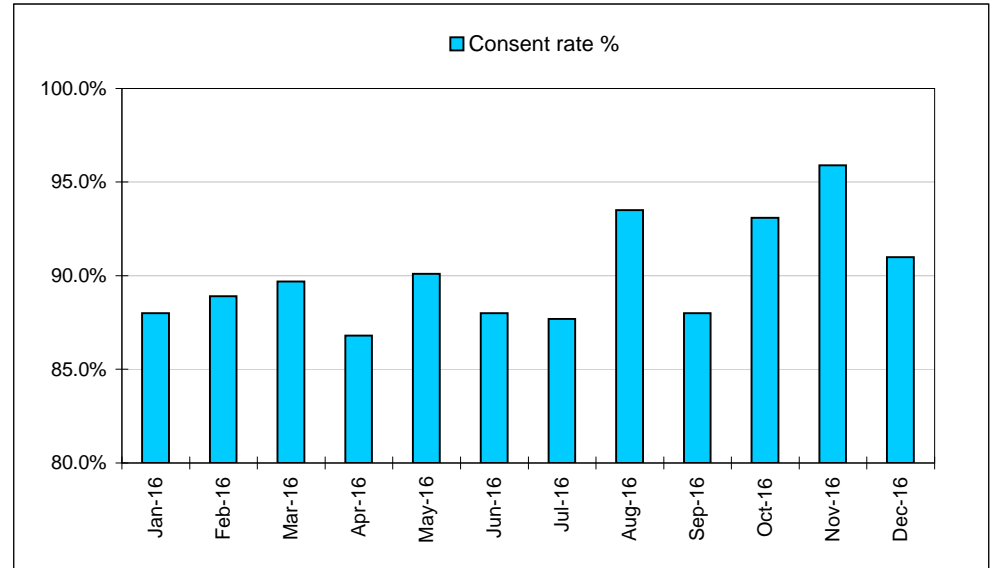
Organ Donation and Transplant - Consent / ODR

57. Consent / Authorisation rate (DBD & DCD)

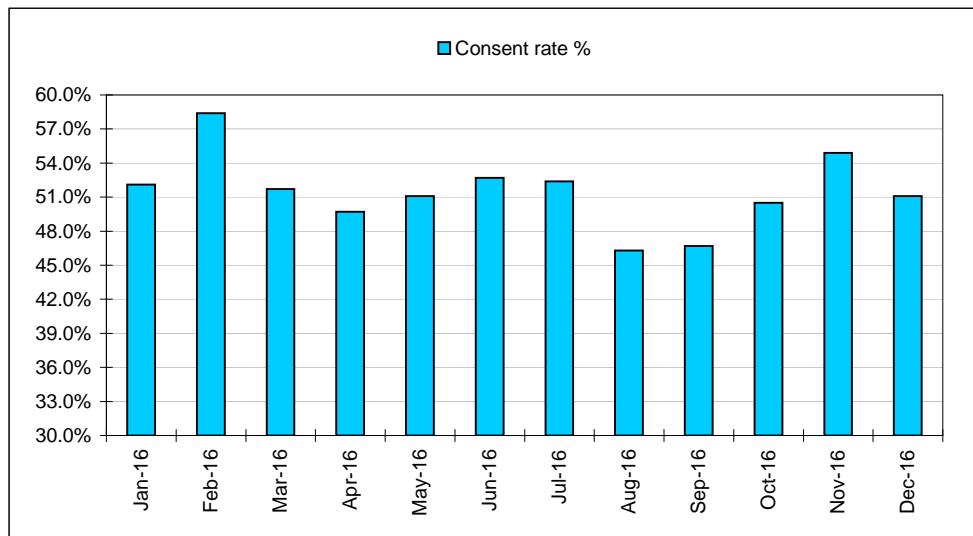
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Increase % Consent/Authorisation rate (Overall) | 70.0% | 70.0% | 62.3% | R | - |



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

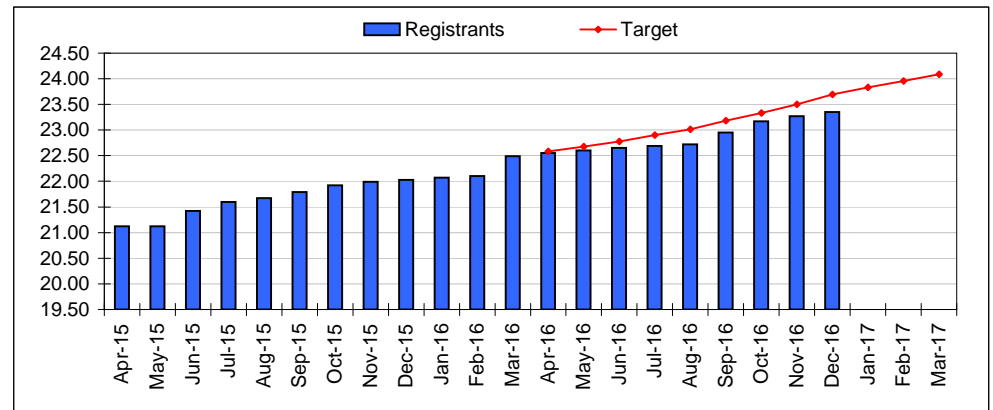


59. Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)



60. Number of people registered on the ODR

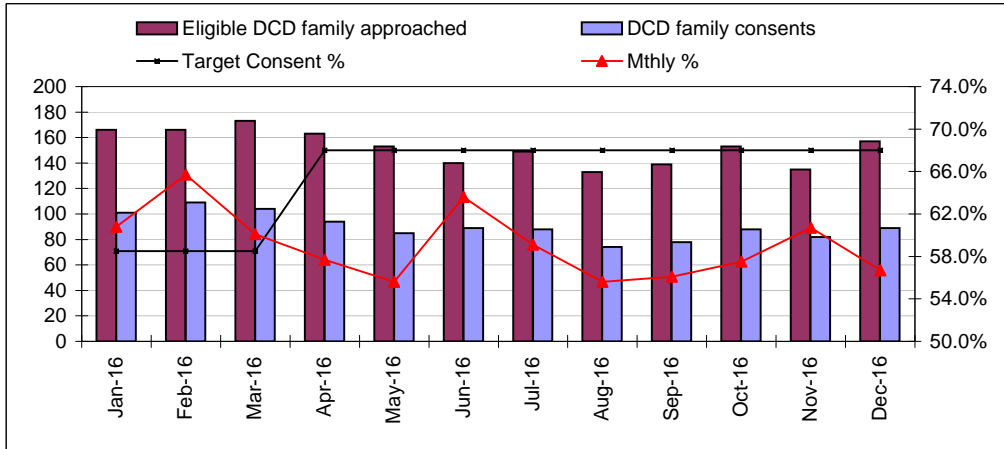
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Organ Donor Register – number of new registrations (millions) | 1.600 | 1.205 | 0.847 | R | - |



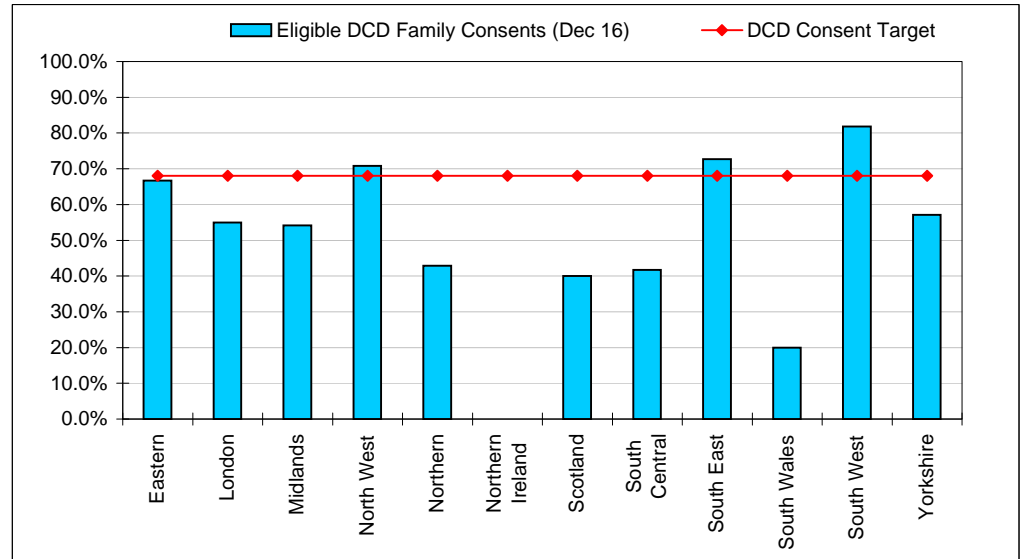
Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

61. 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% | 58.0% | R | - |

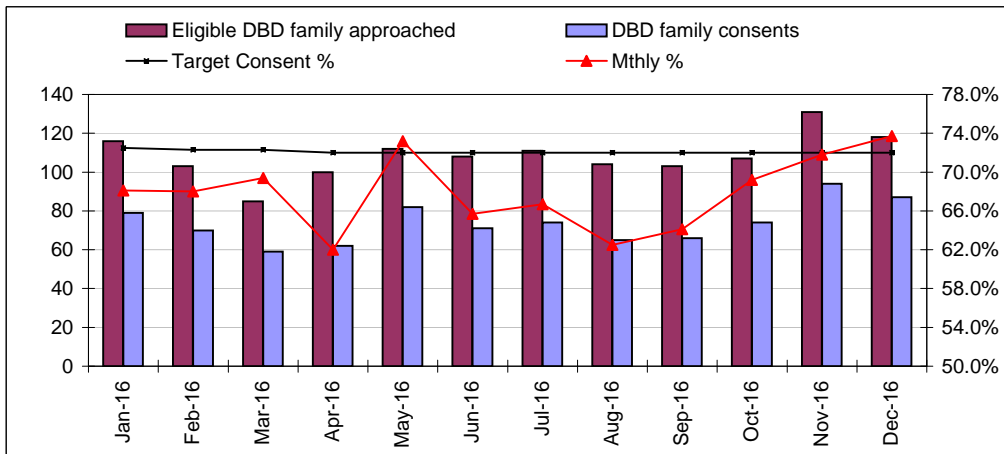


62. Consent/Authorisation rate (DCD) % by Region

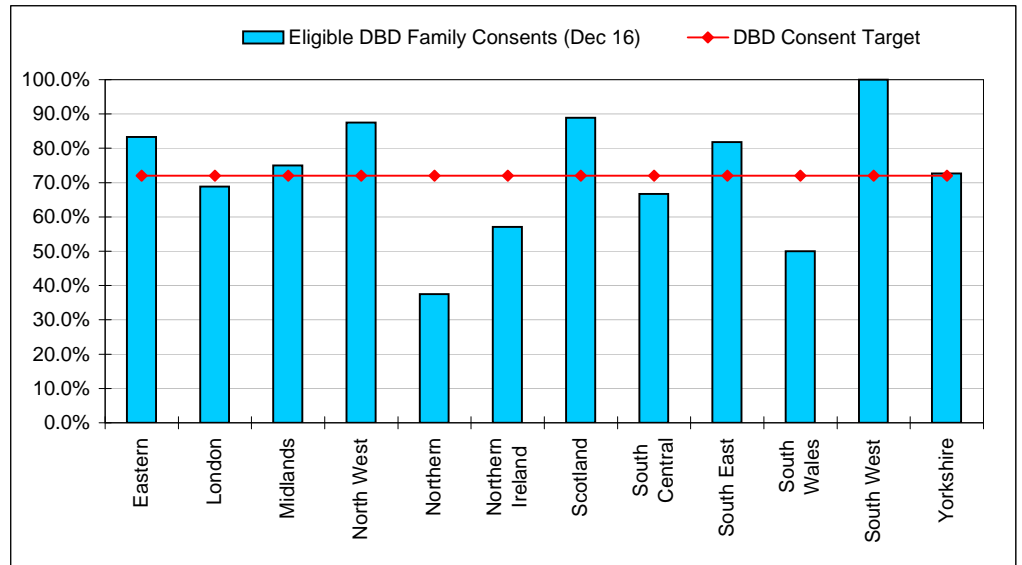


63. Consent/Authorisation rate (DBD) per month

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---|---------------|------------|------------|---------|---------------|
| Increase % Consent/Authorisation rate (DBD) | 72.0% | 72.0% | 67.9% | A | - |

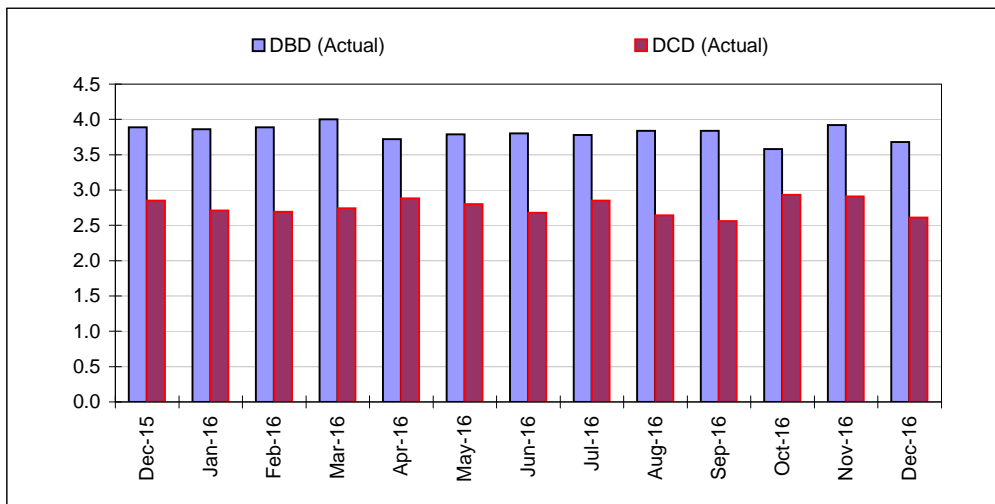


64. Consent/Authorisation rate (DBD) % by Region

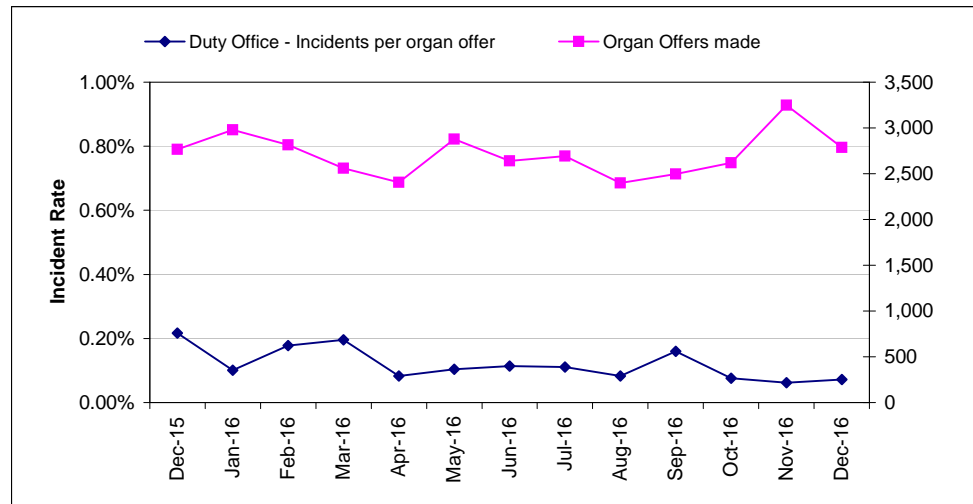


Organ Donation and Transplant - Transplantable Organs / Incidents

65. Transplantable Organs per Donor

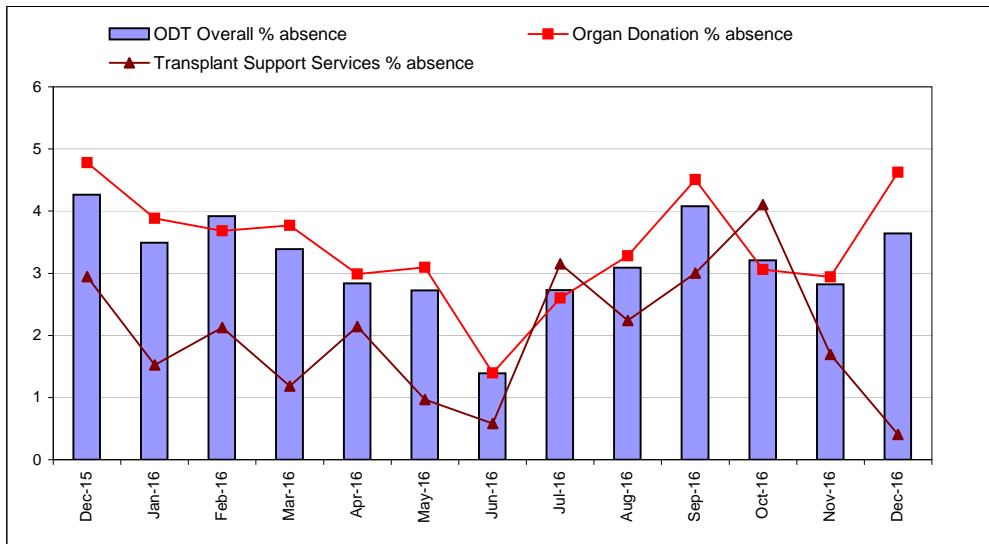


66. Duty Office - Incidents per Organ Offer

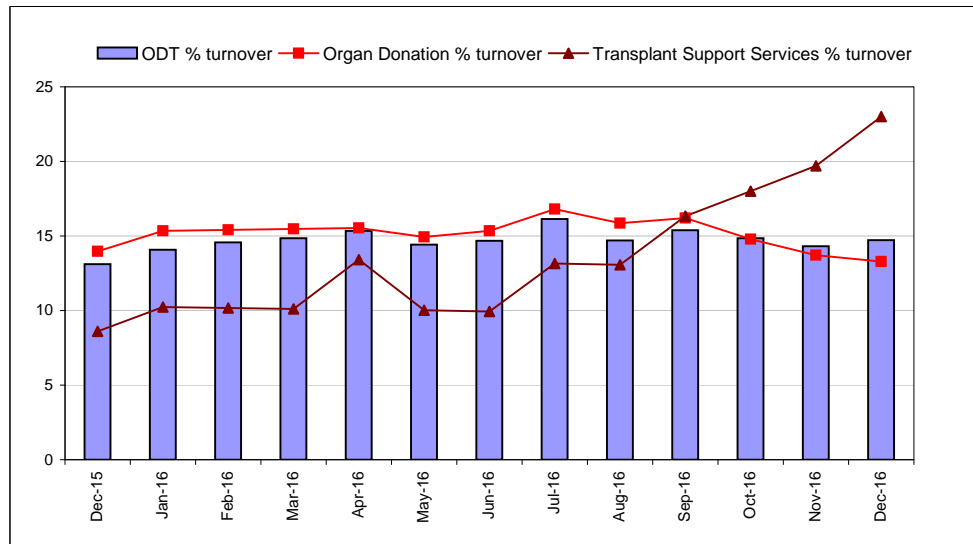


Organ Donation and Transplant - Absence/Turnover

67. ODT Absence rate (%)



68. Annual Turnover rate (%)



| SECTOR | NOTES/UPDATE REPORT |
|----------------------------|--|
| NHSBT Corporate | <p>Sickness absence increased to 4.3% (vs 3.4% November). This is consistent with seasonal trends and remains low in the year to date at 3.6%. Actions are being taken to reduce long term sickness in blood donation in particular with a focus on improving the quality of the return to work interviews.</p> <p>Support for the Your Voice - Be Heard! Survey 2016h has far exceeded the previous return rate (our highest previously was 68% in 2015) . The results are now being reviewed and will shortly be made available across the organisation with the final results to be presented to the Senior Leadership on the 31st January 2017.</p> <p>There was an interruption to the normal workings of internal telephone system (we 17th December), which led to the configuration information to the desktop handsets not working. This meant that the phone system had to revert to being a more basic service. This was resolved late on the following Monday and full service restored. We will continue working with Vodafone to understand the root cause of the outage.</p> |

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

TRANSFORMATION PROGRAMME – GROUP LEVEL PROJECTS

Corporate - 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 |
|--|------------|----------|----------|----------------------|--------------------|-----------------------|---------------------|--------------------|
| Brentwood Estates Optimisation | Delivery | R | R | 7.1 | 4.1 | 1.1 | May 17 | May 17 |
| Networks & Telephony Contract | Delivery | A | A | 1.0 | 0.5 | 0.1 | Apr 17 | Oct 17 |
| Oracle Database Upgrade | Delivery | G | A | 0.4 | 0.4 | N/A | Mar 17 | Mar 17 |
| Leeds Sheffield | Initiation | G | G | 12.7 | 12.7 | N/A | Sep 20 | Sep 20 |
| Next Generation Firewalls Managed Service | Delivery | G | G | 1.6 | 1.6 | N/A | Nov 16 | May 17 |
| Desktop Modernisation – Infrastructure Improvement | Initiation | A | A | 9.1 | 9.1 | N/A | N/A* | Aug 17 |

Note:

*Baseline date not yet set as a number of factors still need to be finalised including hardware contracts, IT resources and full time contractors which limit the ability to fully commit to a plan.

NHSBT Corporate - ICT / Workforce

69. IT system performance

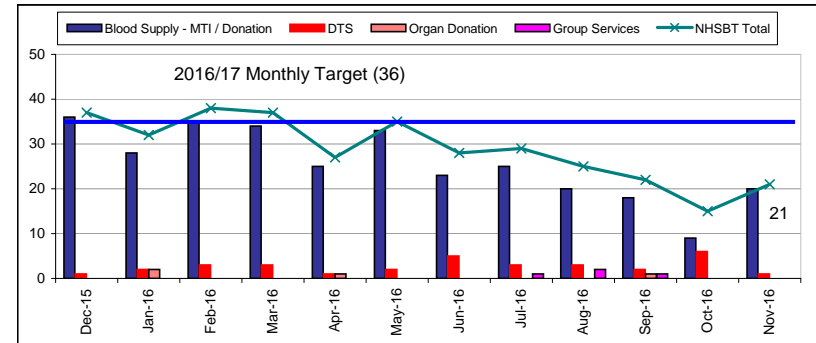
| System availability | Period Target | Period Actual | Period RAG | RAG Trend |
|---------------------|---------------|---------------|------------|-----------|
| Donor Portal | 99.95% | 100.00% | G | - |
| Pulse | 99.95% | 99.66% | A | Better |
| OBOS | 99.95% | 100.00% | G | - |
| Hematos | 99.95% | 100.00% | G | - |
| EOS | 99.95% | 99.55% | A | - |
| NtXD | 99.95% | 97.52% | R | Worse |
| TMS | 99.95% | 100.00% | G | - |

71. Headcount / WTE (as at payroll date)

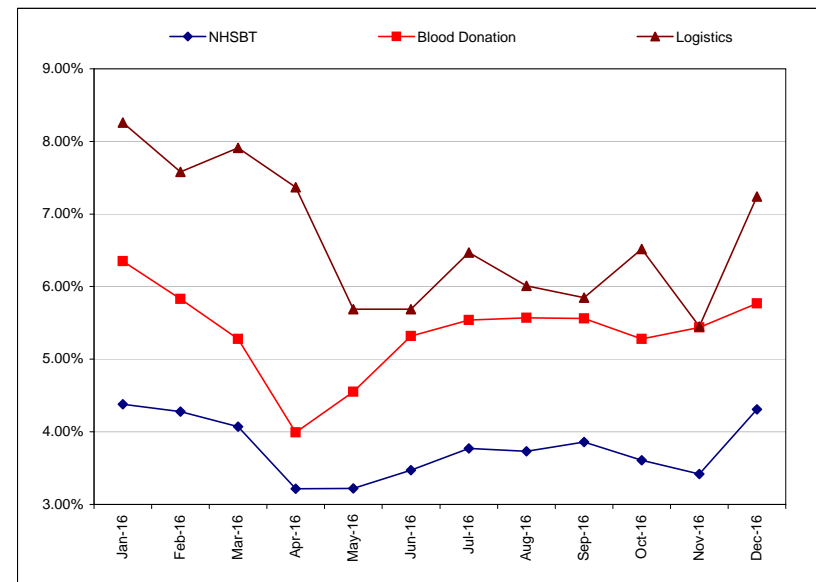
| Function | Plan WTE (Ave YTD) | YTD Ave WTE (C) | Variance WTE | Variance % |
|--|--------------------|-----------------|--------------|-------------|
| Blood Supply: Manufacturing, Testing & Issue | 815 | 828 | -14 | -1.7% |
| Blood Supply: Blood Donation | 1,475 | 1,496 | -22 | -1.5% |
| Diagnostic and Therapeutic Services | 802 | 790 | 12 | 1.5% |
| Organ Donation (including Group Services) | 398 | 376 | 22 | 5.6% |
| Sub-total Operational | 3,489 | 3,491 | -2 | 0.0% |
| CEO and Board | 13 | 4 | 9 | 72.8% |
| Quality | 86 | 82 | 3 | 3.9% |
| Communications | 72 | 65 | 7 | 9.8% |
| Estates & Facilities | 82 | 77 | 5 | 5.9% |
| Blood Supply: Logistics | 360 | 341 | 19 | 5.2% |
| Finance | 98 | 92 | 5 | 5.3% |
| HR and BTS Project Management | 151 | 144 | 7 | 4.7% |
| BTS - Information Communication Technology | 161 | 141 | 20 | 12.3% |
| Clinical | 186 | 182 | 4 | 2.4% |
| Research and Development | 36 | 41 | -5 | -14.0% |
| Change Programme & Development | 3 | 16 | -13 | -436.1% |
| Sub-total Group Service | 1,247 | 1,185 | 62 | 5.0% |
| Total | 4,736 | 4,676 | 60 | 1.3% |
| % Operational WTE to Total WTE | 74% | 75% | | |

70. 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 | 19 | =/<27 | 13 |
| M&L | <9 | 8 | =/<5 | 7 |
| DTS/SpS | =/<1 | 2 | =/<1 | 1 |
| Organ Donation | 0 | 0 | =/<2 | 0 |
| Group Services | 0 | 0 | =/<1 | 0 |
| NHSBT | <34 | 29 | =/<36 | 21 |



72. Sickness Absence



**RISK
MANAGEMENT**

**Risk register
summary (net
risk) and
summary by
themes**

| | | | |
|---------------------------------|-----|-------|-------|
| Corporate Risk Register Summary | Red | Amber | Green |
| 134 | 10 | 115 | 9 |

The dependency and reliance on the SME that currently provides support for our critical operational systems (PULSE/Hematos) and, in particular, their ability to retain the necessary capability and service levels as we transition away to new systems as part of the CSM project.

The ability to supply 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, CSM etc.) and the significant complexity and inter-dependency between them.

Inability to supply as a result of planning / supply challenges through:

- (at the macro level) limited visibility with regard to longer term blood demand trends and especially when current demand decline will be offset by the anticipated impact of demographic trends
- significant differential short term demand trends at group / component level (eg O neg red cells, A neg platelets)

The scale of the transformation programme across NHSBT 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 blood prices remains highly dependant on our ability to manage the combined impact of :

- the need to fund the significant investment in CSM (and uncertainty regarding the phasing of the spend and timescale)
- the organisational focus required to safely implement CSM and a slow down in the delivery of underlying BAU efficiency improvements
- ongoing reduction in red cell (and now platelet) demand and the loss of related income and contribution
- being able to generate significant productivity improvements in Blood Donation especially (given the inherent productivity gap and high contribution to overall costs) and the significant impact on service configuration required.

Ongoing reduction in demand will require significant changes to the configuration of blood collection services in order to not just maintain productivity but deliver the increased Blood 2020 targets. This would involve fewer / larger mobile sessions, greater use of fixed donor venues and much less collection activity in certain parts of the country. This may result in adverse donor reaction (and potentially attendance) if not managed and communicated well and an impact on supply if, for example, sufficient numbers of O neg donors cannot be retained.

The 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, and new systems are removing transcription in some areas, there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

**RISK
MANAGEMENT**

**Risk register
summary (net
risk) and
summary by
themes (cont.)**

Risk to delivery of TOT 2020 strategic targets driven by :

- adverse trends in the donor pool
- inability to change consent levels
- lack of funding required for supporting business cases in respect of consent strategy and new technologies
- lack of transplant capacity.

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

There were no new high/extreme risks for review this month.

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 DECEMBER 2016

| Income | Year to date | | | Full year | | | |
|--|------------------|------------------|----------------|-------------------|-------------------|------------------|------------------|
| | Budget | Actual | Variance | 2015-16 Actual | Initial Budget | Latest Budget | Forecast |
| | £k | £k | £k | £k | £k | £k | £k |
| Revenue Cash Limit - Organ Donation & Transplantation | 46,445 | 46,445 | 0 | 59,142 | 61,927 | 61,927 | 61,927 |
| Revenue Cash Limit - Diagnostic and Therapeutic Services | 3,130 | 3,130 | 0 | 4,273 | 4,173 | 4,173 | 4,173 |
| Blood & Components Income | 192,774 | 196,667 | 3,893 | 271,104 | 261,933 | 257,062 | 261,354 |
| Diagnostic and Therapeutic Services Income | 46,733 | 47,797 | 1,063 | 62,712 | 65,126 | 63,612 | 64,525 |
| Research & Development | 963 | 1,402 | 439 | 3,881 | 1,283 | 1,283 | 1,183 |
| Organ Donation & Transplantation Other Income | 9,046 | 8,521 | (525) | 12,357 | 12,062 | 12,062 | 11,353 |
| All Other Income | 4,448 | 5,027 | 580 | 5,430 | 4,687 | 5,868 | 6,744 |
| Total Income | 303,539 | 308,989 | 5,450 | 418,898 | 411,190 | 405,987 | 411,259 |
| Expenditure | | | | | | | |
| Cost of Sales - Blood Component Stock Movement | 1,478 | (134) | (1,613) | (109) | 0 | 1,711 | 113 |
| Cost of Sales - Tissues Stock Movement | 0 | 139 | 139 | 266 | 0 | 0 | 0 |
| Organ Donation & Transplantation Operational Expenditure | (49,317) | (48,154) | 1,163 | (60,486) | (66,710) | (66,710) | (65,585) |
| Blood Supply: Manufacturing, Testing & Issue | (52,353) | (53,490) | (1,136) | (69,926) | (69,182) | (69,264) | (70,552) |
| Blood Supply: Blood Donation | (56,563) | (57,462) | (899) | (82,189) | (77,601) | (74,439) | (75,534) |
| Blood Supply: Logistics | (15,458) | (15,856) | (398) | (23,112) | (20,741) | (20,735) | (21,006) |
| Diagnostic and Therapeutic Services | (44,232) | (45,109) | (877) | (56,307) | (58,744) | (58,623) | (59,551) |
| Quality | (3,775) | (3,593) | 181 | (4,738) | (5,017) | (5,059) | (4,814) |
| Chief Executive and Board | (553) | (472) | 81 | (581) | (776) | (776) | (606) |
| Communications | (5,324) | (5,279) | 45 | (4,942) | (4,876) | (7,484) | (7,424) |
| Estates & Facilities | (29,402) | (28,849) | 553 | (40,816) | (38,818) | (39,809) | (39,589) |
| Finance | (4,299) | (4,359) | (60) | (6,739) | (5,751) | (5,751) | (5,838) |
| HR and BTS Project Management | (6,934) | (6,866) | 68 | (9,487) | (9,150) | (9,232) | (9,297) |
| BTS - Information Communication Technology | (14,938) | (14,913) | 25 | (18,108) | (19,481) | (20,013) | (20,348) |
| Clinical Directorate | (10,854) | (10,607) | 247 | (13,512) | (14,332) | (14,331) | (14,019) |
| Research & Development | (3,308) | (3,713) | (405) | (7,441) | (4,828) | (4,869) | (4,919) |
| Change Programme & Development | (9,867) | (12,853) | (2,986) | (12,338) | (13,669) | (9,869) | (22,951) |
| Miscellaneous and Capital Charges | (661) | 337 | 999 | (3,435) | (1,515) | (734) | 57 |
| Total Expenditure | (306,357) | (311,231) | (4,874) | (413,998) | (411,190) | (405,987) | (421,863) |
| Surplus/(Deficit) | (2,818) | (2,243) | 576 | 4,900 | (0) | (0) | (10,604) |
| Statutory Accounts Presentation | | | | | | | |
| NHSBT Surplus/(Deficit) as above | (2,818) | (2,243) | 576 | 15,658 | (0) | (0) | (10,604) |
| Add back Notional Cost of Capital | 4,162 | 4,162 | 0 | 6,703 | 6,520 | 7,075 | 6,869 |
| Remove Revenue Cash Limit | (49,575) | (49,575) | 0 | (63,415) | (66,100) | (66,100) | (66,100) |
| Deduct Capital Charges Cash Payment | (12,969) | (12,969) | 0 | (16,267) | (17,292) | (17,292) | (17,292) |
| Net Expenditure | (61,200) | (60,625) | 576 | (57,321) | (76,872) | (76,317) | (87,127) |

Commentary - December 2016

A deficit of £1.6m was reported in December, £1.7m worse than planned for the month (driven by phasing of the change programme).

Year to date, NHSBT is reporting a deficit of £2.2m, £0.6m ahead of plan. This combines a surplus in ODT (£0.6m); DTS (£0.3m), partially offset by a deficit within Blood/Group (-£0.3m)

In Blood / Group, the deficit is mainly driven by Change Programme spend (£3.0m), offset by underspends across group services.

In DTS the surplus has arisen from improved sales within TAS, RCI and CMT.

The surplus in ODT is predominantly due to SNOD vacancies, and lower logistics costs (driven by lower transplant and donor numbers).

Forecast outturn for the year is now a deficit of £10.6m. This combines a transformation deficit of £13.1m partially offset by a surpluses in ODT (£0.4m) and Group services (£2.1m) and with Blood/DTS at breakeven.

Balance sheet - current assets were £62.7m at the end of December 2016, with a cash balance of £50.5m.

Debtor days - 32 in December (November- 29 days) vs target of 22 days.

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 DECEMBER 2016

| Year to date Actual £m | Blood & Components inc. R&D | Diagnostics | | | | Tissues | Stem Cells | | | TAS | ODT | TOTAL |
|--|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|
| | | RCI | H&I | Reagents | IBGRL | | CMT | BBMR | CBB | | | |
| Income | | | | | | | | | | | | |
| Prices | 199.2 | 9.0 | 10.0 | 1.2 | 0.5 | 9.1 | 6.7 | 2.0 | 0.9 | 5.2 | - | 243.8 |
| Central Funding from DHAs | - | - | - | - | - | - | - | - | - | - | 8.4 | 8.4 |
| Grant in Aid | - | - | - | - | - | - | - | 1.4 | 1.7 | - | 46.4 | 49.6 |
| Other | 4.1 | 0.3 | 0.0 | - | - | - | 1.0 | 0.6 | 0.8 | 0.4 | 0.1 | 7.2 |
| Total Income | 203.3 | 9.2 | 10.1 | 1.2 | 0.5 | 9.1 | 7.7 | 4.1 | 3.4 | 5.5 | 55.0 | 309.0 |
| Expenditure | | 11.4 | 12.6 | 1.5 | | | | | | | | |
| <u>Variable Costs</u> | | | | | | | | | | | | |
| Consumables | (32.2) | (0.8) | (2.8) | (0.3) | (0.1) | (1.3) | (1.5) | (0.6) | (0.8) | (1.6) | (2.5) | (44.6) |
| Other | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Variable Costs | (32.2) | (0.8) | (2.8) | (0.3) | (0.1) | (1.3) | (1.5) | (0.6) | (0.8) | (1.6) | (2.5) | (44.6) |
| Variable Contribution | 171.0 | 8.5 | 7.3 | 0.9 | 0.4 | 7.8 | 6.2 | 3.5 | 2.6 | 3.9 | 52.5 | 264.4 |
| <u>Direct Costs</u> | | | | | | | | | | | | |
| Pay | (67.4) | (5.7) | (5.1) | (0.6) | (0.8) | (4.7) | (3.5) | (1.2) | (1.7) | (1.7) | (18.4) | (110.7) |
| Non Pay | (20.5) | (0.5) | (0.7) | (0.0) | (0.1) | (2.1) | (0.9) | (0.7) | (0.4) | (0.5) | (28.0) | (54.5) |
| Total Direct Costs | (87.9) | (6.2) | (5.8) | (0.6) | (0.9) | (6.8) | (4.3) | (2.0) | (2.0) | (2.2) | (46.5) | (165.2) |
| Direct Contribution | 83.1 | 2.3 | 1.5 | 0.3 | (0.5) | 1.0 | 1.9 | 1.5 | 0.6 | 1.7 | 6.0 | 99.3 |
| <u>Direct Support</u> | | | | | | | | | | | | |
| Operational Directorate costs | (13.4) | (0.1) | (0.1) | (0.0) | (0.0) | (0.1) | (0.1) | (0.0) | (0.0) | (0.1) | (1.2) | (15.1) |
| Logistics | (15.5) | (0.1) | (0.0) | (0.0) | - | (0.0) | (0.0) | (0.0) | (0.1) | (0.1) | (0.0) | (15.8) |
| Clinical | (5.9) | (0.4) | - | - | - | (0.1) | (0.1) | (0.1) | (0.0) | (0.2) | (0.7) | (7.6) |
| Attributable Estates costs | (16.7) | (0.9) | (0.7) | (0.1) | (0.4) | (1.1) | (1.0) | (0.1) | (0.1) | (0.1) | (1.3) | (22.6) |
| Attributable IT costs | (3.3) | (0.1) | (0.1) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (1.4) | (5.1) |
| Depreciation / Cost of Capital | (1.7) | (0.2) | (0.3) | (0.0) | (0.1) | (0.1) | (0.4) | (0.1) | (0.1) | (0.2) | (0.3) | (3.6) |
| Total Direct Support | (56.6) | (1.8) | (1.2) | (0.2) | (0.5) | (1.5) | (1.6) | (0.4) | (0.5) | (0.6) | (5.0) | (69.8) |
| Notional Internal Income Uplift | (1.5) | (0.0) | 1.0 | 0.2 | 0.3 | 0.0 | (0.0) | (0.0) | - | 0.0 | - | 0.0 |
| Cost of Sales | (0.1) | - | - | - | - | 0.1 | - | - | - | - | - | 0.0 |
| Contribution to Unallocated Costs | 24.9 | 0.5 | 1.3 | 0.3 | (0.7) | (0.3) | 0.3 | 1.0 | 0.1 | 1.1 | 1.0 | 29.4 |
| Total Allocated Costs | (178.4) | (8.8) | (8.8) | (0.9) | (1.3) | (9.4) | (7.4) | (3.1) | (3.3) | (4.4) | (53.9) | (279.6) |
| <u>Unallocated Costs Apportioned</u> | | | | | | | | | | | | |
| Directorate costs | (14.9) | (0.7) | (0.7) | (0.1) | (0.1) | (0.8) | (0.6) | (0.3) | (0.3) | (0.4) | (4.5) | (23.3) |
| Estates costs | (4.8) | (0.2) | (0.2) | (0.0) | (0.0) | (0.3) | (0.2) | (0.1) | (0.1) | (0.1) | (1.4) | (7.5) |
| Depreciation / Cost of Capital | (0.6) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.0) | (0.2) | (0.9) |
| Total Unallocated Costs | (20.2) | (1.0) | (1.0) | (0.1) | (0.1) | (1.1) | (0.8) | (0.3) | (0.4) | (0.5) | (6.1) | (31.7) |
| Net Surplus / (Deficit) | 4.7 | (0.5) | 0.3 | 0.2 | (0.9) | (1.3) | (0.6) | 0.7 | (0.3) | 0.6 | (5.1) | (2.2) |

| | | | | | | | | | | | | |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| RAG STATUS (Actuals V Plan) | R | G | R | G | G | G | G | R | R | G | G | G |
|------------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

| | | | | | | | | | | | | |
|--------------------------------|--------------|--------------|--------------|----------|----------|--------------|--------------|----------|----------|----------|--------------|--------------|
| R&D PROGRAMME COSTS | (3.6) | (0.7) | (0.2) | - | - | (0.3) | (0.6) | - | - | - | (0.0) | (5.4) |
|--------------------------------|--------------|--------------|--------------|----------|----------|--------------|--------------|----------|----------|----------|--------------|--------------|