

# Board Performance Report Performance Report

For the period ended 31<sup>st</sup> December 2015

	Status	Trend	Comments
Blood Components	Green	Green	The demand forecast for red cells has increased to 1.595m (versus 1.610m agreed with the NCG). Stocks levels are good and above the alert level for all groups, with vulnerable groups at c6-7 days. Forecast platelet issues have been decreased to 273k (versus 280k agreed with NCG) with the trends indicating a possible weakening of demand to come.
DTS	Red	Yellow	Cord issues and BBMR matches continue to be significantly lower than plan (and last year) in the year to date. Year to date, DTS income is £1.4m below plan, albeit that this is mostly offset by reduced levels of expenditure to leave a net contribution shortfall versus budget of £0.1m. The deficit for the year, however, is forecast to grow to £1.3m.
ODT	Yellow	Yellow	Deceased donors in December were again higher than plan this month at 118 (vs 114 planned). Year to date deceased donors are now only 1.6% behind target (1013 vs 1025), and 4% higher than the corresponding period in 2014/15. The number of transplants is, however, 4% behind plan (2,654 vs 2,772). Living Donors (reported one month in arrears) are 10% behind plan year to date (ie to Nov.).
Corporate	Green	Green	Sickness absence has remained marginally better than plan this month (4.41% vs 4.5%). The normal seasonal increase is being seen although a significant adverse trend continues in logistics and is approaching 9% in December.
Finance	Green	Yellow	The I&E surplus is £14.5m, £5.1m better than planned. The forecast for NHSBT in 2015/16 is an underlying surplus of £7.5m which reduces to £4.3m after returning £3.2m of ODT subsidy to the UK Health Departments.
Change Programme	Yellow	Yellow	There are no projects this month reporting at 'Red' status. Although the 2016/17 plan is secured by the existing cash position the overall plan for 2016/17 and 2017/18 remains challenging. Further re-profiling is required to match resource and cash constraints, along with additional cost savings of £5m in each of the next two years (of which around £4m has been identified so far).

Contents	Pages
1. Performance Summary	1
2. Blood Components - summary	2-11
3. DTS – summary	12-18
4. ODT – summary	19-27
5. Group - summary	28-30
6. Risk Management	31
7. Financial Report	32

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	70% of blood donors scoring $\geq$ 9/10 for satisfaction.	G	-	Ahead of plan year to date (72.6% vs 70%) - Chart 15.
		No. of complaints per million donation	G	-	Better than plan year to date (5.4k vs 5.5k)- Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Ahead of plan in month (889k vs 885k) - Chart 19.
		Frequency of Donation (overall)	G	-	December at 1.90 (Chart 19).
		Number of O- neg Donors donating last 12 months (000's)	G	-	Better than plan in month (105.9k vs 104.9k) - Chart 19.
		Frequency of Donation (O neg donors)	G	-	Higher than plan in month (1.99 vs 1.98) - Chart 19.
		% of whole blood donations in donor centres	G	-	Year to date at 15.1% vs plan of 13.5% - Chart 11.
		% of 9 bed sessions	G	-	Better than plan year to date (59.1% vs 49%) - Chart 12.
		Blood Donation Productivity: units/FTE/year	A	-	Year to date at 1,344 vs plan of 1,365 – 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	R	-	Aggregate stocks above the 2 day alert level -chart 14.
		Number of 'critical' and "major" regulatory non-compliances	R	-	2 year to date (none reported in December 2015)
		96% of Products Issued on Time	G	-	Better than plan year to date (96.2% vs 96%) - chart 21.
		Manufacturing Productivity (units/FTE/year)	G	-	Year to date (10.3k vs 9.9k) - Chart 25.
		Testing Productivity (units/FTE/year)	G	-	Year to date (24.2k vs 24.1k) - Chart 26 -
	Customer Service and the Hospital Interface	% hospitals scoring $\geq$ 9/10 for satisfaction (chart 22).	G	-	December at 85% (better than target). Next survey March 2016.
		Red Cell Price £121.85 in 2015/16.	G	-	Red cell price further reduced to £120 p/unit post NCG

DIVISION	PILLAR	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Hospital Integration	Hospital Served via Vendor Managed Inventory	G	-	8 hospitals (vs 2015/16 target 20). Discussions ongoing with a further 12 hospitals.
		Hospital networks with extended / integrated services	-	-	Focus is now on an "extending" service, piloted with 3 Trusts. Recommendations to be submitted in April.

- Red Cell issues in December were 0.6% higher than plan (based on a target of 1.585m issues). Year to date Red Cell issues of 1.207m are 0.5% higher than plan and 3.8% lower than in the previous year. As a result, the forecast issues for 2015/16 have been increased to 1.595m (NCG agreed 1.610m) a 3.9% reduction on 2014/15. The forecast issues in the 5 year plan have also been revised slightly higher.
- December Whole Blood (WB) Collections were 0.5% lower than plan and in the YTD are equal to plan. Stocks were again slightly higher at the end of the month (c36k) with all blood groups remaining well above the 3 day alert level.
- Pressure on O neg supply remains, with December's proportion of O neg supply higher at 12.9% - (November 12.3%). Year to date the proportion of O neg demand remains high at 12.6% of total issues (versus population of 7%). It was at an average of 12.1% in 2014/15.
- Year to date platelet issues are 0.6% lower than both plan and the previous year. The forecast issues for 2015/16 has been reduced to 273k units (was 275k and compares to 280k agreed with the NCG). A sharp decrease in the level of weekly issues in December was highly divergent from the normal seasonal trend and may indicate the potential for future decline in demand to come (and would reflect what other blood services have experienced).
- Platelet stocks in aggregate were above the alert level during December. The stock of Group A- platelets continued to evidence the improvement in supply/demand matching with only 1 working day during the month when stocks were below the alert level.
- Red cell wastage remains higher than plan (YTD 3.66% vs 3.60%) with December performance impacted by losses at Newcastle due to a number of red cells that were allowed to be stored outside of the controlled temperature range. Platelets wastage is also higher than plan in the year to date (9.22% vs 8.0%). Wastage in December was particularly high as stocks were built in anticipation of the normal seasonal demand increase whereas demand actually fell.
- OTIF delivery performance in December was at 96.4% (versus plan of 96%) and is also above target in the year to date (96.2%).
- Customer satisfaction showed a significant increase to 85% versus plan of 70% and the 64% seen in the previous survey (September).
- The number of faints at 166 in the month was worse than target (160). The number of rebleeds (30) was equal with target this month.
- Donor Satisfaction was excellent in month at 74.8% (vs target of 72%). Donor complaints were marginally worse than plan this month (5.3k vs 5.2k).
- Sickness absence in Blood Donation increased to 6.32% reflecting normal seasonal trends. Sickness in Logistics continued to report a highly adverse trend and reached 8.81% (including Transport at 9.08%) in the month.

- There were no critical/major regulatory non-compliances reported in December. The next inspections are Sheffield in January 2016 and Newcastle in February.
- In early January there was the re-launch of a refreshed blood donation website at [www.blood.co.uk](http://www.blood.co.uk). The changes have been made in response to research and feedback from our donors, prospective donors and staff. Key benefits include a better user experience on mobiles and tablets, a clearer home page and a simplified structure for visitors to the site.

**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
Standard Donor Carer Day	Delivery	G	G	0.4	0.4	0.4	Jan 16	Jan 16
All Wales	Delivery	G	G	0.5	0.4	N/A	Dec 16	Dec 16
Planning and Control System	Delivery	A	A	0.9	0.9	0.13	Jul 15	Apr-16
Platelets Supply Strategy	Delivery	G	G	3.6	3.0	2.79	Mar 16	TBC
Session Consolidation Phase 2	Delivery	G	G	0.8	0.5	0.76	May 16	TBC
Supply Chain Modernisation (National Operations)	Initiation	A	G	6.1	6.1	1.4	Aug 17	Aug 17
Microbiology LIMS	Start-Up	G	G	TBC	TBC	N/A	TBC	Sep 16
Bacterial Screening Contract	Delivery	G	G	0.1	0.1	TBC	TBC	Aug 16
Core Systems Modernisation (i)	Define	G	G	0.1	TBC	1.0	Jan 20	Apr 18
Blood Packs Contract	Initiation	G	G	TBC	0.1	N/A	Aug 17	Aug 17
Hev & HTLV Testing	Delivery	A	A	0.01	0.1	N/A	Apr 16	Apr 16

**Note:** i) Project is described in detail in the following table:

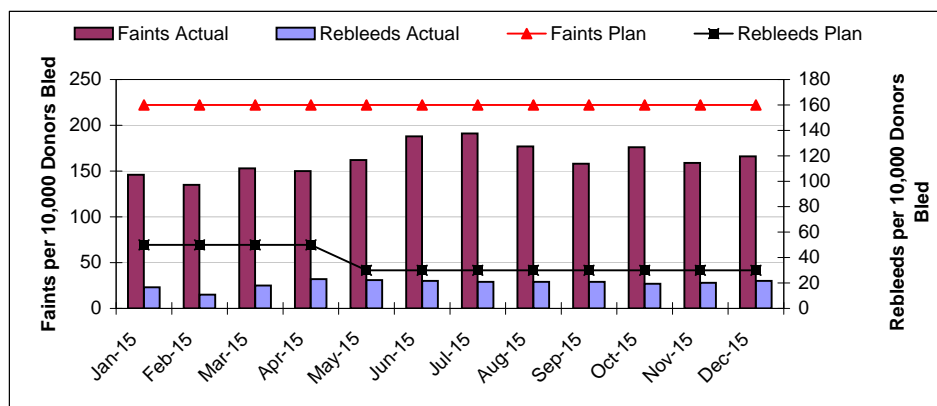
Project	RAG	Trend	Strategic Theme	Spend to date	Cost	Benefit	Complete
<b>Core Systems Modernisation</b>	G	↔	Blood Donation and the Donor Experience	£0.121m	TBC	TBC	Jan 20
<p>E&amp;Y have been appointed to provide support for development of the Blood target operating model, design blue print and transition states. Until this work is complete the relevant milestones cannot be confirmed.</p> <p>Separately (and not specifically related to this project alone) PwC have completed work to review master data management across NHSBT. This is a known weakness but will be critical to successful introduction of the new systems supporting transformational change. The work generated a number of recommendations that have been accepted by the Executive Team with the Finance Director appointed as executive sponsor to take this forward.</p>							

## Monthly Performance Report - As at the end of December 2015

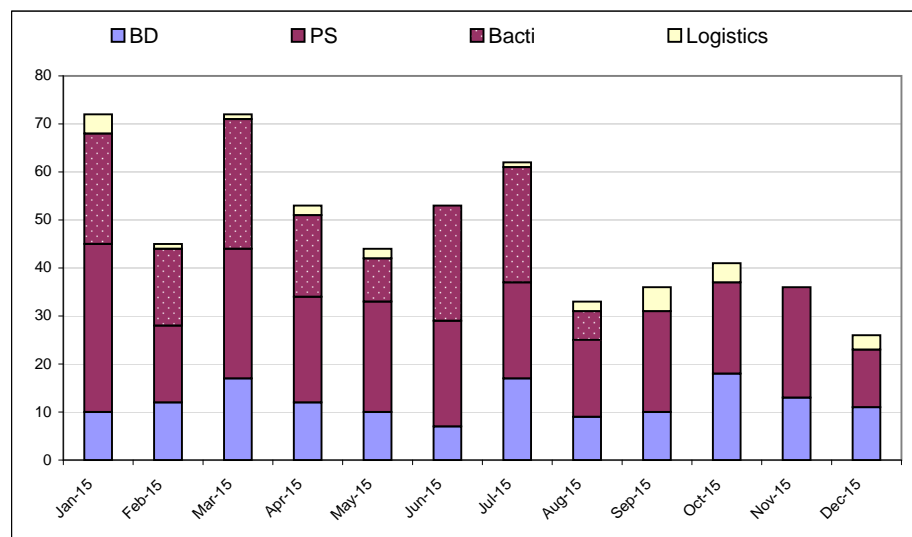
### Blood Components - Safety and Compliance

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

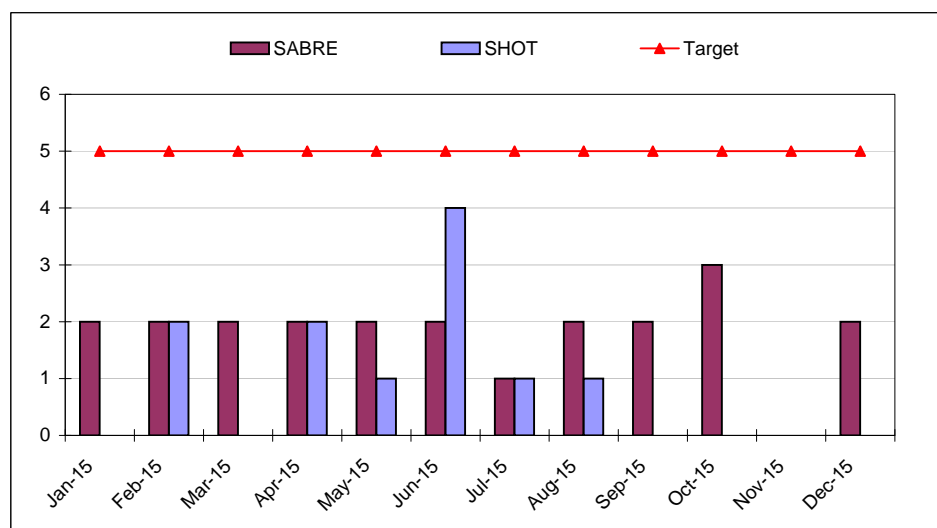
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
No of faints per 10,000 donors bled	160	160	170	A	-



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

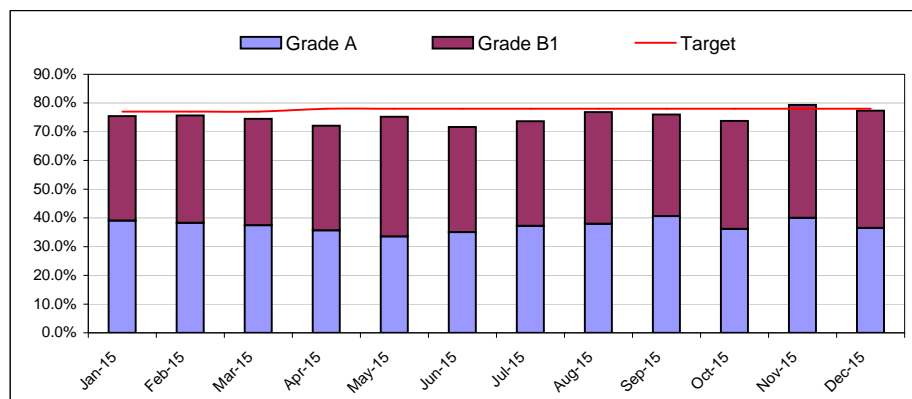


#### 3. SABRE and SHOT Events Reported per Month



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

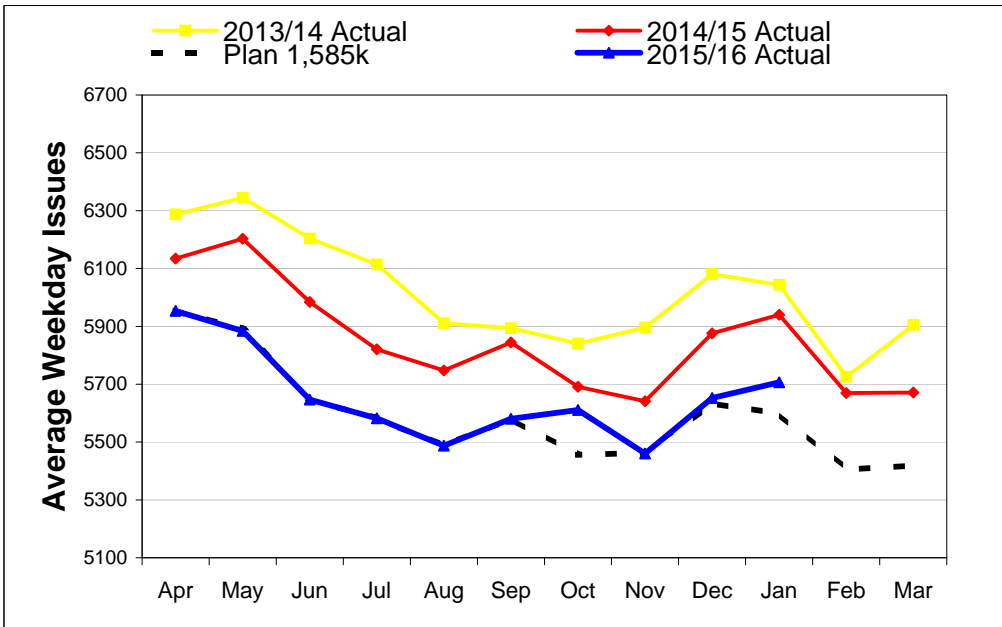
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving grade A or B1 HLA-matched platelets	78%	78%	75%	A	-



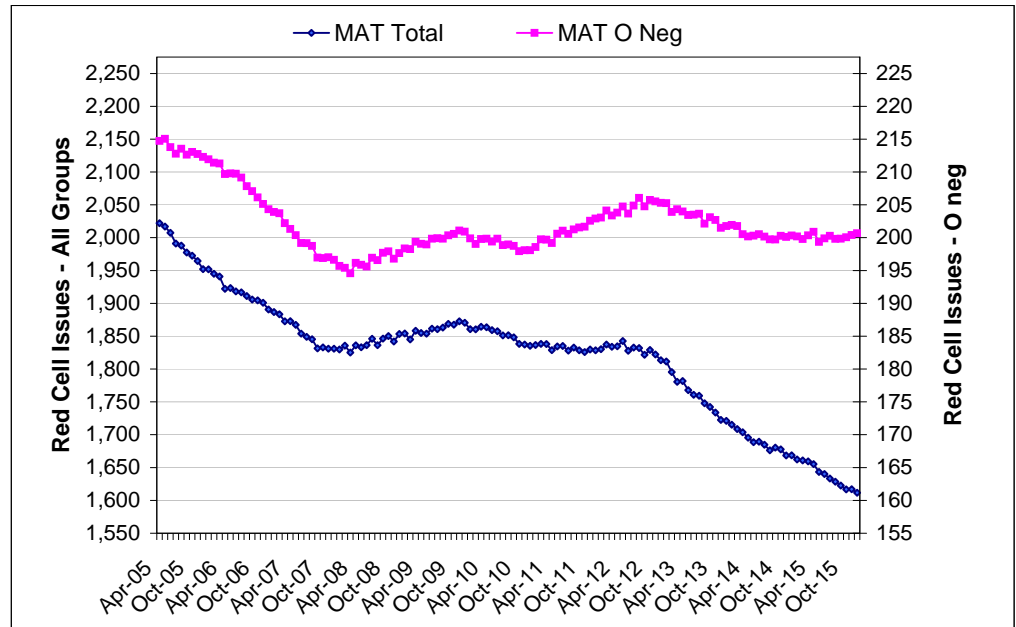
## Monthly Performance Report - As at the end of December 2015

### Blood Components - Red Cell Demand / Stocks

#### 5. Average Weekday Red Cell Issues By Month ->April 2013



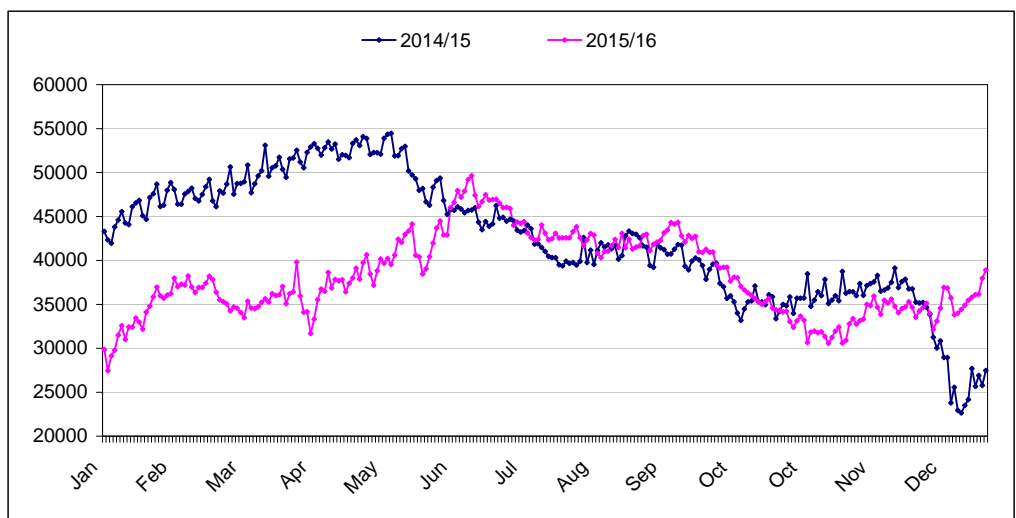
#### 6. MAT Red Cells Issues (Adult Equivalent Units) - 000's



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

Blood Group	2015/16 - YTD December 15	2014/15 - YTD December 14	Change
A Neg	96,374	97,833	-1.5%
A Pos	367,315	383,618	-4.2%
AB Neg	9,474	9,396	0.8%
AB Pos	26,487	27,819	-4.8%
B Neg	29,126	29,100	0.1%
B Pos	95,231	98,921	-3.7%
O Neg	151,730	151,421	0.2%
O Pos	431,614	456,952	-5.5%
<b>Total</b>	<b>1,207,350</b>	<b>1,255,060</b>	<b>-3.8%</b>

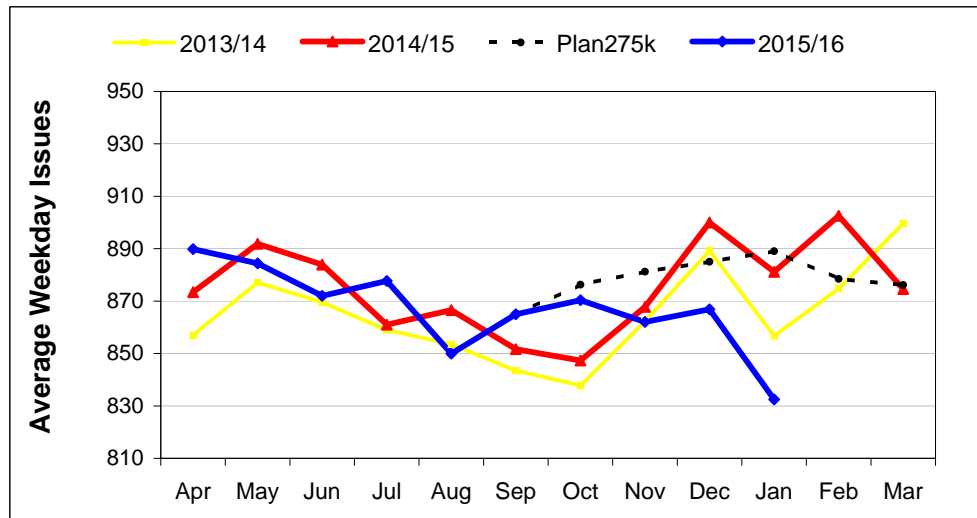
#### 8. Red Cell - Blood Stocks (Units)



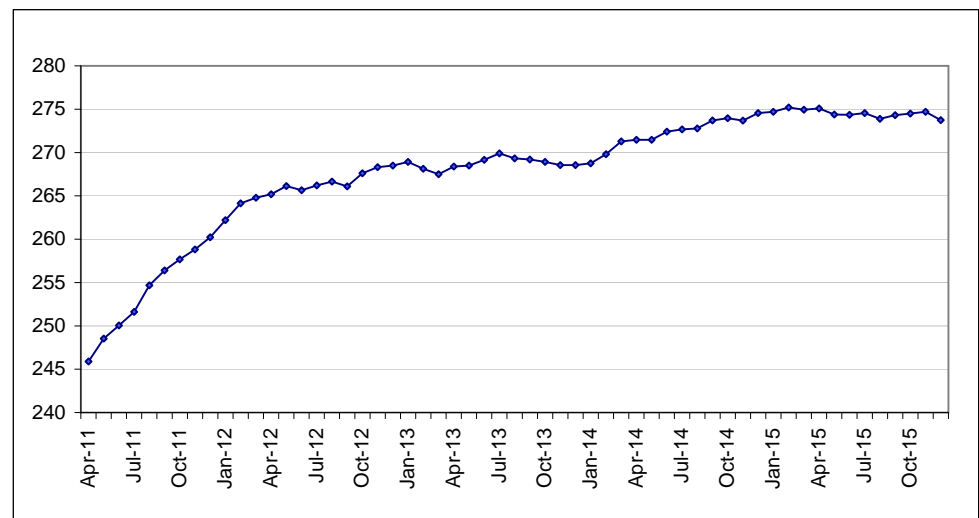
## Monthly Performance Report - As at the end of December 2015

### Blood Components - Platelet Demand

**9. Average Weekday Platelet Issues By Month ->April 2013**

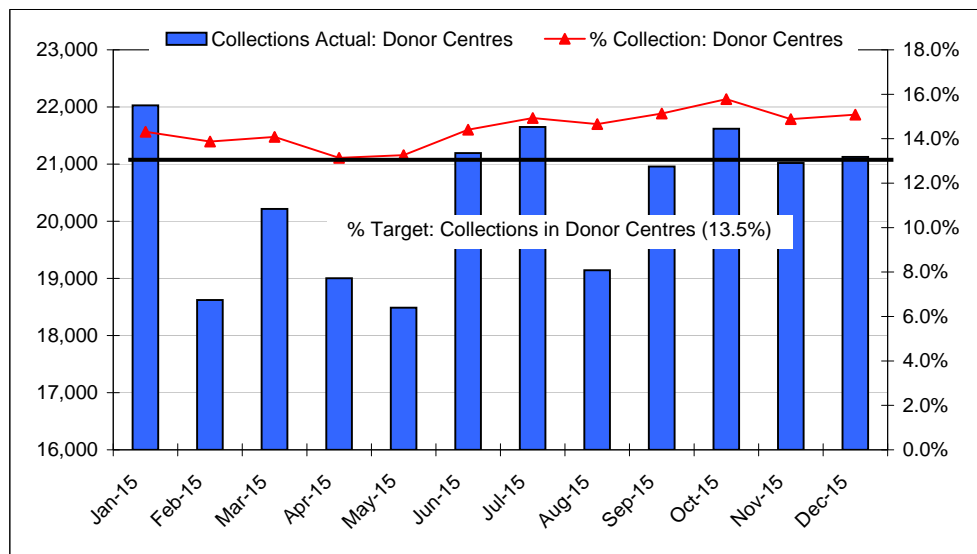


**10. Moving Annual Total Platelet Product Issues**

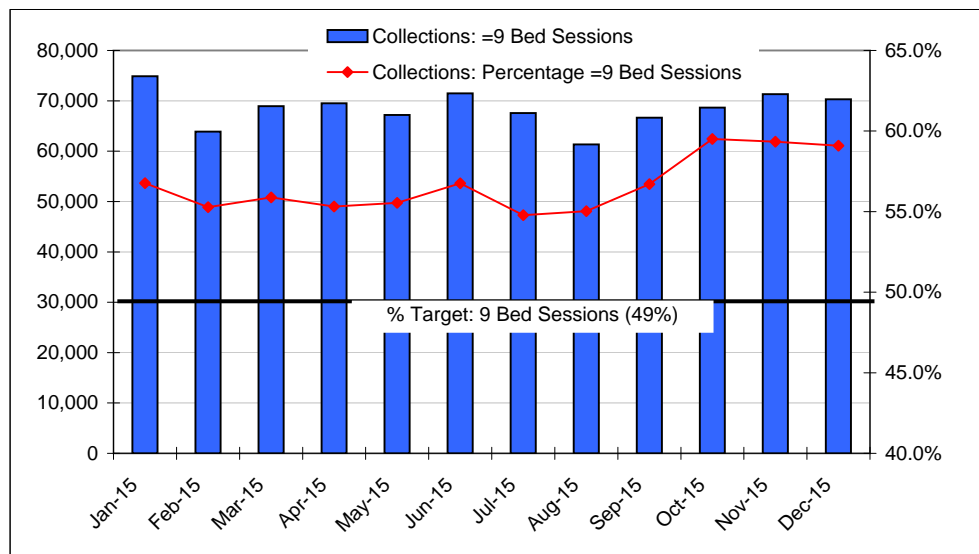


## Blood Components - Blood Collection: Important targets

**11. Collections in Donor Centres**



**12. Collections from 9+ Bed Sessions**

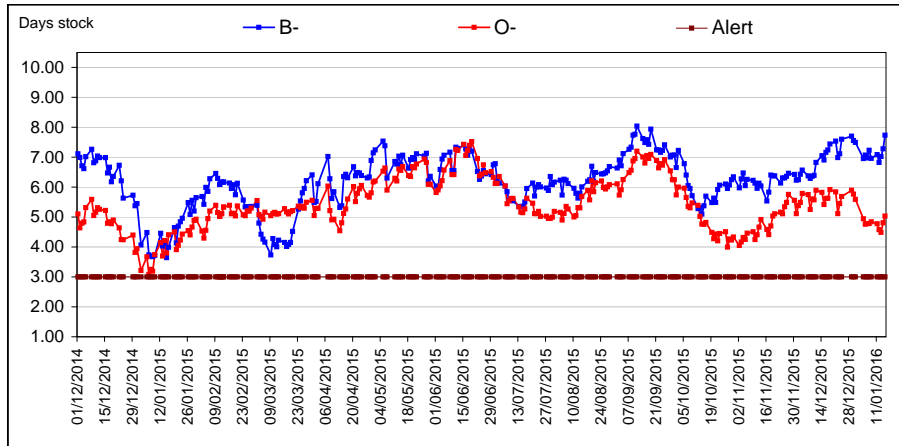


## Monthly Performance Report - As at the end of December 2015

### Blood Components - Vulnerable Stocks

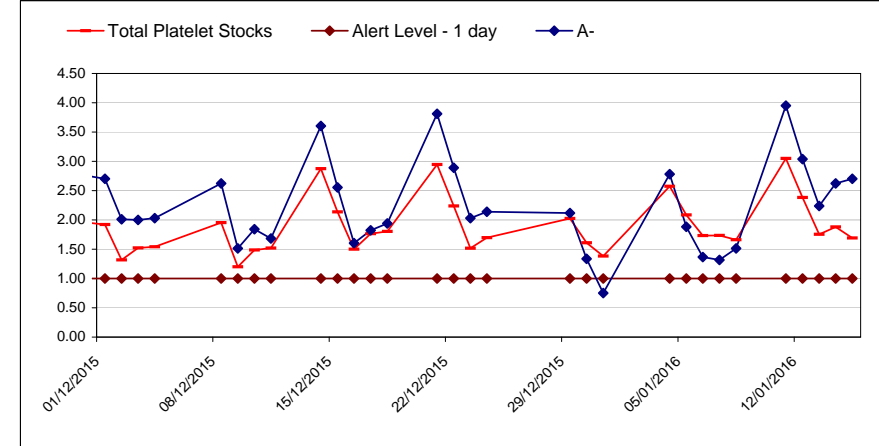
#### 13. Red Cell - O neg / B neg: weekday stock levels

YTD Performance	Annual Target	Period Target	Period Actual	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	-



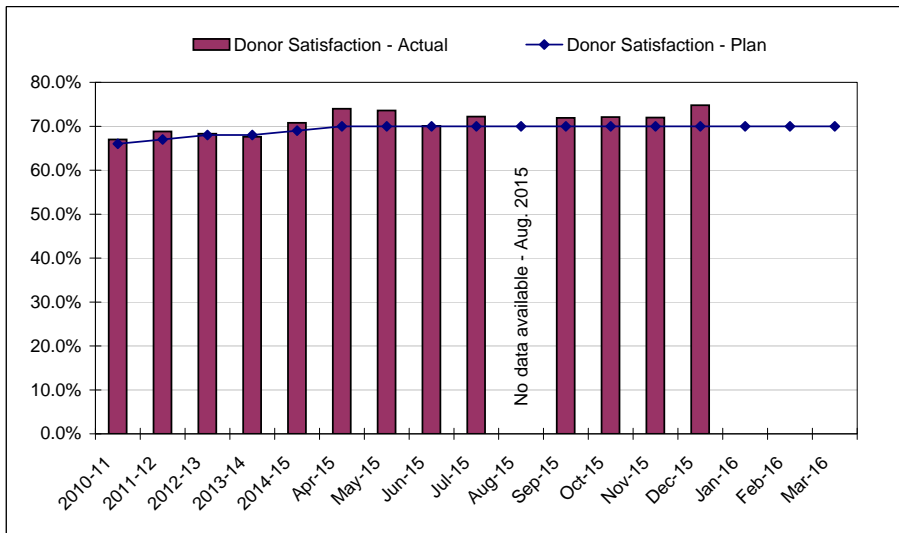
#### 14. Total Platelet / A neg stock levels

YTD Performance	Annual Target	Period Target	Period Actual	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	1	R	-

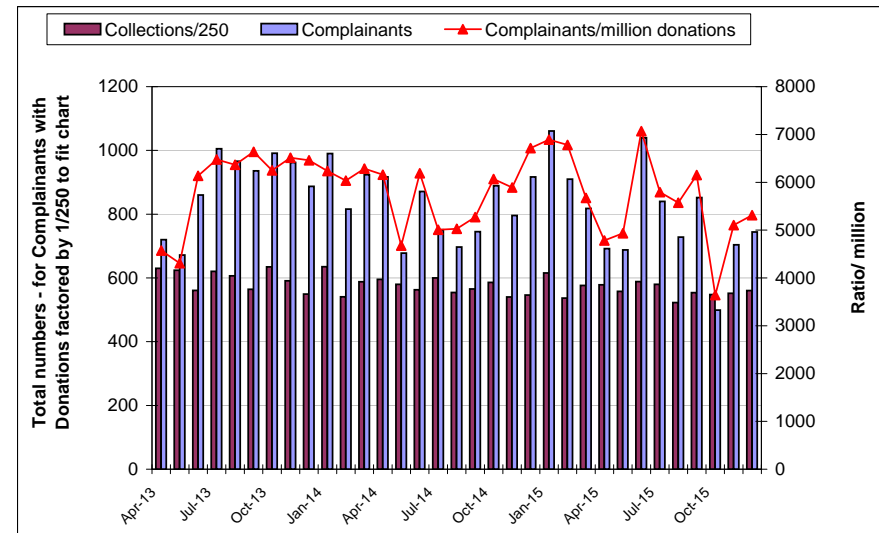


## Blood Components - Blood Donor Base

#### 15. Donor Satisfaction



#### 16. Donor Complaints

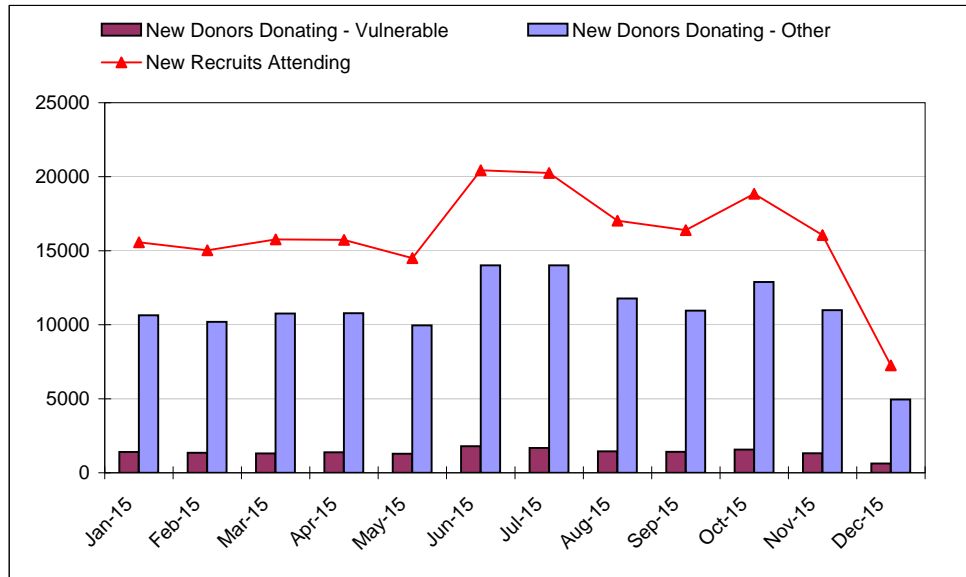




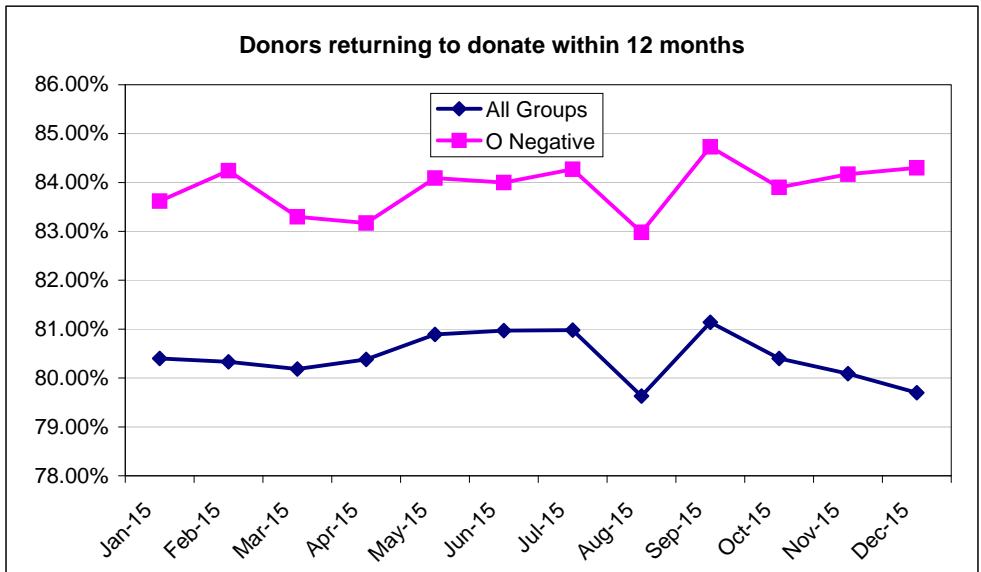
## Monthly Performance Report - As at the end of December 2015

### Blood Components - Donor Recruitment and Retention

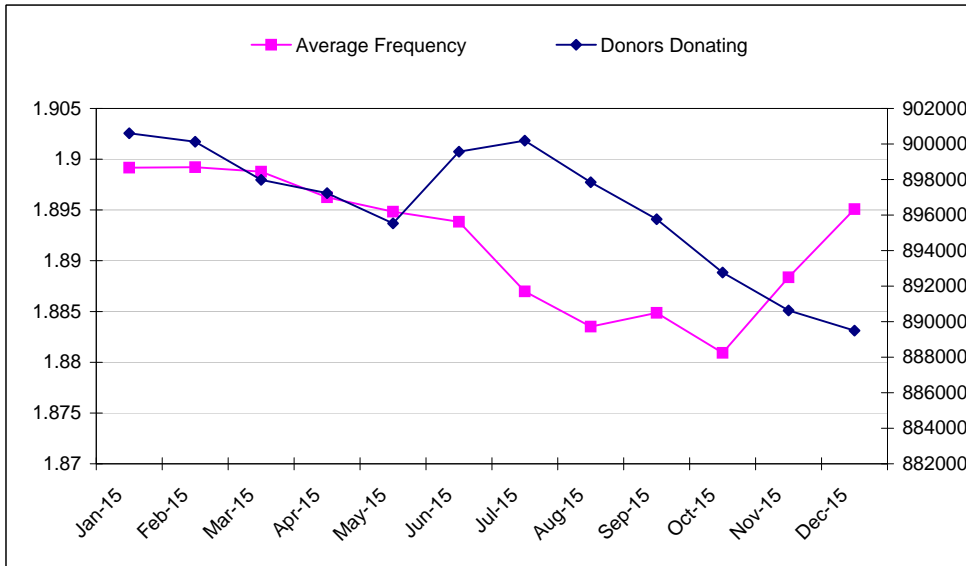
#### 17. Donor Recruitment (Whole Blood)



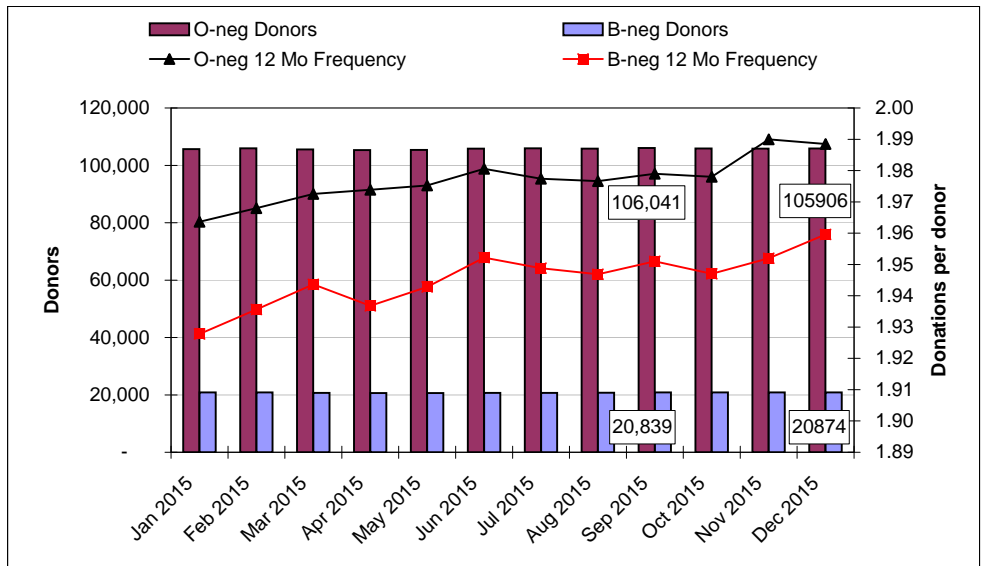
#### 18. Donor Retention Rate (Whole Blood)



#### 19. Donor Base and Frequency of Donation



#### 20. O Neg / B Neg Donorbase and Frequency

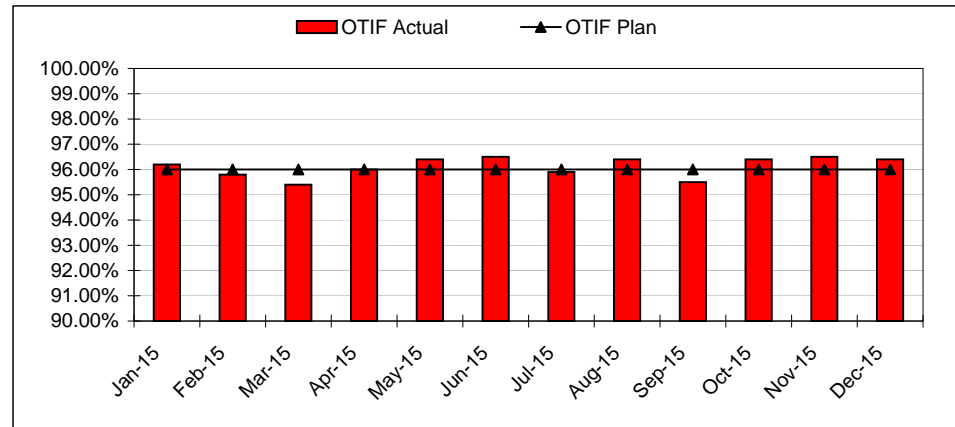


## Monthly Performance Report - As at the end of December 2015

### Blood Components - Customer Service

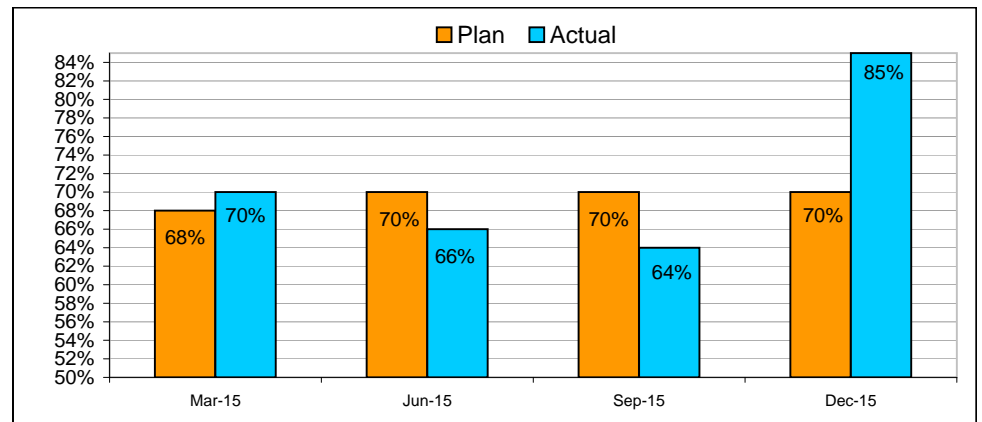
#### 21. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Percentage of Products Issued On-Time-In-Full (OTIF)	96.00%	96.00%	96.20%	G	-



#### 22. Hospital Satisfaction - next survey results due in March 2016

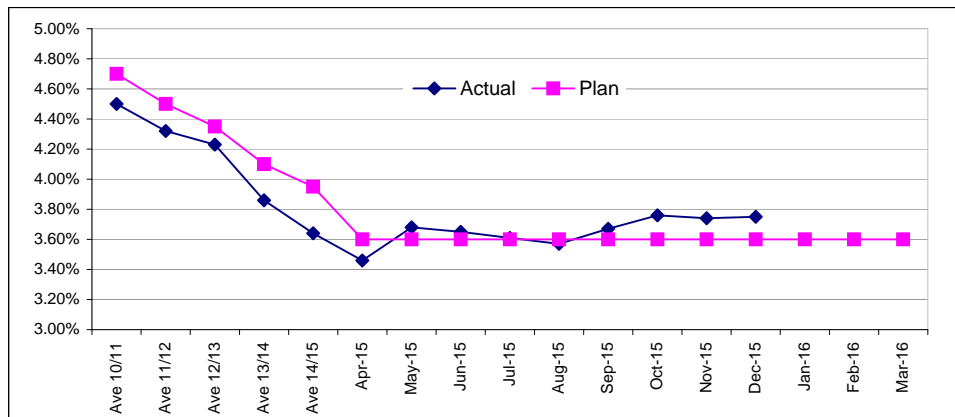
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring $\geq 9/10$ for satisfaction with overall service	70.0%	70.0%	85.00%	G	Better



## Blood Components - Wastage

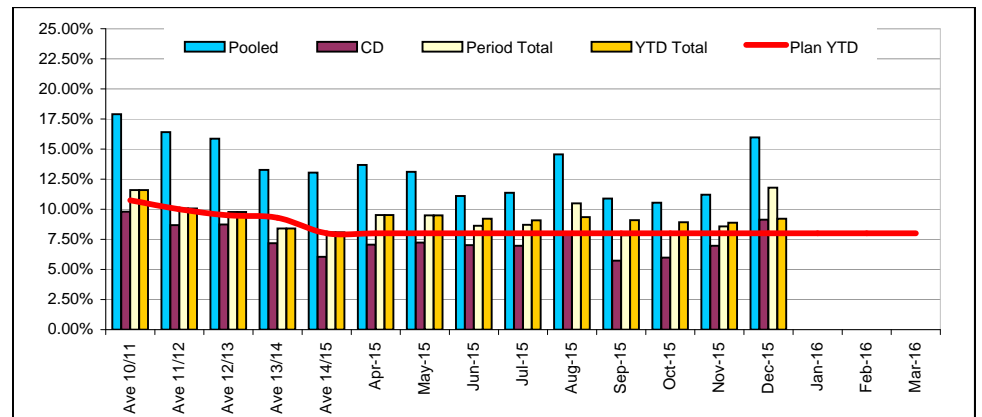
#### 23. Percentage of Donations NOT Converted to Validated Red Cells

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of donations NOT converted to validated red cells (in conjunction with BD)	3.60%	3.60%	3.66%	G	-



#### 24. Percentage of Platelets Produced NOT Issued

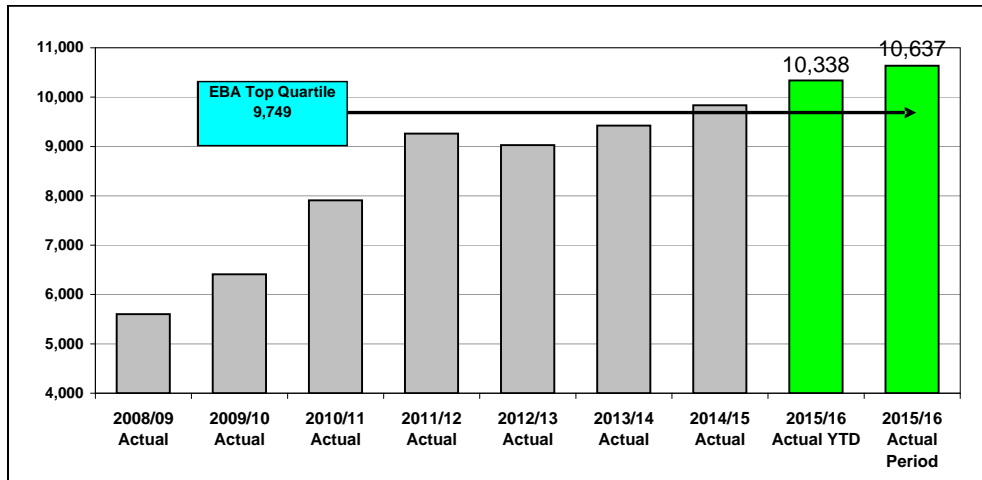
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of platelets produced not issued	8.00%	8.00%	9.22%	R	-



## Blood Components - Productivity

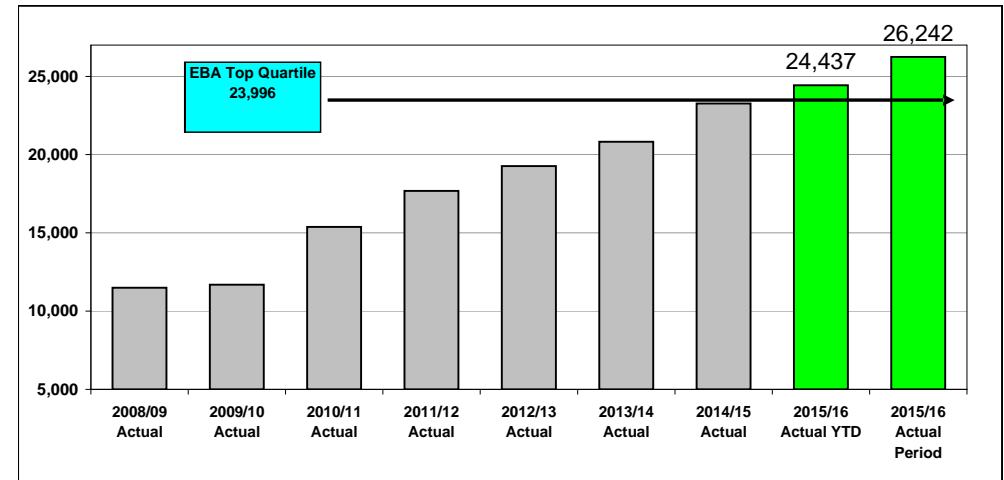
### 25. Processing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Productivity within Processing - number of red cell (equivalent) units per WTE	9,475	9,907	10,338	G	-



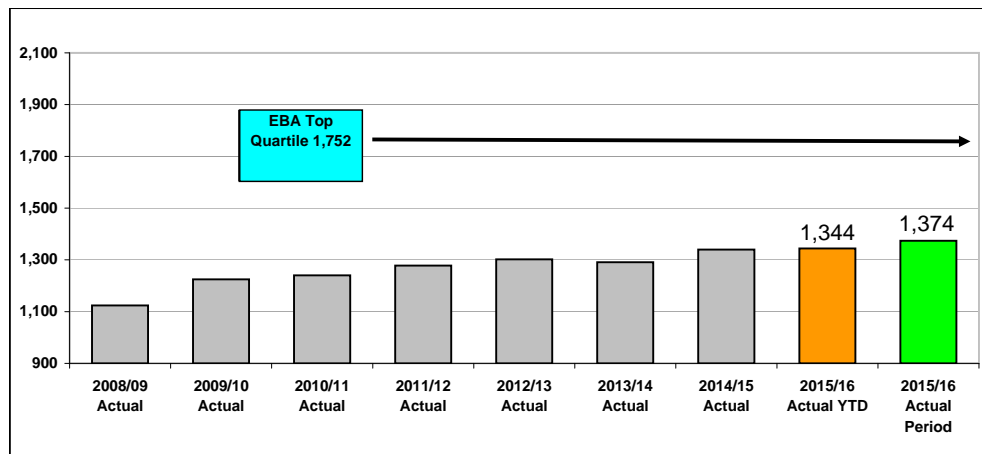
### 26. Testing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Productivity within Testing - number of samples (excluding NAT) per WTE	22,250	24,153	24,437	G	-

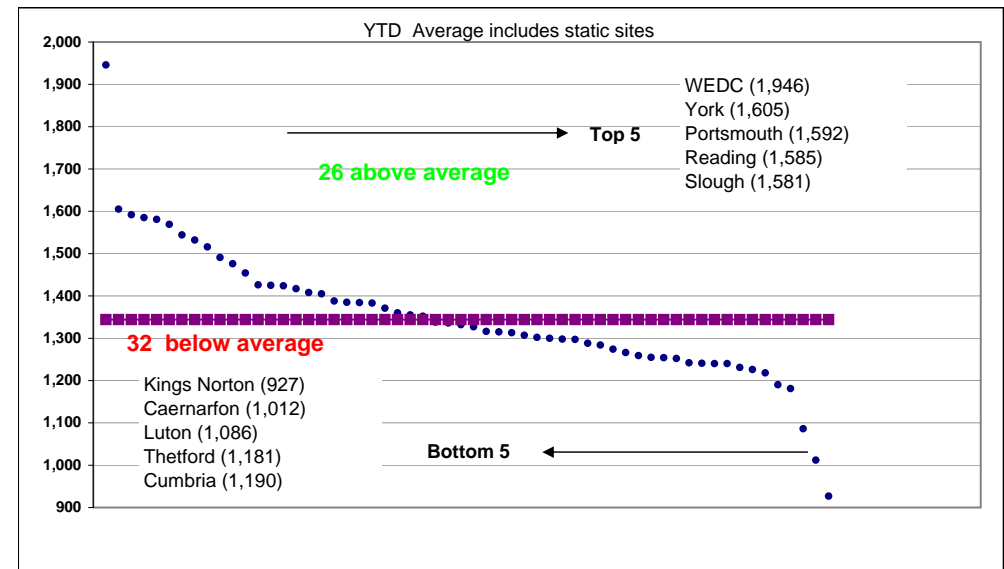


### 27. Blood Donation Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of complete donations per WTE	1,350	1,365	1,344	A	-



### 28. Blood Donation Productivity - Distribution Mobile Teams



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£m's)	A	Better	Behind plan year to date (£49.193m vs £50.644m).
		Number of Serious Untoward Incidents (SUI's)	R	-	None reported this month (2 in the year to date).
		Zero 'critical' regulatory non-compliances	G	-	None reported this month.
		Number of 'major' regulatory non-compliances	G	-	None reported this month.
	Tissue & Eye Services	Sales income achieved (chart 29)	R	-	Year to date at £8.69m vs plan of £9.18m.
		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 year to date (99.2% vs 98.5%)
	H&I	£13.34 Sales Income achieved (chart 30)	G	-	Above target year to date (£10.2m vs £9.9m).
		60% of hospitals scoring => 9/10 for satisfaction (chart 35).	G	Better	80% in December 2015 Next survey March 2016.
		% of patients receiving A or B1 platelets	A	-	Behind plan year to date (75% vs 78%) - Chart 4 -
		Time to type DCD organ donors	R	-	Reporting monthly in arrears - at 75% vs target of 80%.
		Turnaround time vs SLA (chart 34)	R	-	Behind plan year to date (93% vs 98%).
	RCI	£11.87m Sales income achieved (chart 30)	G	Better	Marginally ahead of plan year to date (£8.82 vs £8.79m)
		65% of hospitals scoring => 9/10 for satisfaction (chart 35).	G	Better	72% in December 2015. Next survey March 2016
		Sample turnaround time vs SLA (chart 33)	G	-	Year to date at 95.6% vs plan of 95%.
	CMT	£9.71m sales income achieved (chart 31)	G	-	Better than plan year to date (£7.33m vs £6.82m).
		Contribution to overheads (£1.3m)	G	-	Better than plan year to date (£0.81m vs £0.47m).

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	SCDT	£10.7m sales income achieved (chart 31)	R	-	Income below target year to date (£6.67m vs £7.97m)
		Contribution to overheads (£2.03m)	R	-	Worse than plan year to date (£0.62m vs £1.61m)
		% Confirmatory typing within 14 days	R	-	Year to date 76% vs 80%
		2,300 increase to Banked Cords TNC > 140	R	-	Behind plan year to date (1,507 vs 1,728)
		30% BAME Cord Blood units add to the bank	G		41% of total units banked year to date (>30%).
		Issue 60 Cord Blood units	R	-	Year to date behind plan (23 vs 45), 2 unit's issued in December
		Adult Donor Provisions	R	-	Year to date at 147 vs plan of 199, December worse than plan (13 vs 22)
		Donors recruited to fit panel	G	-	2015/16 target is 8k, year to date at 6,050 vs 5,553
	Therapeutic Apheresis Services	£6.93m sales income achieved (chart 32)	R	-	Worse than plan year to date (£4.70m vs £5.13m)
		60% of hospitals scoring >= 9/10 for satisfaction	-	-	Better than plan in Q4 2014/15 (68% vs 60%).
		98% of Patients rating patient experience >= 9/10	G	-	Latest survey, reported in December 2015 at 99%

- Year to date DTS is reporting a deficit of -£0.1m. Income is lower than plan (£1.4m), albeit that it is being partially offset by cost savings versus budget (£1.3m). The year end forecast is for a deficit I&E position of £1.3m reflecting the significant income shortfall in SC-DT.
- Sickness absence continues to be low within DTS at 2.35% (November 1.92%).
- **Tissue and Eye Services** - income growth in 2015/16 is mostly due to the acquisition of the Bristol and Manchester eye banks from the 1<sup>st</sup> April 2015. Income is now 5.4% below plan with strong demand for cardiovascular, skin and autologous serum eyedrops offset by low sales of processed bone (22% below plan) and corneas (7% below plan).

- **RCI** income is now 0.4% ahead of plan, and also 4.5% higher than last year. Red cell reference services remains a shortfall versus plan, although this is more than offset by increased income from the MOD, Training and On-Call.

DTS Income by SBU – YTD December 2015	2015/16 Budget	2015/16 Income	2015/16 Variance	2014/15 Actual	Growth
Tissue & Eye Services	9.2	8.7	-0.5	8.1	47%
TAS	5.1	4.7	-0.4	6.3	-1%
H&I	9.9	10.2	0.3	12.6	5%
RCI	9.9	10.0	-	12.8	3%
DDRS	0.6	0.6	-	0.8	-6%
CMT	6.8	7.3	0.5	8.8	14%
SCDT	8.0	6.7	-1.3	10.1	-11%
Customer Services	1.1	1.0	-0.1	1.5	-7%
<b>Total (£m's)</b>	<b>50.6</b>	<b>49.2</b>	<b>-1.5</b>	<b>61.0</b>	<b>8%</b>

- **H&I** income is 3.0% ahead of plan, and 9% ahead of last year with strong demand for stem cell related investigations (+22%). Turnaround and typing times are, however, continuing to run behind plan. The provision of A and B1 matched platelets (a key safety target set by the platelets target) is marginally behind plan this month (77% vs 78%), and continues to run behind plan year to date (75% vs 78%), albeit this more reflects a shortfall in donors and is under review with Blood Donation.
- Customer satisfaction in both RCI and H&I improved significantly to 72% and 80% respectively versus the 54% and 56% recorded in the September survey.
- The overall forecast outturn for **Diagnostics** is an adverse contribution of £0.3m to plan as a result of lower income (£0.2m) not being matched by lower forecast costs.
- Income in **Stem Cell Donation & Transplantation** is 16% behind plan and 12% lower than last year (with a similar decline seen in both cord blood and BBMR matches). Cord issues have continued to be disappointing this month with only 2 units issued. Year to date issues are now at 23 and remain significantly lower than the (reduced) target of 35. The forecast for the year is a £1.4m contribution shortfall versus budget.
- Searches on the NHS-CBB are tending to focus on cords above a TNC of 140 and in particular >190 TNC, with c80% of units issued during 2014/15 (34/43) coming from these groups. Those cords with the highest TNC, however, represent only 5% of the overall bank.
- The number of cord blood collections this month was again worse than target at 150 (vs 192) and is now 13% behind plan in the year to date. The bank is reporting a WIP this month of c2,100 units which is significantly higher than would be expected (c600). Work is ongoing to reduce this to more normal levels and increase the number of searchable units in the bank. The proportion of units banked from BAME communities was at 40% in December (vs 30% target).
- **Cellular and Molecular Therapies** - income year to date is 8% higher than target and 10% better than in the previous year with service and CBC income both performing well. This is driving a year to date income and expenditure surplus of £0.3m which is expected to be maintained through to the year end.

- **Therapeutic Apheresis Services** income year to date is 9% lower than plan and 0.2% lower than last year with low demand for both plasma exchange (-15%) and photopheresis (-14%). Some recovery is expected with income for the year anticipated to be level with last year (although 7% behind plan). The income shortfall will be broadly matched by cost reduction and hence contribution is expected to be only marginally lower than plan by year-end (£0.1m).
- There were no major/critical non-compliances reported in the month.

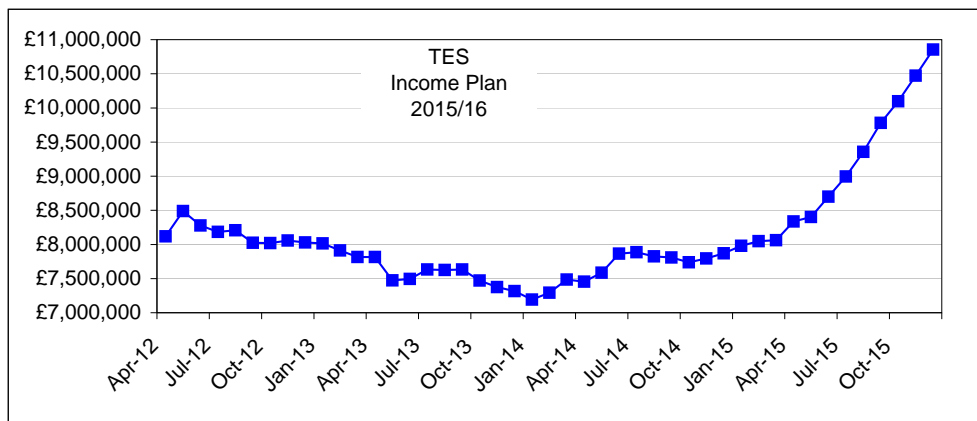
**DTS – Status of Strategic Projects per TPB reporting:**

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
EMDIS Cord	Delivery	A	A	0.02	0.02	0.08	Apr 16	Apr 16
Next Generation Sequencing	Delivery	G	G	0.9	0.9	2.6	Nov 15	Jun 16
Eye Banking	Delivery	G	G	1.0	1.0	0.08	May 16	May 16
Stock Management Rollout	Delivery	A	R	0.3	0.2	N/A	May 16	Jul 16

## Diagnostic and Therapeutic Services - Income

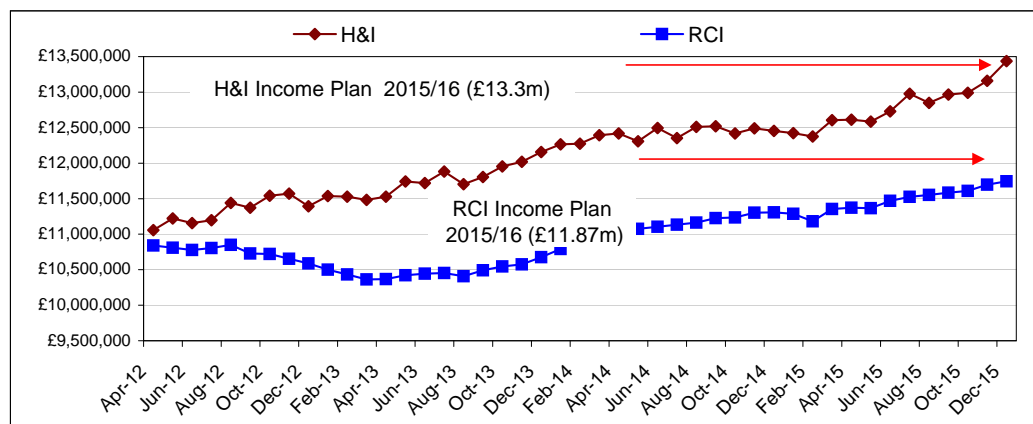
### 29. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Sales Income (£m)	£12.54	£9.18	£8.69	R	-



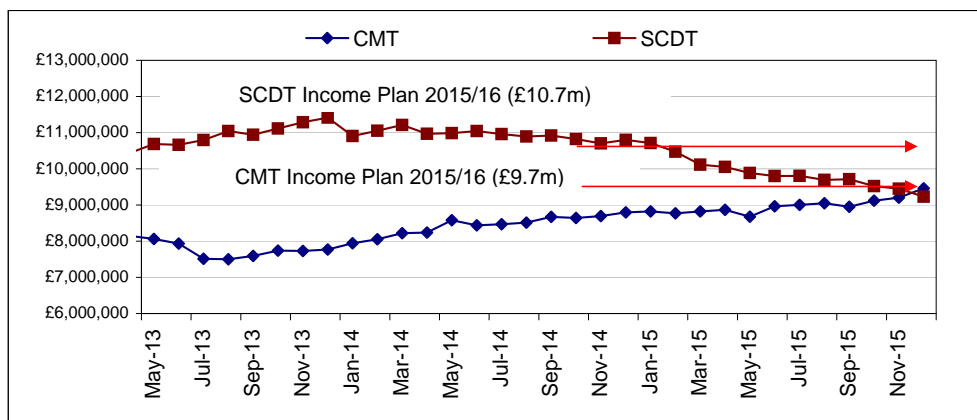
### 30. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Sales Income (£m) RCI	£11.87	£8.78	£8.82	G	-
Sales Income (£m) - H&I	£13.34	£9.86	£10.18	G	-



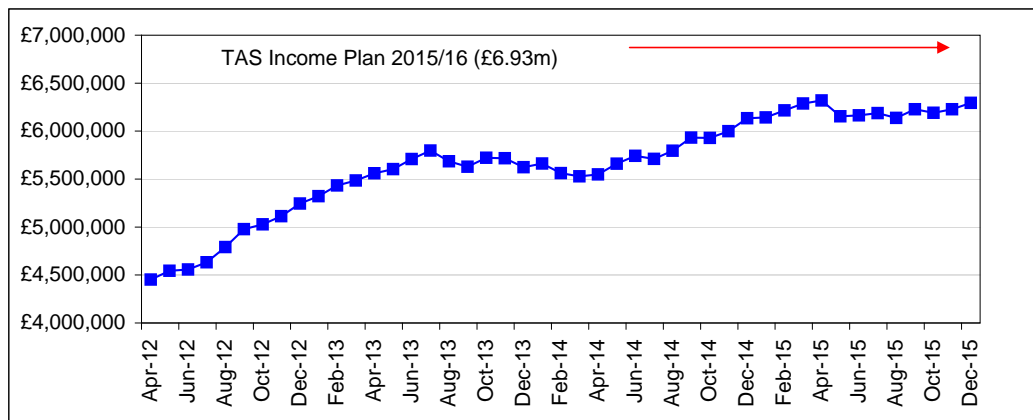
### 31. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Sales Income (£m) - CMT	£9.71	£6.82	£7.33	G	-
Sales Income (£m) - SCDT	£10.73	£7.97	£6.67	R	-



### 32. Therapeutic Apheresis Services (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Sales Income (£m)	£6.93	£5.13	£4.70	R	-

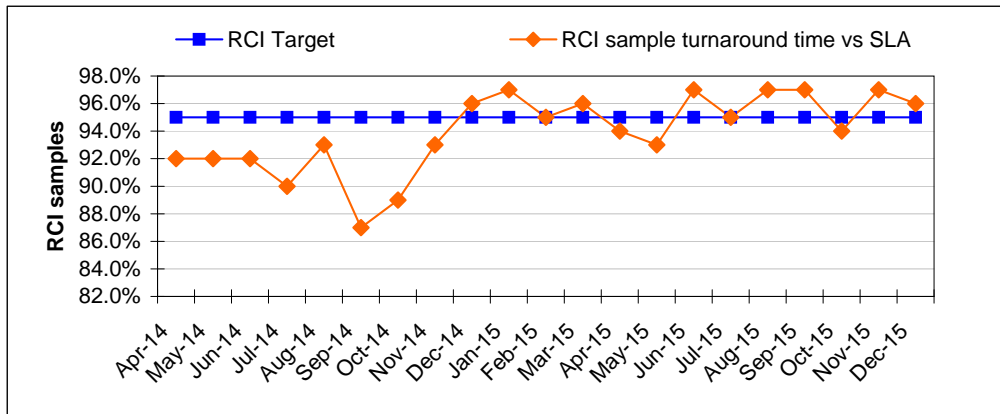




## Diagnostic and Therapeutic Services - Customer service and safety

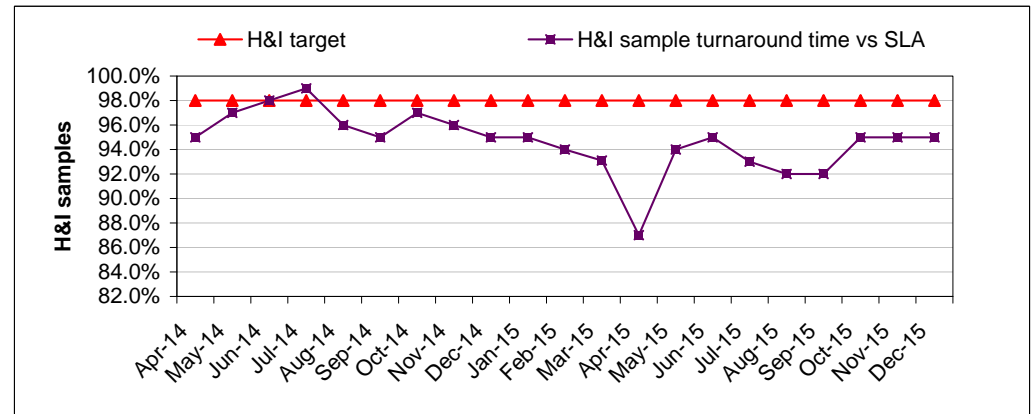
### 33. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
RCI sample turnaround time vs SLA	95%	95%	95.5%	G	-



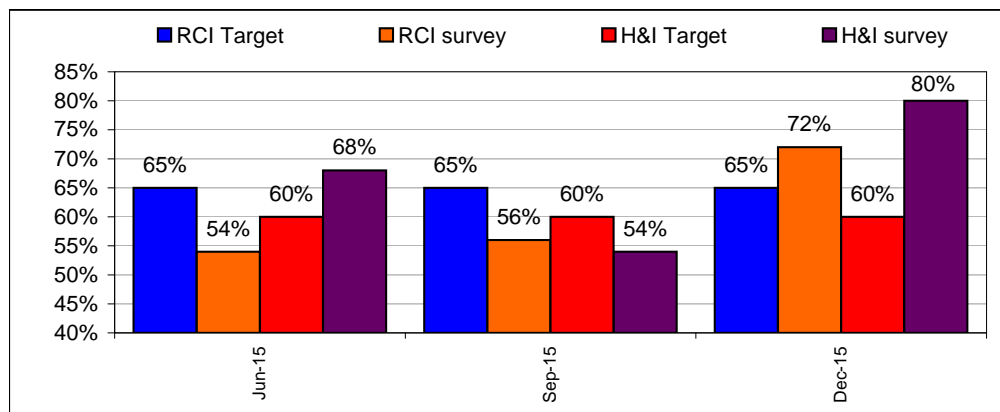
### 34. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
H&I sample turnaround time vs SLA	98%	98%	93.0%	A	-

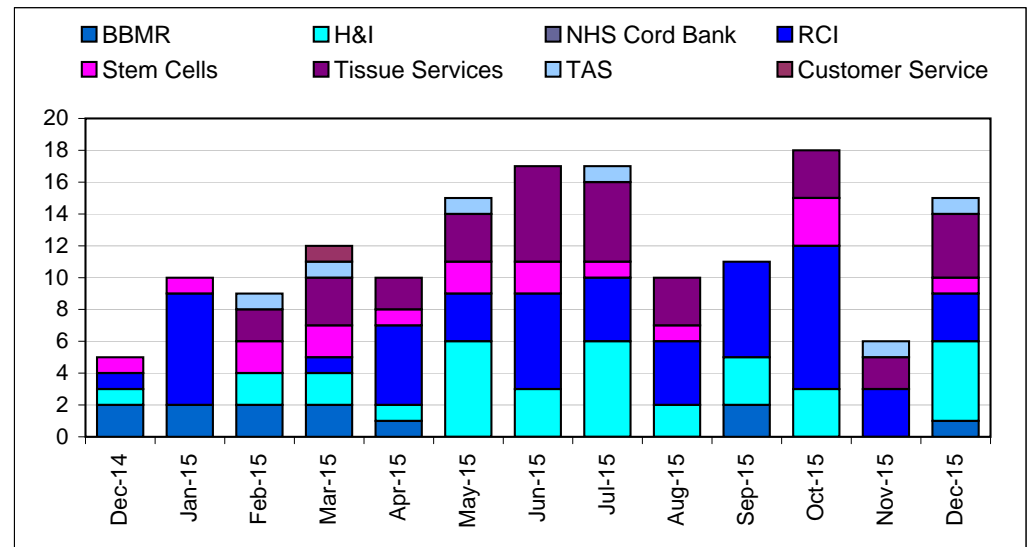


### 35. Hospital Satisfaction - next survey results due in March 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Hospitals => 9/10 for satisfaction with - H&I	60.0%	60.0%	80.0%	G	Better
Hospitals => 9/10 for satisfaction with - RCI	65.0%	65.0%	72.0%	G	Better



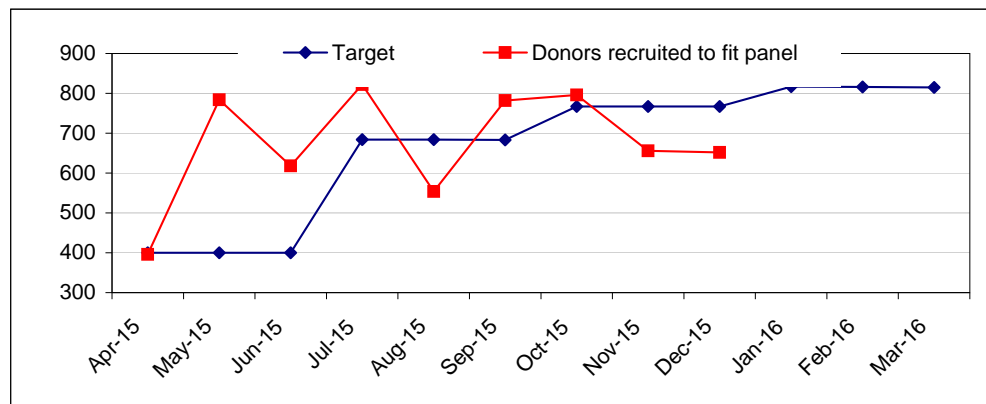
### 36. Major QI's raised per month - DTS



## Stem Cell Donation and Transplantation - Strategic Targets

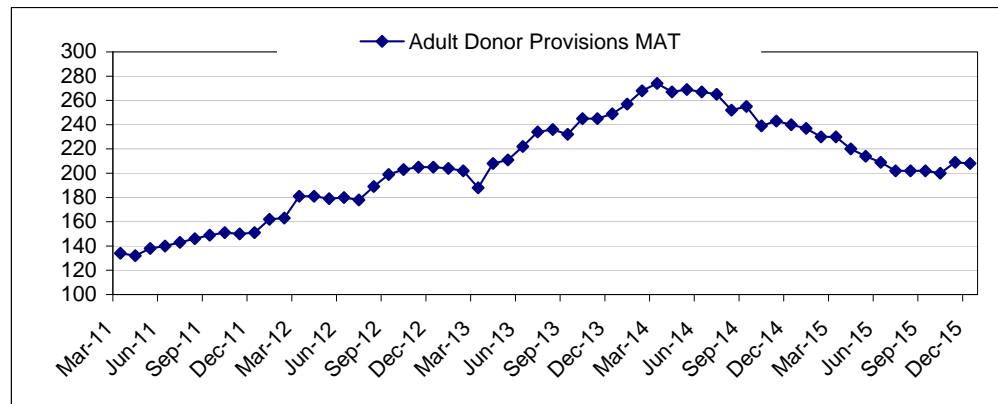
### 37. Donors recruited to fit panel

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Donors recruited to fit panel	8,000	5,553	6,050	G	Better



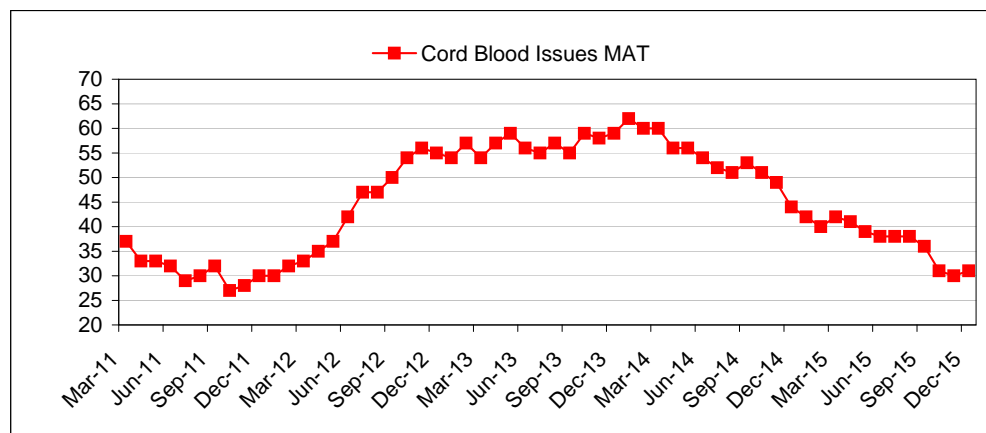
### 38. Adult donor provisions - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions	270	203	147	R	-



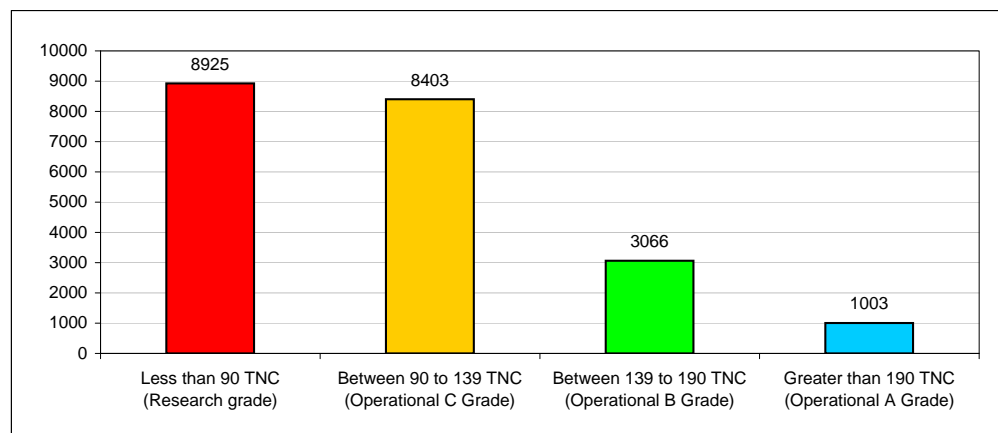
### 39. Issue of cord blood units - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Cord Blood Issues	60	45	23	R	-



### 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 (Cumulative) TNC > 140	2,300	1,728	1,507	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	A	-	Year to date at 61.2% (vs plan of 64%) - chart 53.
		Deceased donors - 2015/16 target - 1365	G	-	YTD 1013 vs 1025 (118 donors in December vs 114) - chart 41.
		Deceased Organ Donors per million population	A	-	Reported quarterly, December at 20.4m vs 21m planned.
		Number of Living donors (1,223) – reported one month in arrears (chart 52).	R	-	Year to date at 733 (vs plan of 816) - chart 44.
		OD register at 21.1m – internal NHSBT target based on 2m new registrations in 2015/16.	R	-	Worse than plan year to date (0.89m vs 1.48m).
		% Consent/Authorisation rate (patient expressed a wish to donate on ODR)	R	-	Worse than target year to date (88.5% vs 95%) - chart 55 -
		% Consent / Authorisation rate (patient not expressed a wish to donate or ODR status not known)	A	Worse	Slightly lower than target year to date at 50.2% (vs 51%) - chart 56
		Organ Transplants – Deceased (3,694)	A	Better	2,654 transplants year to date, plan is 2,772 - chart 42.
		Deceased Organ Transplants per million population	R	-	Reported quarterly. December at 53.2m vs 57.0m planned.
		NHSBT Cost per Transplant (chart 43).	G	-	Forecast for 2015/16 -£18.75k, reported quarterly.

### Commentary - ODT

- There were 118 deceased donors in December, 4 better than plan. As a result the number of deceased donors is reporting at 'Green' status for the third month in succession and is also green YTD. 352 deceased donors are now required in Q4 to achieve the 2015/16 target of 1365, ie 117 per month.
- The forecast for deceased donors in 2015/16 is now 1,355, 10 short of plan (1,365). This would be 5.4% higher than the 1,285 recorded in 2014/15. It would also be a new record for deceased donors in the UK as it would be 2.7% higher than the previous record of 1,320 set in 2013/14.
- DBDs were equal with plan in December (71), although they remain 43 behind plan (7%) in the year to date. In contrast, the number of DCD donors has remained ahead of plan this month (47 vs 43 in the month) and, in the year to date, are now 32 donor (8%) better than plan.
- Year to date the DBD and DCD consent rates are 69% and 56% respectively (both at 'Amber' status), resulting in an overall consent rate of 61% (also at 'Amber' status) vs this years target of 64%. There are a number of actions in the 12 regional teams, which are aimed at improving consent rates:

- Reviewing the refusal “themes” and running master classes aimed at these specific themes;
  - Identifying transferable skills from deemed consent approaches to ODR overrides
  - Decoupling approach and potentially trialling this approach in some key hospitals
  - Peer reviewing consents after and before approaches
- The number of deceased donor transplants is also at ‘Green’ status for the third month in a row and the number of transplants YTD has moved from ‘Red’ to ‘Amber’ status. The number of deceased transplants is now forecast to be 3,541, 4.1% behind plan of 3,694. This would be 6.0% higher than the 3,339 seen in 2014/15 and would also be 0.9% higher than the previous record of 3,508 in 2013/14. The lower growth for transplants versus donors continues to reflect the fact that we have seen significant growth in DCD donors (with fewer transplantable organs per donor) whereas the plan (and TOT2020 strategy) anticipated growth in DBD donors.
  - There were 111 living donors in November, the highest number since January 2014. The data reflects increased activity and efficiency in the National Living Donor Kidney Sharing Schemes. The highest number of transplants to date were identified in the October matching run and conversion to proceeding transplants remains on target. Engagement with NHS England and the four Health Departments continues to ensure that commissioning arrangements sustain future increases in activity. The forecast for living donors in 2015/16 is now 1,077, 4.3% lower than the target of 1,223.
  - In-month and YTD, the number of ODR overrides is double the target (78 YTD) and therefore remains at ‘Red’ status. Actions to improve performance include:
    - Regional teams discussing all ODR overrides with Team Managers at the time of occurrence to ensure all possible options have been explored.
    - A DVD to support staff with ODR overrides.
    - Press coverage on 15 January regarding ODR overrides to raise debate and encourage people to discuss their donation decision with their families.
  - ODR registrations are being impacted by the suspension of the 5 main opt-in data feeds. The external IT supplier is working on a fix which will be implemented in February. All data feeds will be switched back on by the middle of March and the backlog of data will be processed by the end of March. The number of people opting out this month (c30k) has reduced by 50% from last month and is lower than predicted. Calls to the call centre have reverted back to normal BAU levels.
  - Sickness absence, continues to be low, reporting at 4.26%., albeit higher than last month (November 3.82%).

#### 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	4.4	N/A	June 16	Jun 16
Opt Out System & Register *	Delivery	G	G	4.0	4.0	N/A	Dec 15	Dec 15
Bristol Consolidation	Identify	G	G	TBC	TBC	0.02	Feb 18	TBC
ODT IT Disaster Recovery & Enhancement – Phase 1	Phase 1 completed			0.05	0.02	N/A	Nov 15	Nov 15
ODT National Hub (i)	Identify	A	A	1.5	N/A	N/A	TBC	TBC

**Note:** i) Project is described in detail in the following page:

ii) Opt-out system is now BAU.

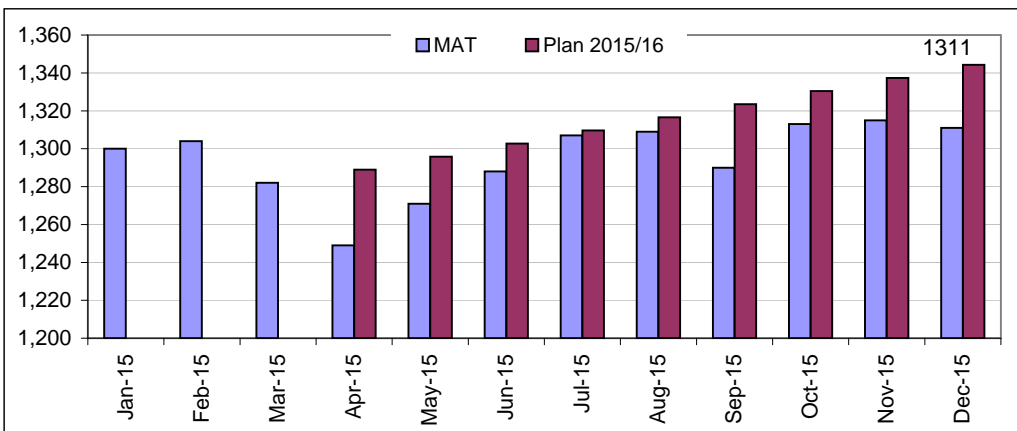
**ODT – Status of Strategic Projects per TPB reporting (cont.)**

Project	RAG	Trend	Strategic Theme	Spend to date	Cost	Benefit	Complete
ODT National Hub	A	↔	Outcome 4 – Better support systems and processes	£63K	£1.512m	N/A	TBC
<p>Programme flagged as Amber as a result of delays to the selection of the CRM platform, which have resulted in a reduced scope to initial development activity.</p> <p>Work is progressing well with Agile delivery. Programme to be formally launched on 11th January</p> <p>Detailed resource plans currently being developed by the team.</p> <p>Atos are supporting the initial release train activity, shadowed by internal BTS staff.</p> <p>The ODT Hub PgM is liaising with the Platform Selection team to plan for CRM development in Program Increment 2 (April to July).</p>							

## Organ Donation and Transplant - Outcomes

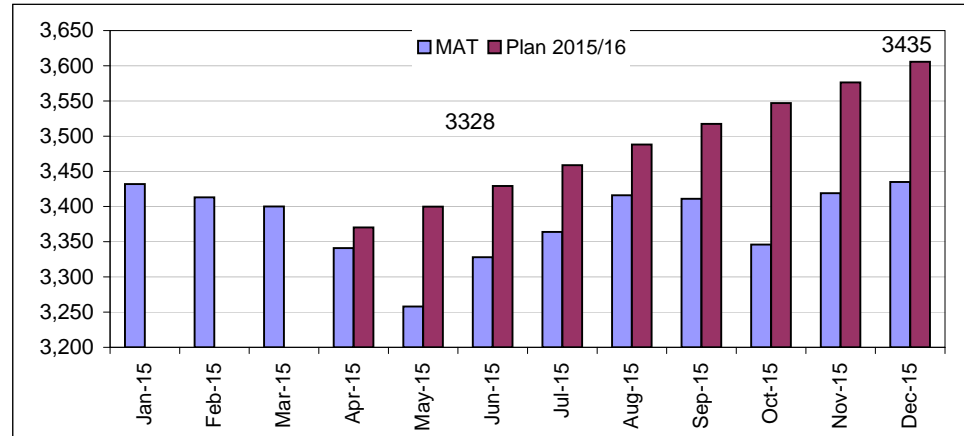
### 41. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1365	1025	1013	G	-



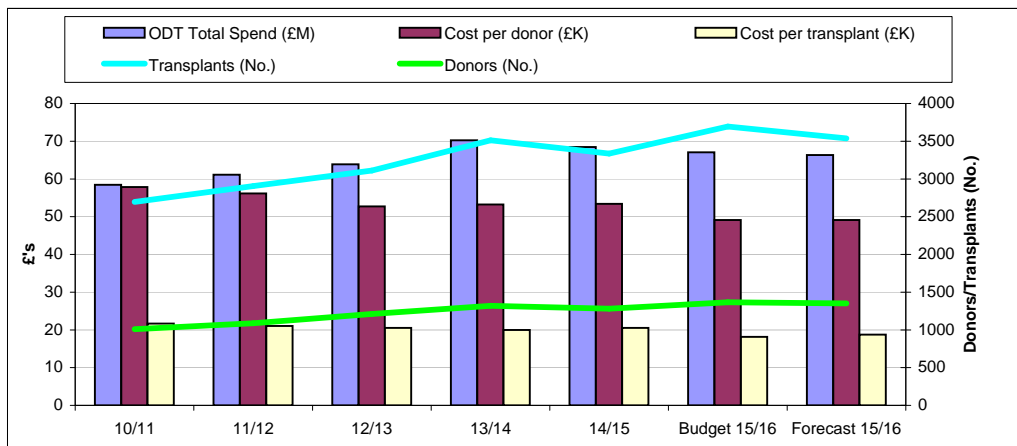
### 42. MAT number of Deceased Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
No of Organ Transplants -Deceased	3694	2,772	2,654	A	Better



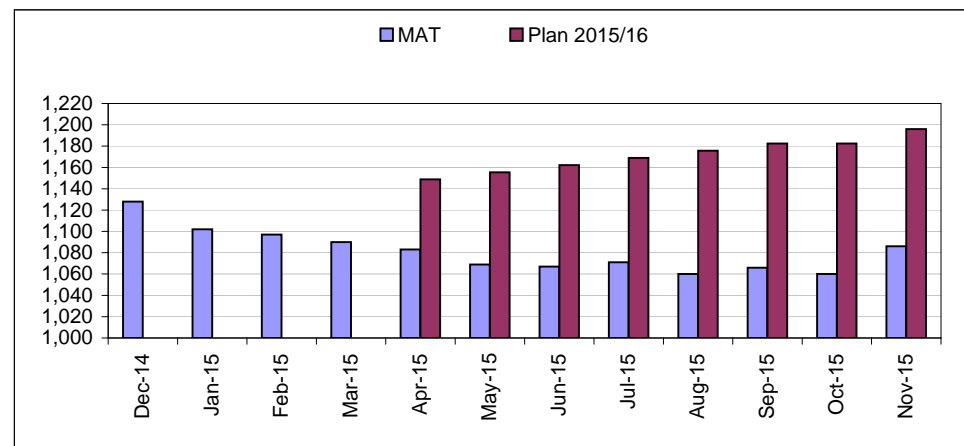
### 43. ODT Cost per Donor/Transplant

ODT cost per deceased donor: - 2010/11 - £57.9k; Forecast 2015/16 - £49.1k
ODT cost per transplant:- 2010/11 £21.7k; Forecast 2015/16 - £18.75k



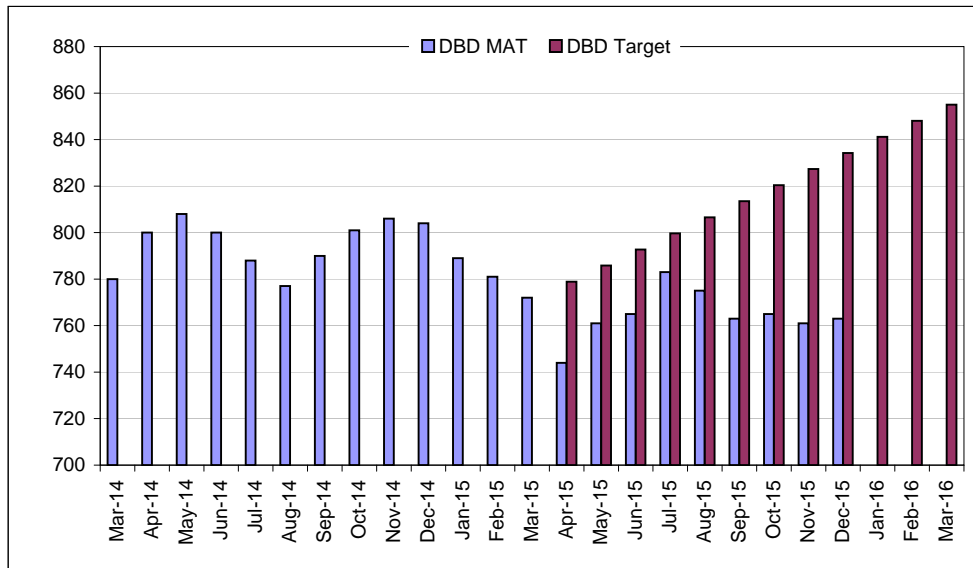
### 44. MAT number of Live Organ Donors (reported one month in arrears)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Live Organ Donors	1223	816	733	R	-

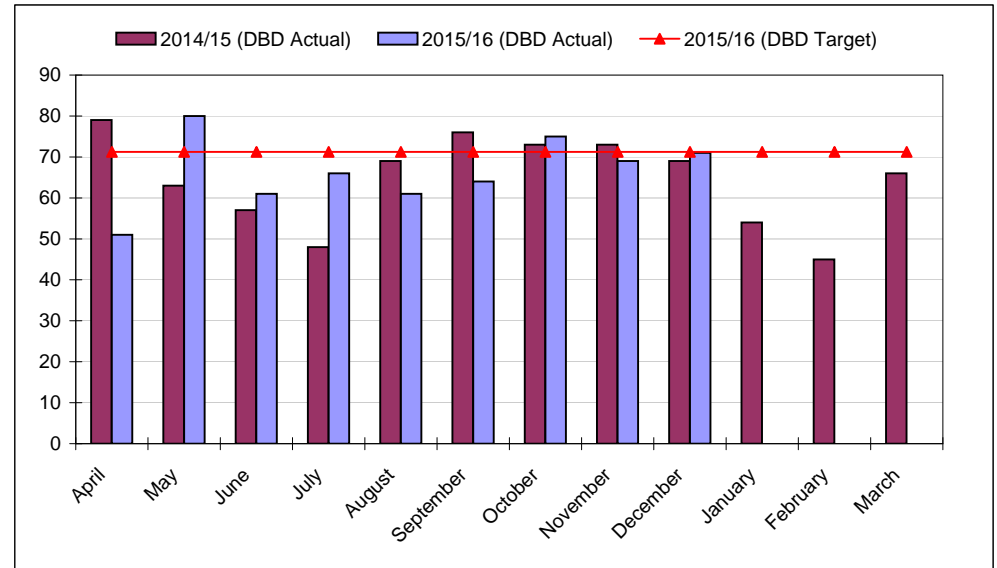


## Organ Donation and Transplant - DBD Activity

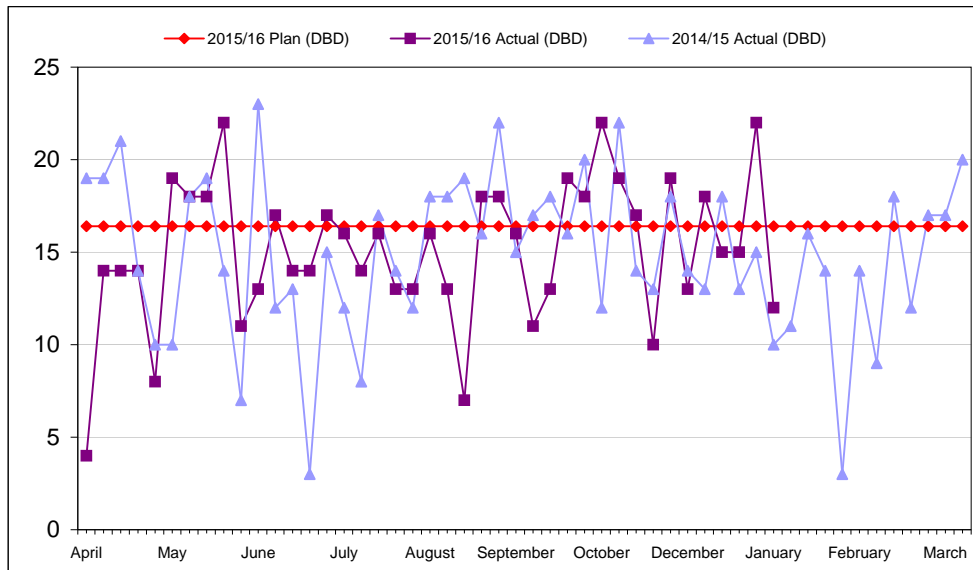
45. MAT number of Deceased Organ Donors (DBD)



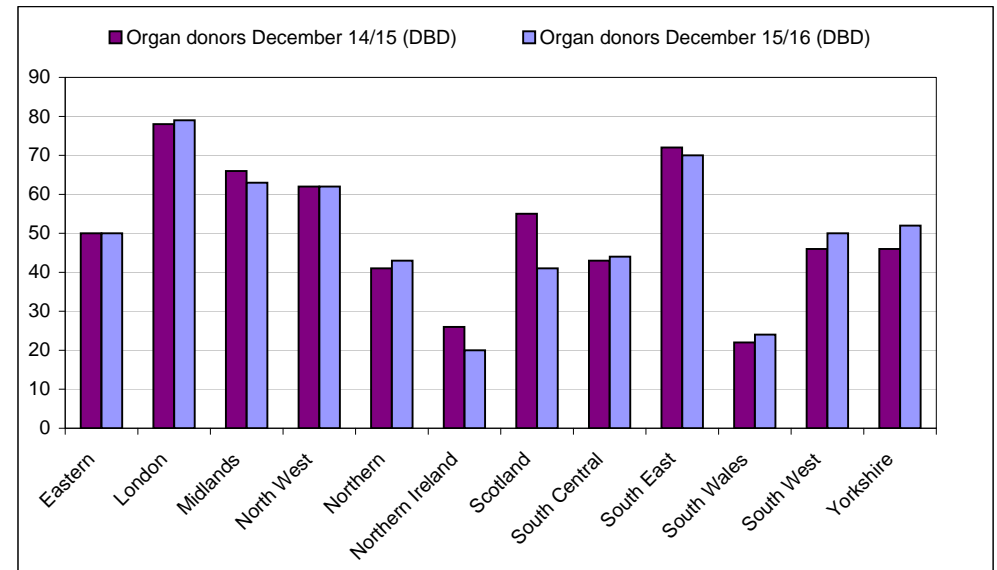
46. Deceased Organ Donors - Monthly (DBD)



47. Deceased Organ Donors - Weekly (DBD)

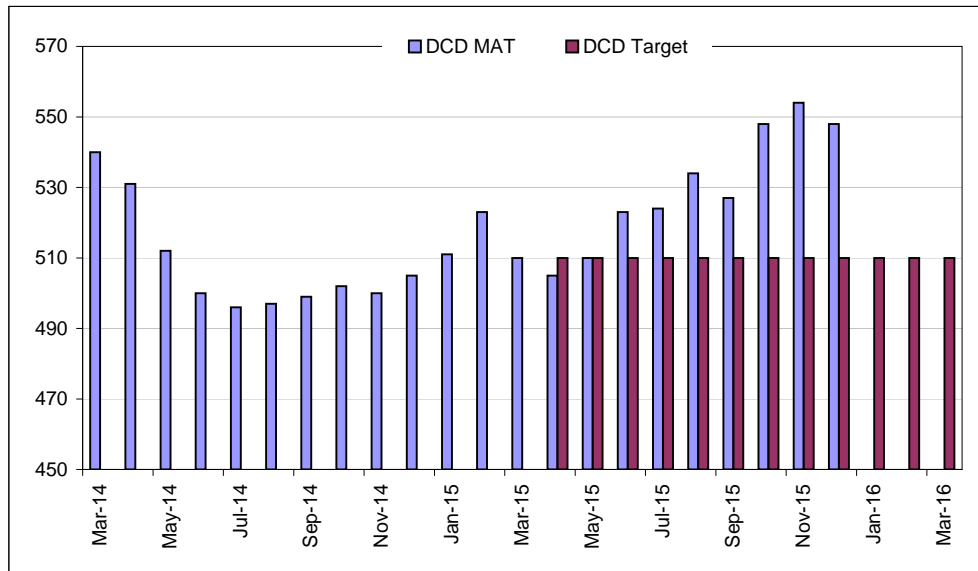


48. Deceased Organ Donors - Team (DBD)

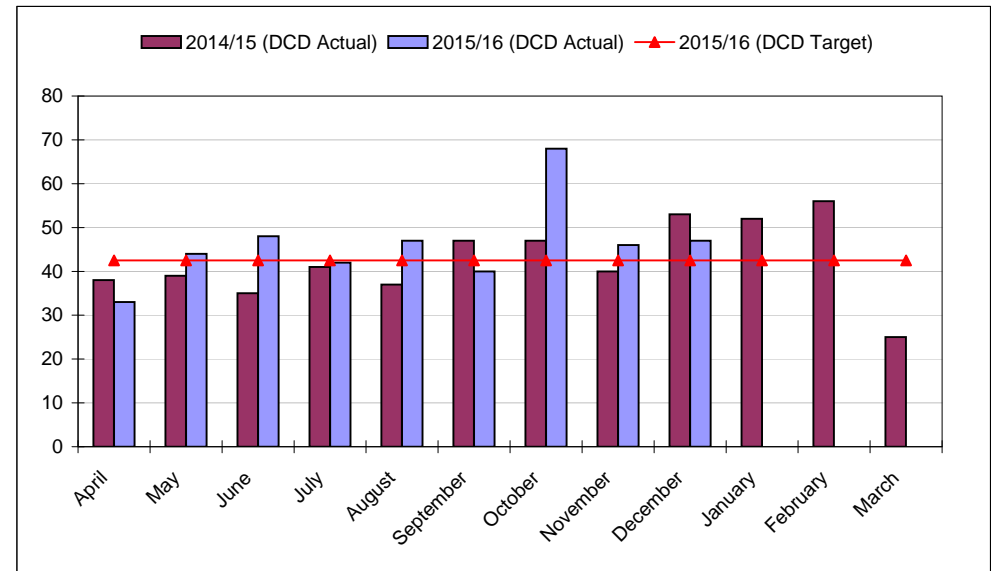


## Organ Donation and Transplant - DCD Activity

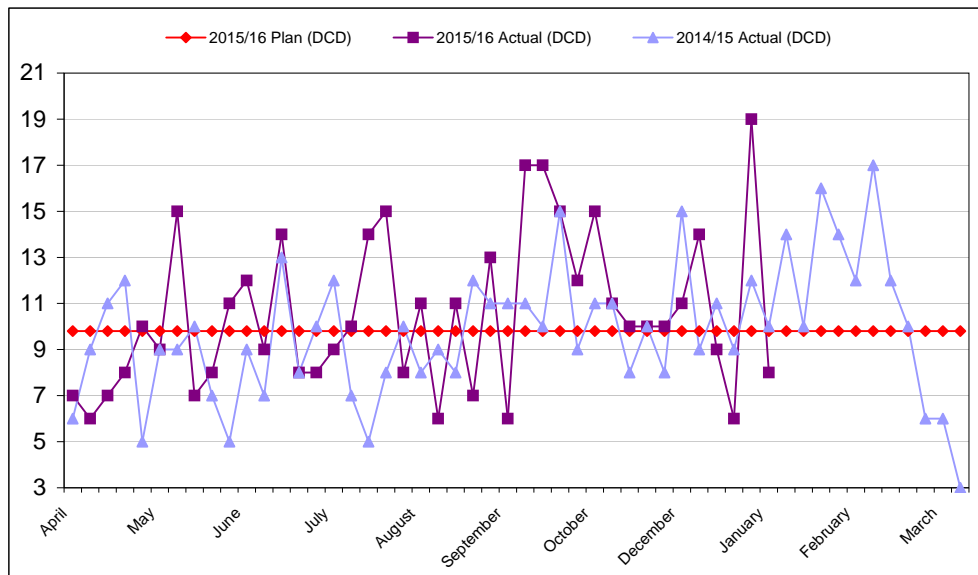
49. MAT number of Deceased Organ Donors (DCD)



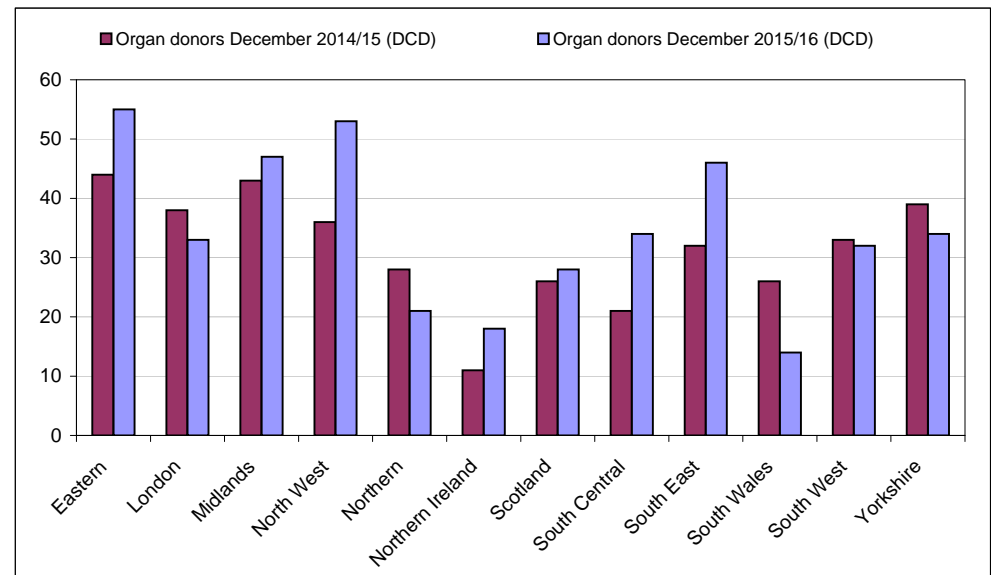
50. Deceased Organ Donors - Monthly (DCD)



51. Deceased Organ Donors - Weekly (DCD)



52. Deceased Organ Donors - Team (DCD)

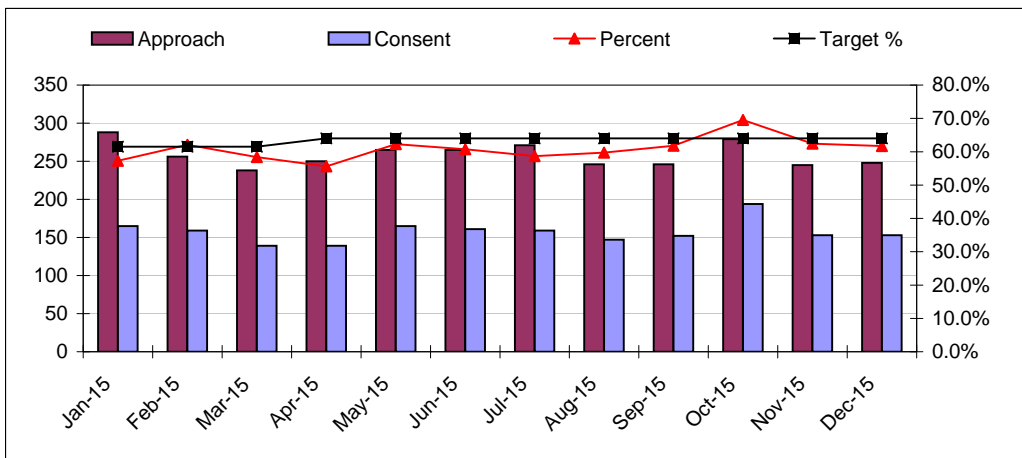




## Organ Donation and Transplant - Consent / ODR

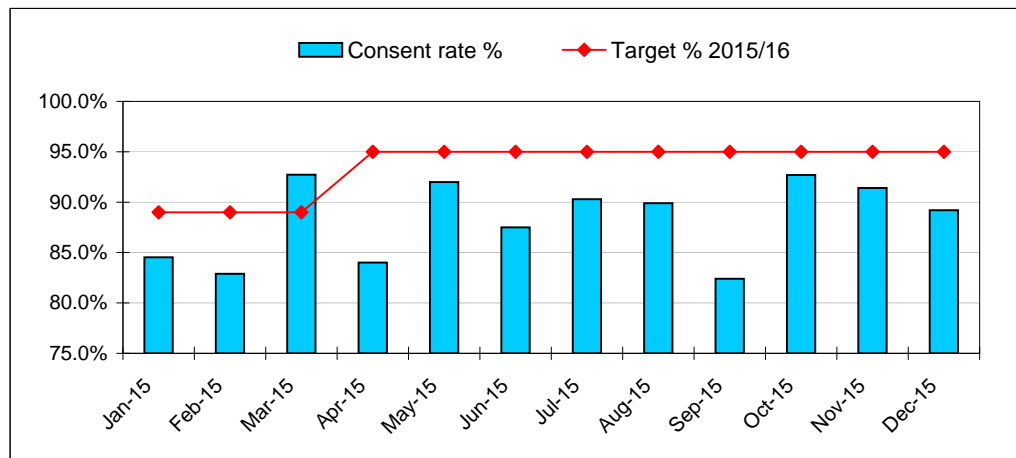
### 53. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (Overall)	64.0%	64.0%	61.2%	A	-



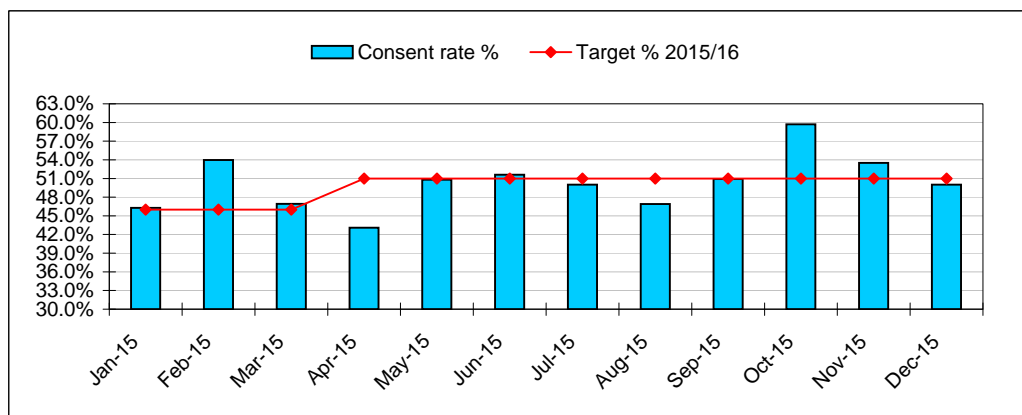
### 54. Consent/Authorisation rate (patient expressed wish to donate on the ODR)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% Consent/Authorisation rate (patient expressed a wish to donate on ODR)	95.0%	95.0%	88.5%	R	-



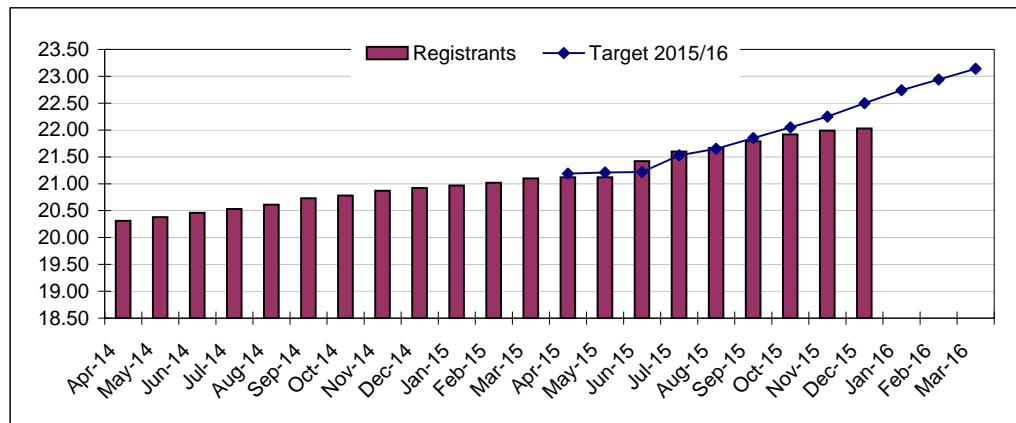
### 55. Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% Consent/Authorisation rate (patient not expressed a wish to donate or ODR status not)	51%	51.0%	50.2%	A	-



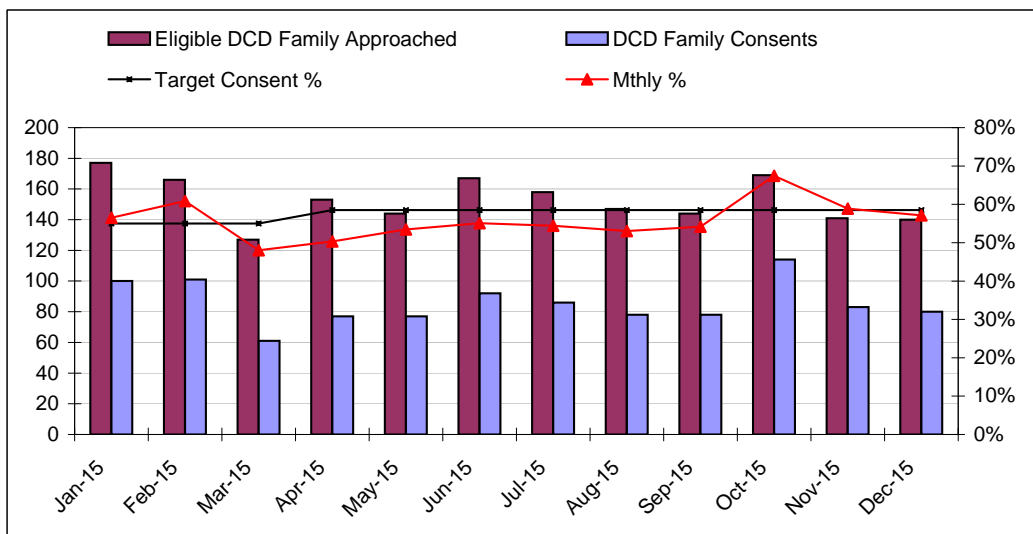
### 56. Number of people registered on the ODR

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
New Registrations on the ODR (m)	2.00	1.48	0.89	R	-

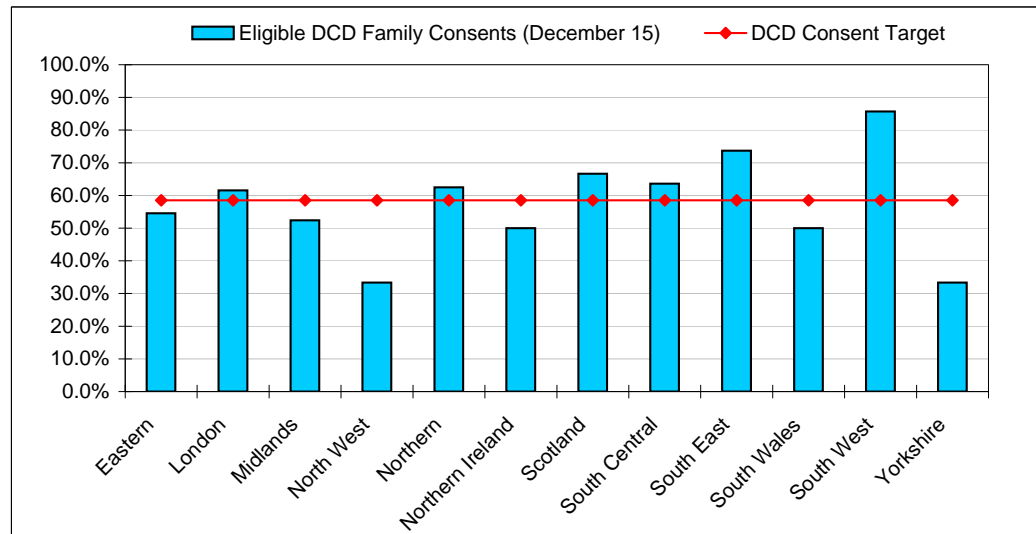


## Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

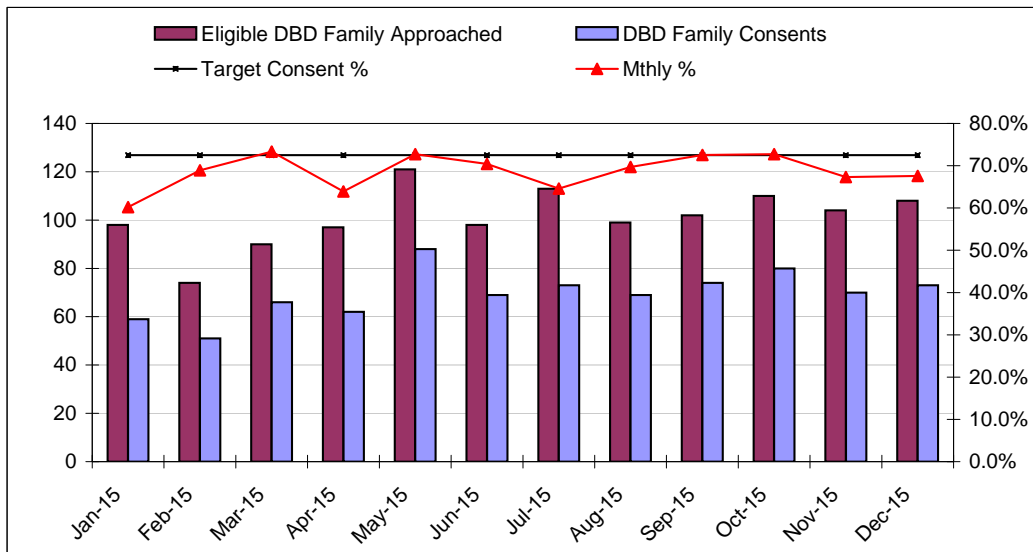
57. Consent/Authorisation rate (DCD) per month



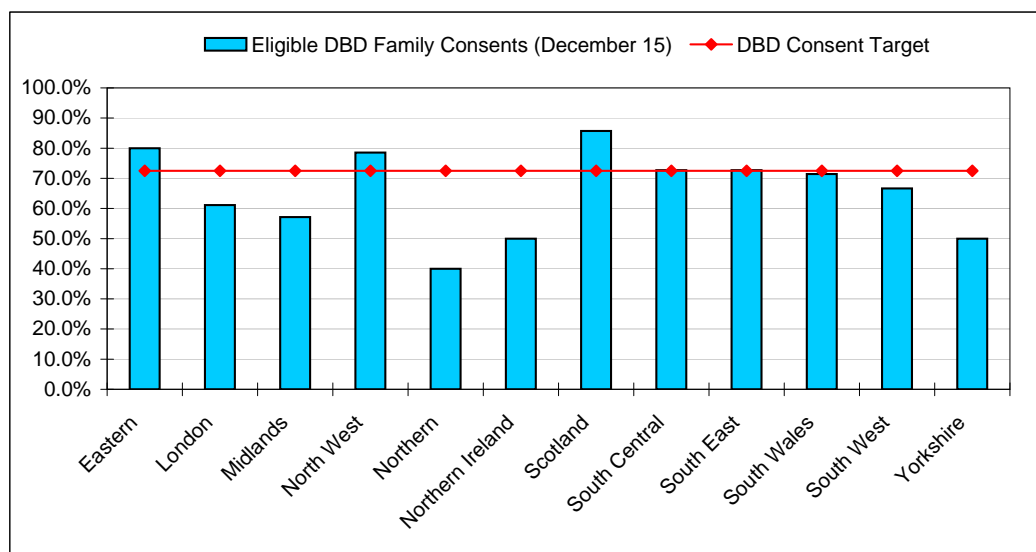
58. Consent/Authorisation rate (DCD) % by Region



59. Consent/Authorisation rate (DBD) per month

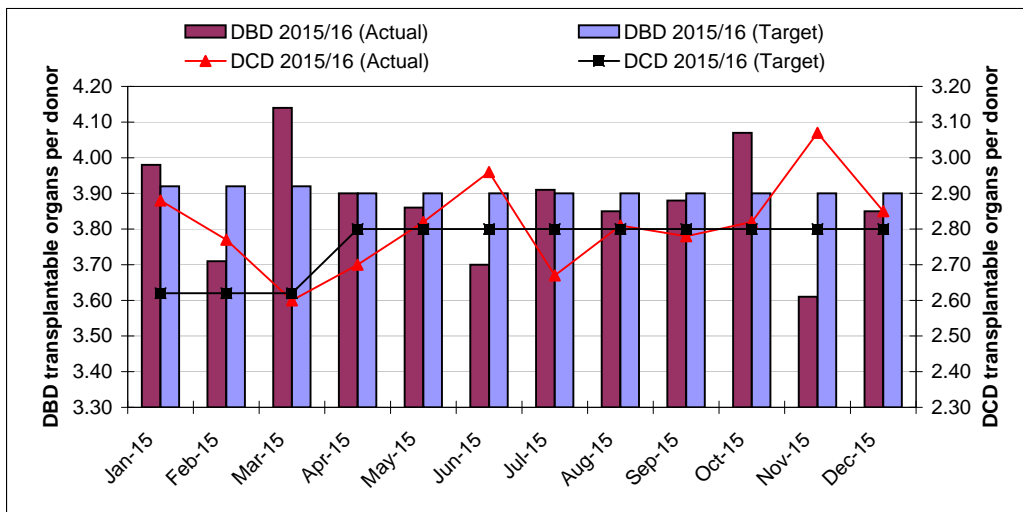


60. Consent/Authorisation rate (DBD) % by Region

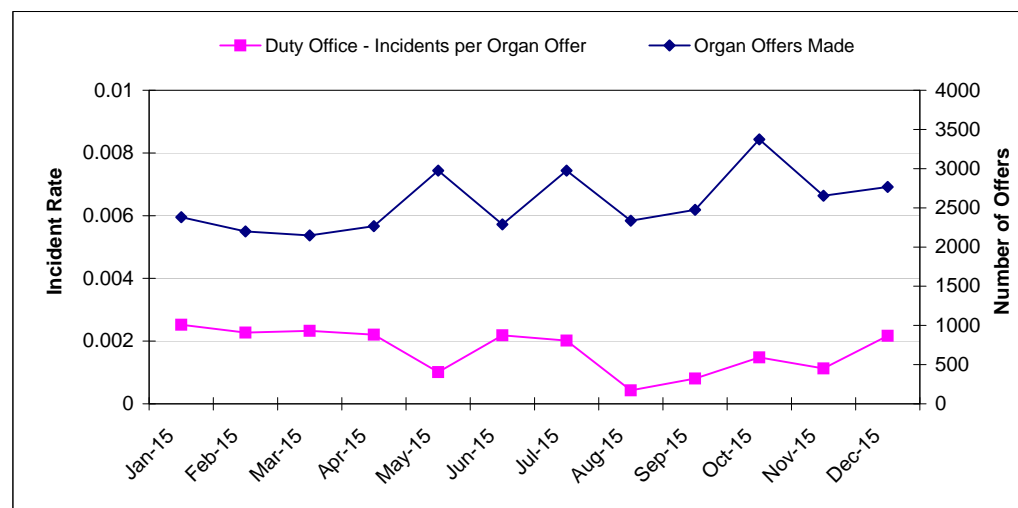


## Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

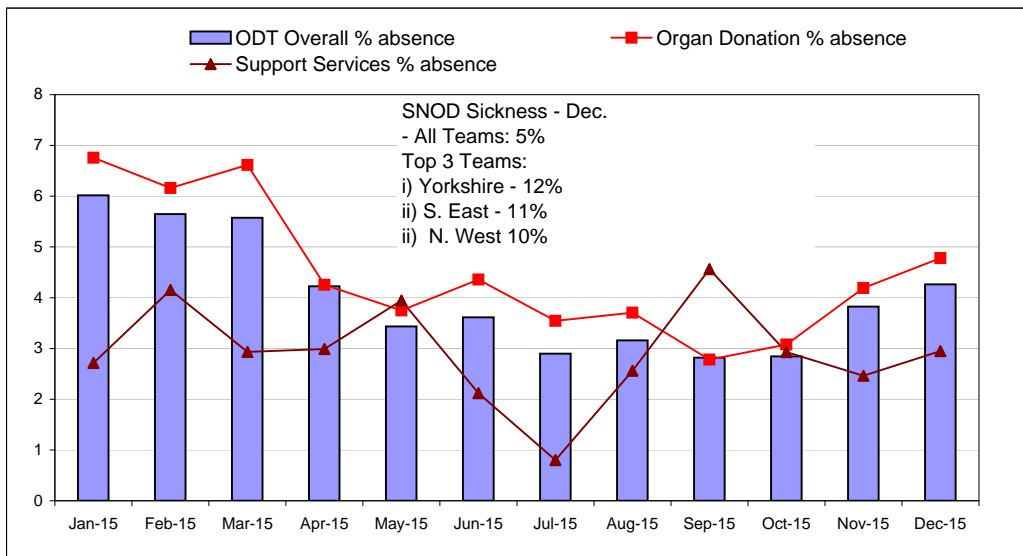


62. Duty Office - Incidents per Organ Offer

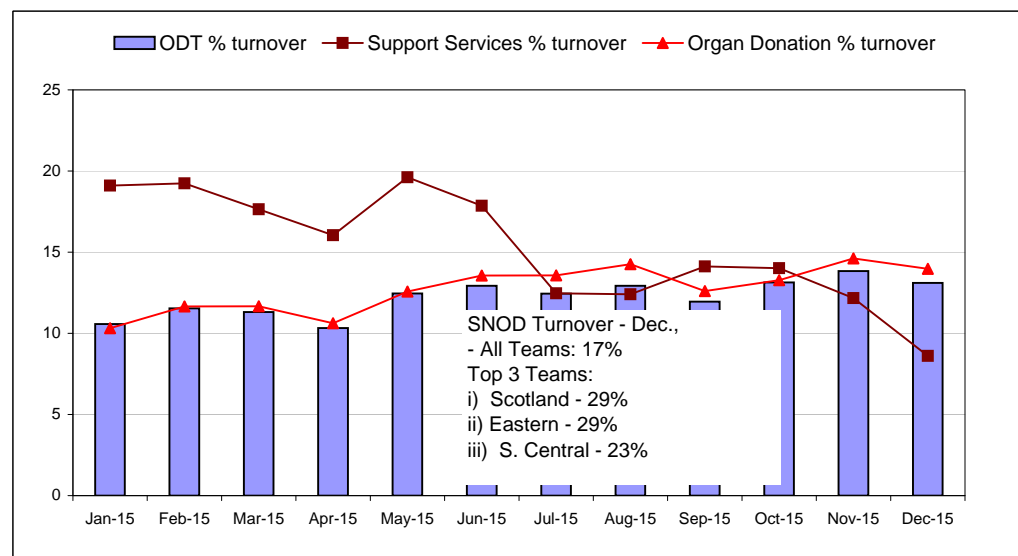


## Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate



64. Annual Turnover rate



## 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	A	A	7.1	7.0	1.1	Sep 16	Apr 17
Desktop Refresh & WBT Upgrades	Initiation	G	G	0.7	0.7	N/A	Jan 16	Feb 16
Key Machines Upgrade	Delivery	G	G	0.2	0.2	N/A	Feb 16	Feb 16
ODT Infrastructure Refresh	Closure	Closing	G	0.3	0.2	N/A	Nov 14	Sep 15
Infrastructure Hosting Project (i)	Delivery	G	G	3.6	3.6	N/A	Aug 16	Jun 16
Organisational Workforce Dev LMS	Delivery	G	G	0.06	0.04	0.02	TBC	Jul 16
Networks & Telephony Contract	Delivery	G	G	0.01	0.9	0.07	Feb 17	Feb 17
Oracle Database Upgrade	Initiation	A	G	0.2	0.2	N/A	TBC	TBC
Hematos Platform Upgrade	Closure	G	G	0.05	0.03	N/A	Jan 16	Jan 16
Platform Selection (i)	Delivery	A	G	0.1	0.1	N/A	Nov 15	Apr 16
Automated Solution Testing Service	Delivery	G	A	0.1	0.1	0.01	Feb 16	Feb 16
Leeds/Sheffield Project (Not reported this month)	Pre-Project			TBC	TBC	N/A	TBC	TBC
Next Generation Firewalls Managed Service (Not reported this month)	Start-Up	G		TBC	TBC	N/A	Nov 16	TBC

**Note:** i) Project is described in detail in the following page:

**Corporate – Status of Strategic Projects per TPB reporting (cont.)**

Project	RAG	Trend	Strategic Theme	Spend to date	Cost	Benefit	Complete
<b>Infrastructure Hosting Project</b>	G	↔	Group System & Processes	£3.6m	£3.6m	N/A	Jun 16
The project remains on plan for BPL exit by end of March 2016 and is within budget.							
<b>Platform Selection</b>	A	↓	Group System & Processes	£115K	£0.1m	N/A	Apr 16
The project presented the CRM Platform recommendations to the December CPB/TPB to award contract with Optevia/Microsoft Dynamics to provide both CRM and DRM functionality. TPB approved this recommendation and procurement issued confirmation letters to both successful and unsuccessful suppliers on 17/12/15. Immediately following this, a challenge was lodged by Apto/Sugar CRM. This reflected a change in our approach during the procurement process (ie moving to the one platform to provide both DRM and CRM functionality). As a result the initial procurement has been terminated and a new procurement commenced based on the new requirement. The new procurement will be complete by end of January.							

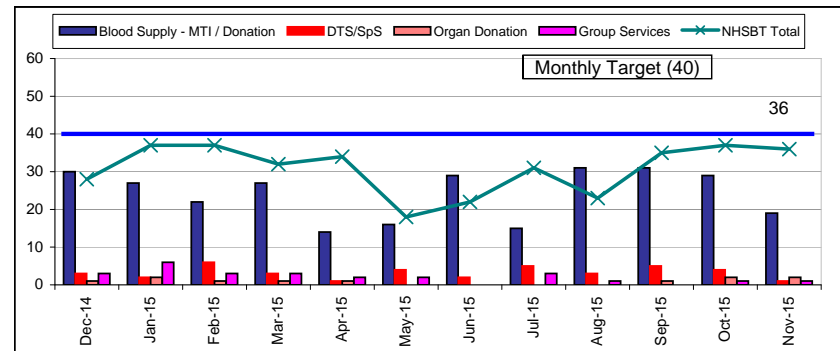
## NHSBT Corporate - ICT / Workforce

### 65. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.99%	99.97%	A	Worse
Pulse	99.99%	99.86%	A	-
OBOS	99.99%	100%	G	-
Hematos	99.99%	98.75%	R	-
EOS	99.99%	99.80%	A	Worse
NtXD	99.99%	100%	G	-
TMS	99.99%	100%	G	-

### 66. Health and Safety - Accident Reporting

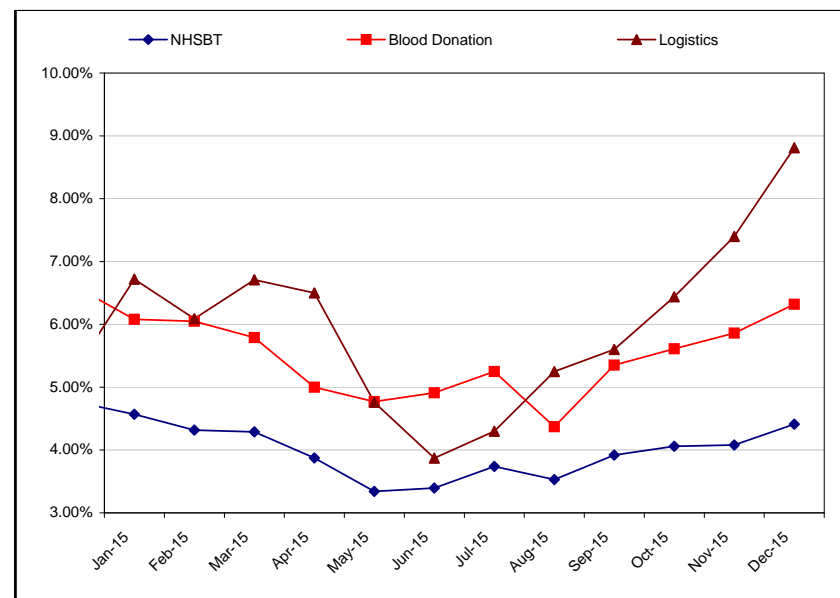
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	=/<27	28	=/<30	18
M&L	=/<11	13	=/<7	1
DTS/SpS	=/<2	0	=/<2	1
Organ Donation	0	0	0	2
Group Services	=<0	0	=/<1	1
NHSBT	=<40	41	=/<40	23



### 67. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	837	812	25	3.0%
Blood Supply: Blood Donation	1,585	1,590	-5	-0.3%
Diagnostic and Therapeutic Services	796	764	32	4.1%
Organ Donation (including Group Services)	388	375	13	3.4%
<b>Sub-total Operational</b>	<b>3,606</b>	<b>3,540</b>	<b>66</b>	<b>1.8%</b>
CEO and Board	3	4	-1	-20.3%
Quality	86	82	5	5.4%
Communications	65	56	9	13.8%
Estates & Facilities	81	76	5	5.7%
Blood Supply: Logistics	362	332	29	8.0%
Finance	101	97	4	3.6%
HR and BTS Project Management	146	140	6	4.2%
BTS - Information Communication Technology	157	134	23	14.4%
Clinical	189	182	7	3.6%
Research and Development	41	57	-16	-38.2%
Change Programme & Development	2	10	-8	-372.6%
<b>Sub-total Group Service</b>	<b>1,233</b>	<b>1,170</b>	<b>63</b>	<b>-372%</b>
<b>Total</b>	<b>4,839</b>	<b>4,710</b>	<b>129</b>	<b>2.7%</b>
<b>% Operational WTE to Total WTE</b>	<b>75%</b>	<b>75%</b>	<b>51%</b>	

### 68. Sickness Absence



## RISK MANAGEMENT

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

Corporate Risk Register Summary	Red	Amber	Green
146	12	116	18

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. data centre hosting, 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.

There were no new high/extreme risks raised this month. Seven high/extreme risks were, however, rescored to a lower level in ICT.

## NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 DECEMBER 2015

Income	Year to date			Full year			
	Budget	Actual	Variance	2014-15 Actual	Initial Budget	Latest Budget	Forecast
	£k	£k	£k	£k	£k	£k	£k
Revenue Cash Limit - Organ Donation & Transplantation	46,370	46,370	0	56,601	61,827	61,827	59,200
Revenue Cash Limit - Diagnostic and Therapeutic Services	3,205	3,205	0	4,373	4,273	4,273	4,273
Revenue Cash Limit - Other	0	0	0	2,074	0	0	0
Blood & Components Income	204,050	205,468	1,418	284,507	270,516	269,887	270,481
Diagnostic and Therapeutic Services Income	47,439	45,988	(1,451)	56,689	64,443	64,672	61,465
Research & Development	2,529	3,283	755	5,475	2,873	2,873	2,638
Organ Donation & Transplantation Other Income	9,205	9,273	68	13,922	11,702	12,273	11,700
All Other Income	3,517	3,748	232	5,574	4,591	4,670	5,064
<b>Total Income</b>	<b>316,314</b>	<b>317,335</b>	<b>1,021</b>	<b>429,215</b>	<b>420,224</b>	<b>420,474</b>	<b>414,821</b>
<b>Expenditure</b>							
Cost of Sales - Blood Component Stock Movement	902	811	(91)	(1,828)	0	1,800	0
Cost of Sales - Tissues Stock Movement	0	27	27	5	0	0	0
Organ Donation & Transplantation Operational Expenditure	(47,036)	(45,177)	1,858	(63,288)	(65,463)	(66,034)	(62,600)
Blood Supply: Manufacturing, Testing & Issue	(53,119)	(53,573)	(454)	(71,271)	(70,183)	(69,623)	(70,688)
Blood Supply: Blood Donation	(63,223)	(61,597)	1,625	(88,395)	(83,296)	(83,471)	(81,699)
Blood Supply: Logistics	(17,344)	(17,384)	(40)	(22,996)	(22,943)	(23,031)	(23,071)
Diagnostic and Therapeutic Services	(42,793)	(41,527)	1,266	(51,121)	(56,745)	(57,089)	(55,166)
Quality	(3,842)	(3,586)	255	(4,520)	(5,136)	(5,136)	(4,791)
Chief Executive and Board	(489)	(467)	22	(551)	(623)	(623)	(595)
Communications	(3,602)	(3,521)	81	(5,052)	(5,054)	(5,079)	(4,899)
Estates & Facilities	(30,186)	(29,860)	326	(39,891)	(38,138)	(40,082)	(39,917)
Finance	(5,044)	(5,097)	(53)	(6,675)	(6,707)	(6,707)	(6,727)
HR and BTS Project Management	(6,922)	(6,947)	(25)	(8,936)	(9,418)	(9,237)	(9,362)
BTS - Information Communication Technology	(13,845)	(13,575)	270	(18,019)	(18,409)	(18,405)	(17,905)
Clinical Directorate	(10,238)	(9,968)	270	(13,391)	(13,671)	(13,675)	(13,335)
Research & Development	(4,792)	(5,758)	(967)	(8,861)	(6,295)	(6,234)	(6,359)
Change Programme & Development	(4,830)	(4,830)	0	(8,343)	(17,228)	(17,556)	(12,507)
Miscellaneous and Capital Charges	(485)	(766)	(281)	(426)	(914)	(294)	(900)
<b>Total Expenditure</b>	<b>(306,886)</b>	<b>(302,795)</b>	<b>4,091</b>	<b>(413,558)</b>	<b>(420,224)</b>	<b>(420,474)</b>	<b>(410,521)</b>
<b>Surplus/(Deficit)</b>	<b>9,428</b>	<b>14,540</b>	<b>5,112</b>	<b>15,658</b>	<b>0</b>	<b>0</b>	<b>4,300</b>

### Statutory Accounts Presentation

NHSBT Surplus/(Deficit) as above	9,428	14,540	5,112	15,658	0	0	4,300
Add back Notional Cost of Capital	4,890	5,152	262	6,703	6,520	6,520	6,869
Remove Revenue Cash Limit	(49,575)	(49,575)		(63,048)	(66,100)	(66,100)	(63,473)
Deduct Capital Charges Cash Payment	(12,335)	(12,335)		(16,267)	(16,447)	(16,447)	(16,447)
<b>Net Expenditure</b>	<b>(47,592)</b>	<b>(42,218)</b>	<b>5,374</b>	<b>(56,954)</b>	<b>(76,027)</b>	<b>(76,027)</b>	<b>(68,751)</b>

Commentary - December 2015 accounts:

An I&E surplus of £1.7m was reported in December, £0.5m better than plan.

Year to date we are reporting a surplus of £14.5m versus plan of £9.4m. The positive variance is mostly due to:

- i) Blood components income above plan - primarily Red Cells (£1.4m),
- ii) ODT - favourable variances for both income and especially expenditure on transformational projects (£1.9m)
- iii) favourable expenditure variances in blood donation (£1.6m) and;
- iv) lower income in DTS, partially offset by expenditure underspends (net -£0.2m)

The forecast for 2015/16 is a surplus of £4.3m (after the return of £3.2m of ODT funding to DH). This is net of surpluses in both Blood/Group and ODT of £5.4m and £0.2m respectively, partially offset by a deficit in DTS of £1.3m.

Balance sheet - current assets were £70.1m at the end of December 2015, including a cash balance of £46.4m

Debtor days were 31 in the month vs target 22 days (continued slow payment by NHS customers).

Capital - forecast spend is £7.0m (£1.5m lower than plan).