Board Performance Report
Performance Report

For the period ended 30th June 2017

	Status	Trend	Comments
Blood Components	Amber	Amber	Red Cell issues were 2.4% lower than plan in the month and are now 5.9% lower than last year to date (3.6% on a like for like basis). With collections ahead of plan, stocks climbed to 42k (8.9 days) by end of the month with O neg stocks above 6 days. Platelet issues year to date are 4.1% above plan, although 0.1% lower than in the previous year to date.
DTS	Green	Green	A positive income trend continues to be seen in TAS, RCI and SCDT. There have been 20 cord blood unit issues versus 16 planned year to date (driven by international issues). Cornea stock was at 290 units end June.
ODT	Red	Amber	There were 119 deceased donors in June. Year to date deceased donors of 367 are 4% behind plan but are 10% higher than last year. The number of transplants is 8% lower than plan year to date albeit 6% higher than last year. Living Donors (reported one month in arrears) are 35% lower than plan in the year to date (May).
Corporate	Amber	Amber	Sickness absence was marginally lower this month at 3.3%. Availability of core IT systems was adversely impacted by outages in Donor Portal / OBOS (Blood) and EOS / NTxD (ODT).
Finance	Green	Red	NHSBT is reporting a year to date surplus of £1.4m, £3.7m better than plan. The Q1reforecast is suggesting an increased deficit of £16.6m for 2017/18 (versus £13.8m planned). The 5 year projection is currently indicating a cash shortfall in 2019/20 that will require baseline/transformation cost reductions if a price rise is to be avoided after next year.
Change Programme	Amber	Amber	The overall transformation programme continues to report at amber status. There are no projects reporting at red status this month. The CSM and ODT Hub projects are both reporting at amber.

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 in June (78.5% vs 75%) – Chart 15.
		No. of complaints per million donation	G	-	Better than plan at 0.34% (vs 0.44%) – Chart 16
		% of whole blood donations in donor centres	G	-	June 17 at 19.3% - better than plan
		% of 9 bed sessions	A	-	Worse than plan in June 17 at 69.1% (vs 80%)
		Blood Donation Productivity: units/FTE/year	G	-	June 17 at 1,433 vs plan of 1,425 – charts 27/28
		Number of Donors Donating over the last 12 months (000's)	G	-	Lower than plan in June (847k vs 852) – Chart 23.
		Frequency of Donation (overall)	G	-	Lower than plan in June – 1.875 vs 1.880 (Chart 23).
		Number of O- neg Donors donating last 12 months (000's)	G	-	Below plan in June (105.0k vs 106.2k) – Chart 24.
		Frequency of Donation (O neg donors)	G	-	1.968 in June versus 1.975 planned – Chart 24.
		Recruitment of new black donors - 13k	R	-	June below target – 847 versus 1993 target.
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above 3 day alert for all groups in June – (chart 13).
		Platelet Demand vs. Stock levels	R	-	Below target on three occasions in June – chart 14.
		Number of 'critical' and "major" regulatory non-compliances	R	-	Four reported in June.
		97% of Products Issued on Time	G	-	Worse than plan in June (96.9% vs 97%) – chart 29.
		Manufacturing Productivity (units/FTE/year)	A	Worse	June is lower than plan (9.8k vs 10.2k) – Chart 25
		Testing Productivity (units/FTE/year)	A	-	June 2017 reporting 27.7k vs plan of 28.5k – Chart 26.

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Supply Chain Operations	70 % hospitals scoring =/> 9/10 for satisfaction (chart 30).	G	-	June at 84% (better than target). Next survey September 2017.

- Red Cell issues in June were 2.4% lower than plan. In the year to date they are now 5.9% lower than last year, although taking account of weekdays/bank holidays, and the transfer to Wales, the like for like decline is around 3.6%. Collections were 1.0% higher than plan and hence stocks increased to 42k (8.9 days) by the end of June with O neg stocks above 6 days. Plans are underway to reduce stock levels to below 40k and hence limit the likely adverse impact on expiries.

- The demand forecast for red cells in 2017/18 has remained unchanged at 1.464m issues (versus 1.461m agreed with the NCG). Demand for 2018/19 is expected to reduce by a further 2.5% to 1.428m (with assumptions to be finalised for the NCG in November). An early view from the new long term demand planning model is implying ongoing reductions rather than the flattening that was being previously assumed.

Year	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Red cell issues (million)	1.522	1.464	1.428	1.400	1.373	1.349
% change	-	-3.8%	-6.2%	-8.0%	-9.8%	-11.3%

- The proportion of O neg issues to total issues remained high in June at 13.2% (versus 13.1% for full year 2016/17). ***Demand*** appears to have flattened off over the first quarter of the year at c12% with supply pressure continuing to reflect the need to substitute Ro units with O neg units (as noted in the OTIF comment below).

- OTIF in June was at 96.8%(vs target of 96.5%). Meeting demand for Ro units continues to be the primary issue with an OTIF of 51% for these units in June and Ro substitutions comprising 1.18% of all OTIF fails. New plans are being developed for recruitment of the additional black donors that will be necessary to meet the demand for Ro units with £1m set aside in transformation funds to pay for this new activity. Recruitment of new black donors continues to run behind plan in June as recruitment initiatives are only just being put in place. There are some signs of movement with donor registrations increasing but it will be a number of months to see whether this is resulting in increased donation.

- Platelet issues year to date are 3.6% higher than plan, although 0.8% lower than last year. The forecast for 2017/18 has been increased this month to 259k (vs 256k last month), and is now higher than the plan agreed at NCG (256k). The demand for 2018/19 has also been increased to be at 259k. The CD share of total platelets issued was lower at 51.9% with the year to date at 55.3%.

- Platelet stock management was adverse in the month with stock of A neg platelets below the 1 day stock alert level on 2 working days during the month and AB stocks below alert level for four days in total (of which three days were sequential). Although a decline in demand for A neg platelets had been seen since the end of 2015, demand has increased sharply over the last 4 months. The drivers behind the increase are not fully understood and have adversely impacted supply and stock management. Plans are being established to provide more robust and consistent stock availability.

- The red cell loss rate rose in June to 4.04% and year to date (4.15%) remains higher than both plan (3.60%) and also the previous year (3.86%). The red cell expiry rate was also higher in June at 1.46% with the year to date (1.34%) higher than both target (1.25%) and also the previous year (1.29%). At a group level 42% of the expiries were group A neg (reflecting the ongoing need to manufacture pooled platelets to meet the A neg platelet demand).

- Productivity in processing during June was behind plan reflecting the double running that is currently underway as a result of the consolidation from Newcastle and Sheffield to Manchester. This will continue through to September until the new recruits at Manchester are fully trained.

- Platelets issued / produced was marginally lower in June at 91.44% and the year to date (91.19%) is higher than the previous year (90.38%) but slightly lower than plan (91.27%). The platelet expiry rate was higher in June at 5.79% with the year to date (6.01%) lower than in the previous year (6.76%).

- The number of faints in the month was significantly higher at 185 this month (versus target of 160) reflecting the recent hot weather. The number of rebleeds was better than plan at 23 (vs target of 30).

- Donor satisfaction was lower this month at 77.4% although it continues to be better than target of 75%. Donor complaints (excluding those complaints related to consolidation / team closures and also those related to cancellation of sessions) were lower this month at 3.5k and better than plan of 4.4k.

- Sickness absence in logistics fell below 5.5% and demonstrates a very positive and sustained improvement in the management of sickness absence.

- There has been five major non-conformances recorded following MHRA inspections with one at Manchester (May), one at Plymouth (June) and 3 at Colindale (June). Discussions are being held with the MHRA to better understand the process and approach adopted during these 3 inspections in particular. The inspection at Tooting in July has resulted in no majors being reported.

- There were 3 SABRE incidents in the month.

Blood Supply - Status of Strategic Projects per TPB reporting – are reported on the following page:

Blood Supply – Status of Strategic Projects per TPB reporting:

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Planning and Control System [(i)]	Delivery	G	G	1.0	0.9	0.1	Jul 15	Jul 17
Supply Chain Modernisation	Delivery	G	G	6.5	6.5	1.4	Oct 17	Oct 17
Core Systems Modernisation	Define	A	A	11.4 [(ii)] (1.6)	7.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Delivery	G	G	0.4	0.3	1.9	Aug 18	Jun 18
Leicester Donor Centre	Initiation	G	G	0.9 [(iii)]	1.2	N/A	May 18	Aug 18
Bradford Donor Centre	Delivery	G	G	0.8	0.8	N/A	Sep 17	Sep 17
HEV Universal Screening	Delivery	G	G	0 [(iv)]	N/A	N/A	Jun 17	Feb 18
Platelet Supply Phase 2	Delivery	G	G	0.9	0.9	0.8	Nov 17	Nov 17
SotF – Session Connectivity Pilot	Start-Up	G	G	0.1	0.1	N/A	May 18	May 18
SotF – Continuous Care	Initiation	G	G	0.9	0.9	1.5	Apr 19	Apr 19
SotF – Online Donor Health Check	Start-Up	G	G	0.1	0.1	N/A	Dec 17	Dec 17
SotF – Unconstrained Supply Plan	Start-Up	G	G	N/A	N/A	N/A	Nov 18	Nov 18
PCS Upgrade	Start-Up	A	N/A	N/A	N/A	N/A	TBC	Dec 17
SotF – New Session Equipment	Initiation	G	N/A	N/A	N/A	N/A	TBC	TBC

Note:

i) EPR due this month;

ii) This is the non-recurring figure for 2017/18. with the recurring figure in brackets;

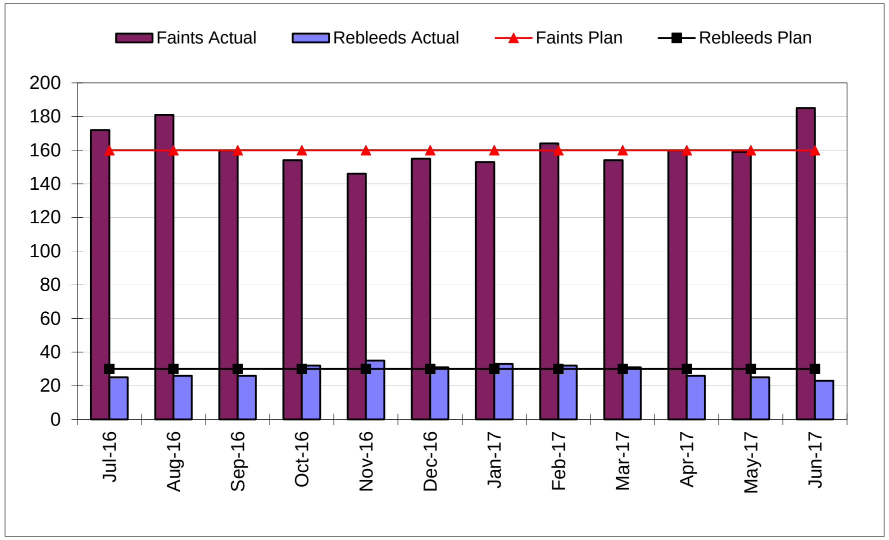
iii) New budget agreed at OBC by TPB in February 2017. Detailed costs to be submitted at DBC in August 2017

iv) No project budget stated, as contract related costs do not form part of project budget.

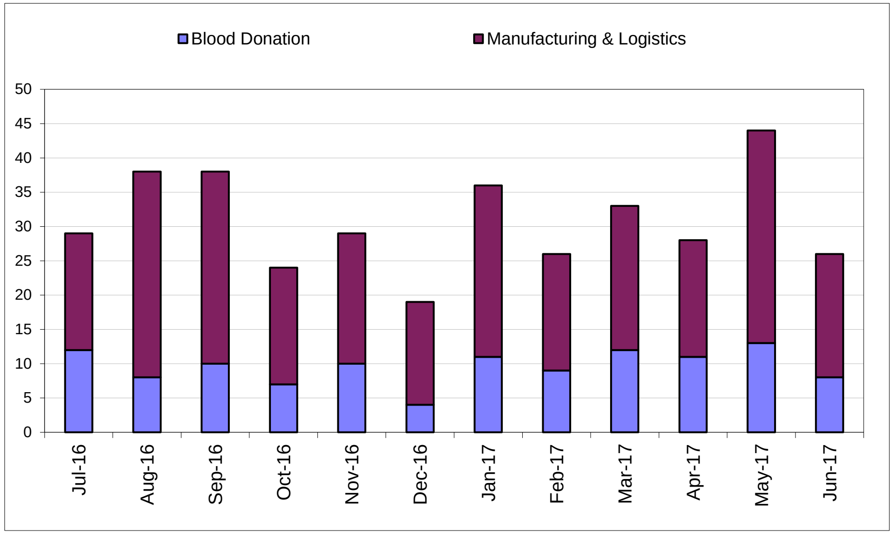
Monthly Performance Report - As at the end of June 2017

Blood Components - Safety and Compliance

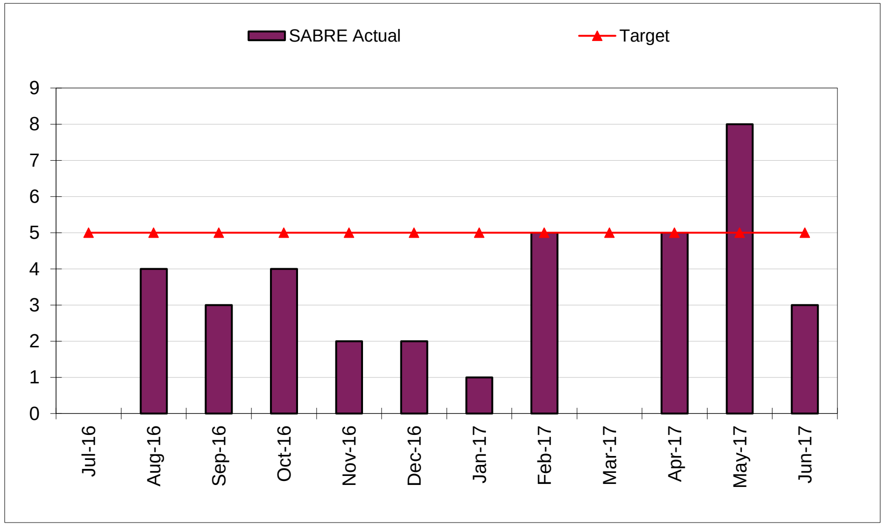
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QIs raised per month - Blood Supply Directorate

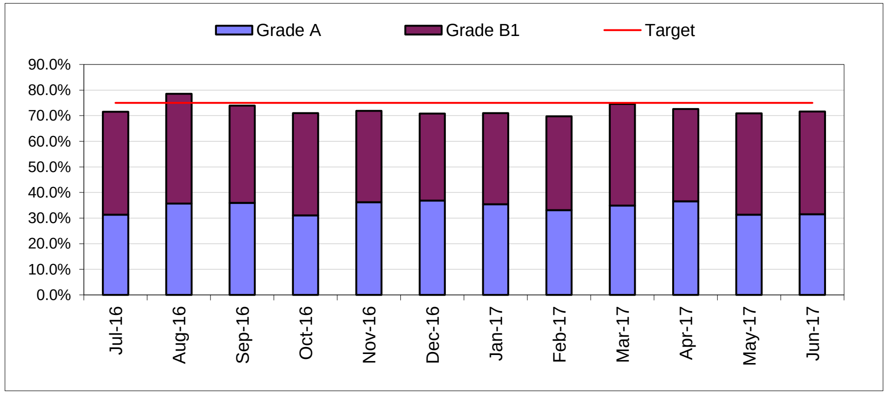


3. SABRE Events Reported per Month



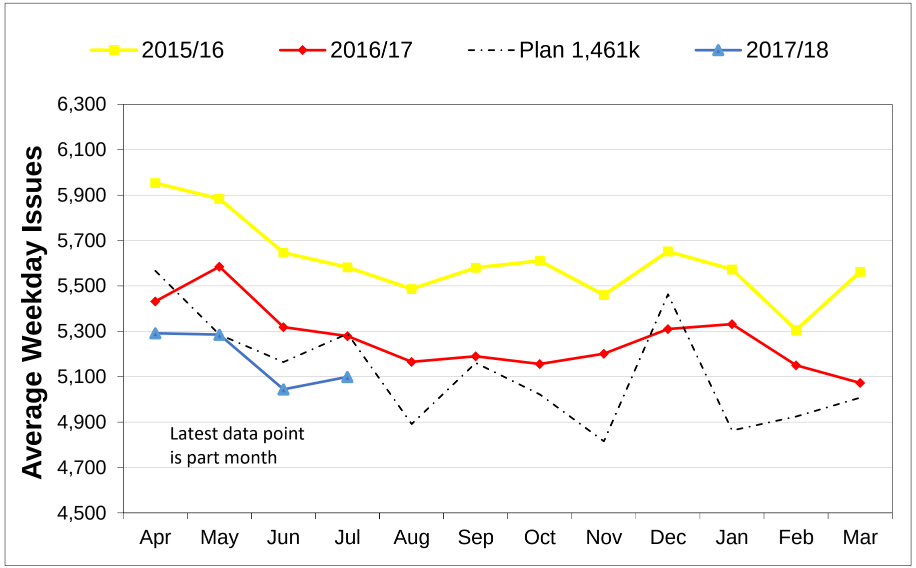
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	71.7%	A	-

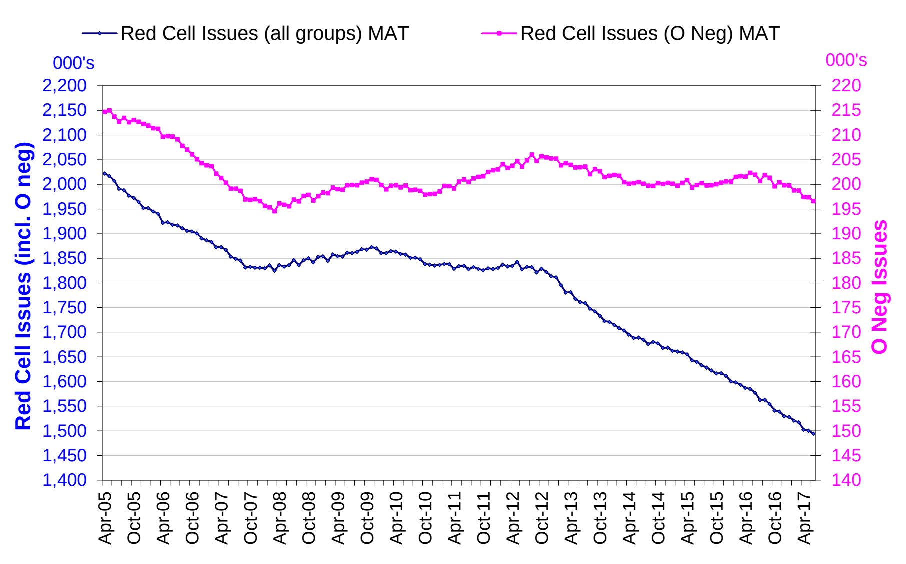


Blood Components - Red Cell Issues / Stocks

5. Average Weekday Red Cell Issues By Month ->April 2015



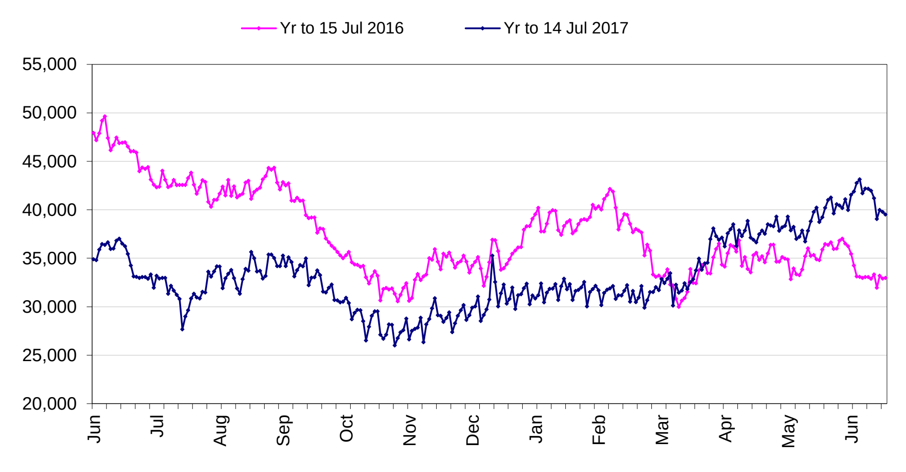
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

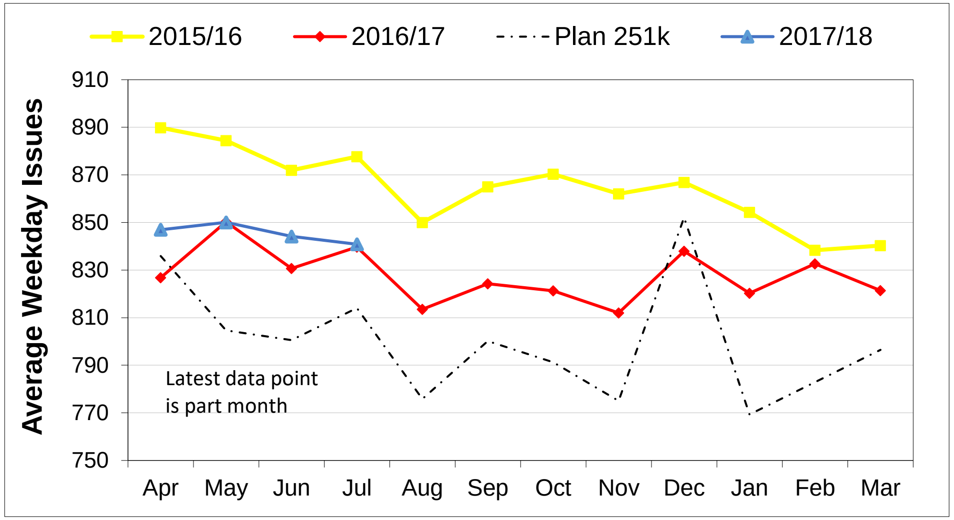
Blood Group	2017/18 - YTD Jun 2017	2016/17 - YTD Jun 2016	Change
A Neg	29,656	32,449	-8.6%
A Pos	108,149	115,360	-6.3%
AB Neg	2,964	3,056	-3.0%
AB Pos	7,996	8,013	-0.2%
B Neg	9,062	9,574	-5.4%
B Pos	28,165	30,716	-8.3%
O Neg	48,463	50,581	-4.2%
O Pos	130,248	137,783	-5.5%
Total	**364,702**	**387,531**	**-5.9%**

8. Red Cell - Blood Stocks (Units)

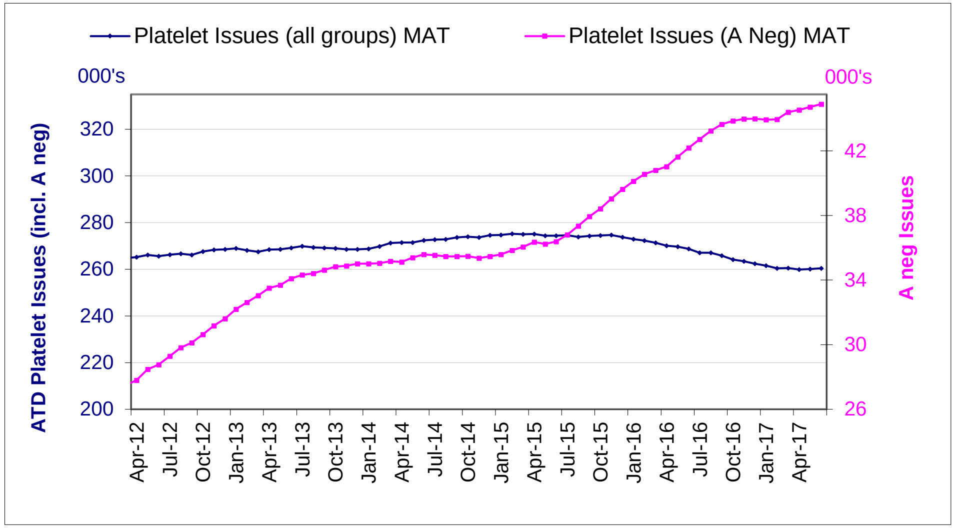


Blood Components - Platelet Issues

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

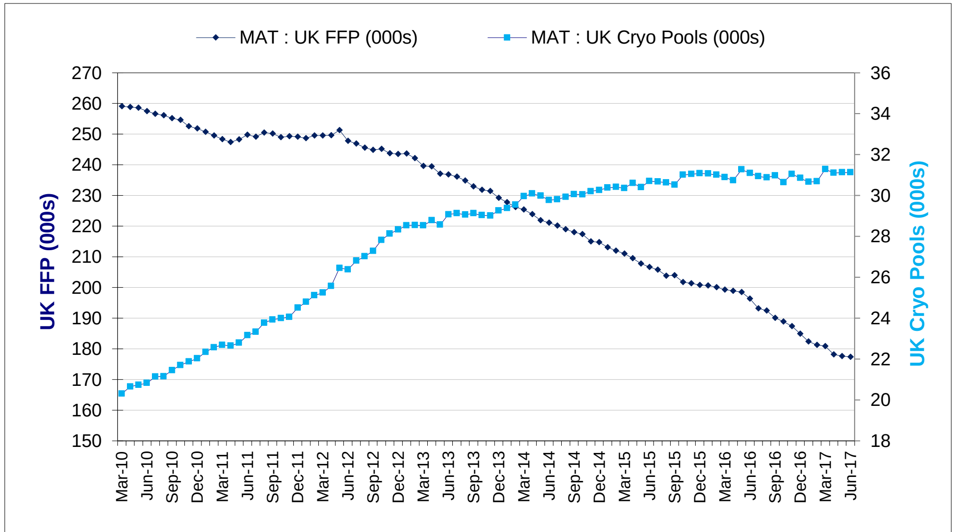


10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's

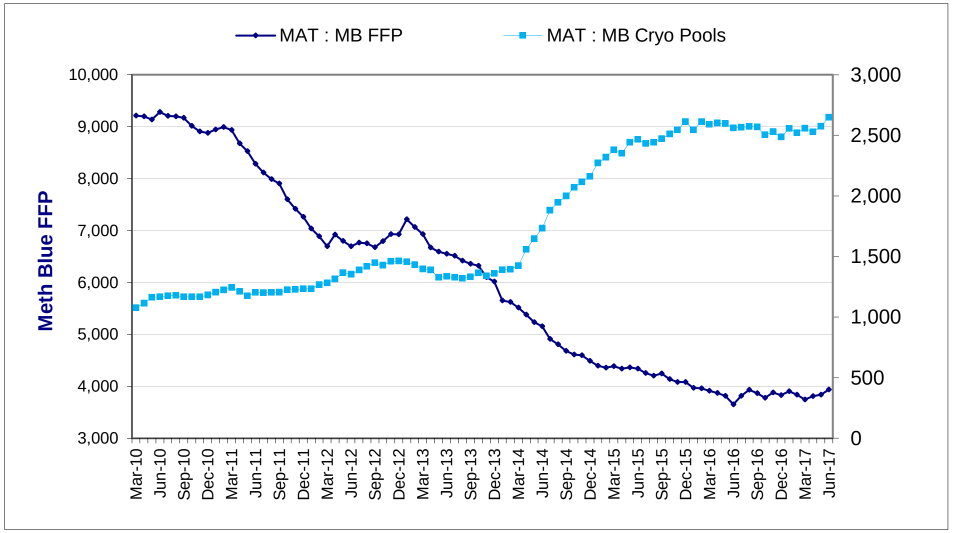


Blood Components - Blood Collection: Frozen Component Issues

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



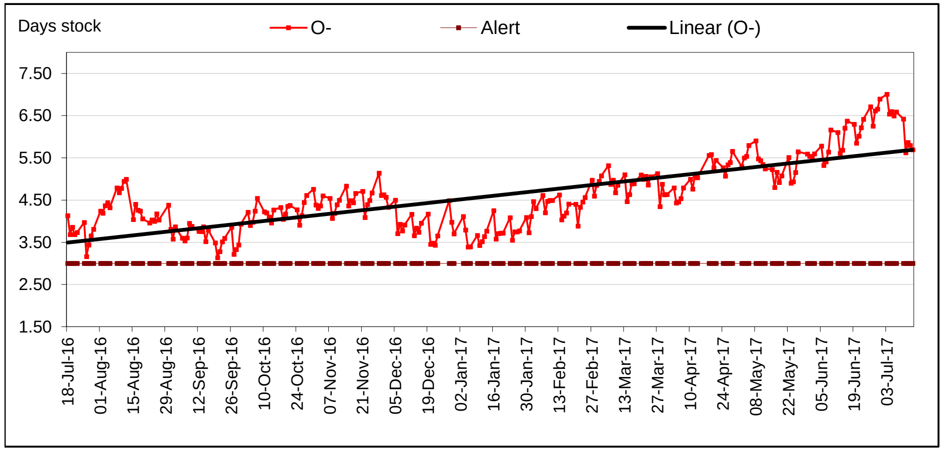
12. MAT Meth Blue FFP and Meth Blue Cryo Pools



Blood Components - Vulnerable Stocks

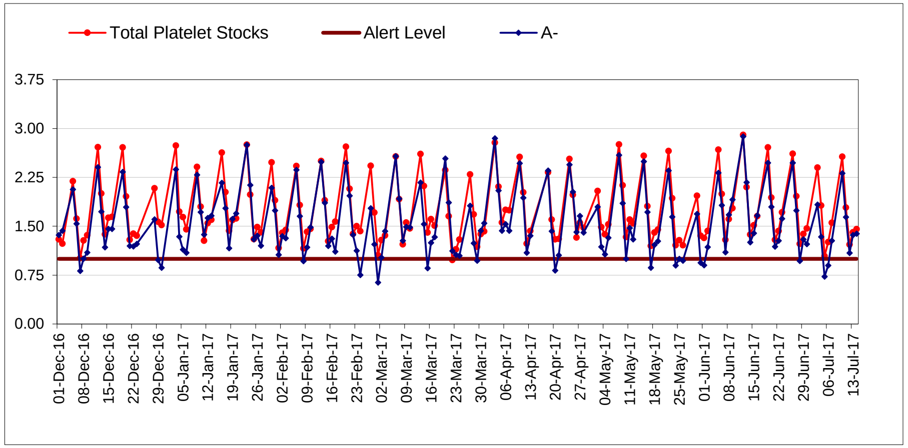
13. Red Cell - O neg : weekday stock levels

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

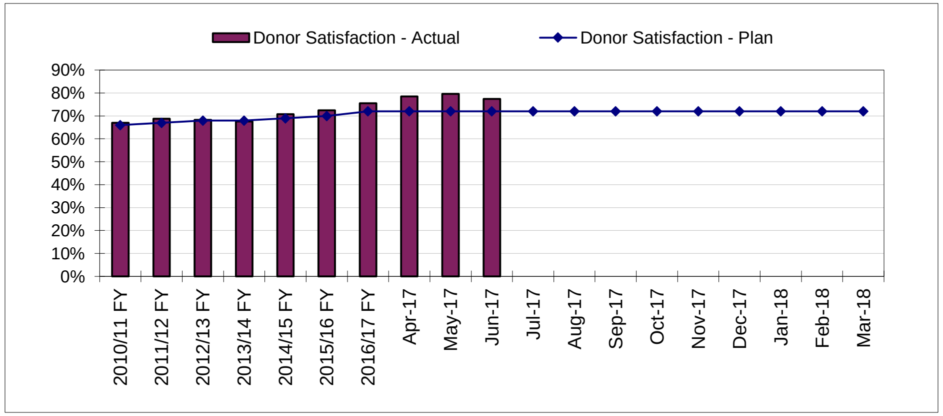
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	11	R	-



Blood Components - Blood Donor Base

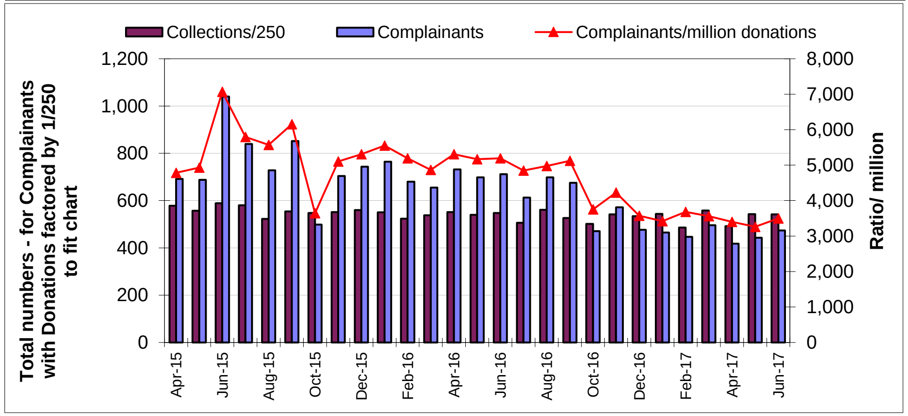
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	75.0%	75.0%	78.5%	G	-



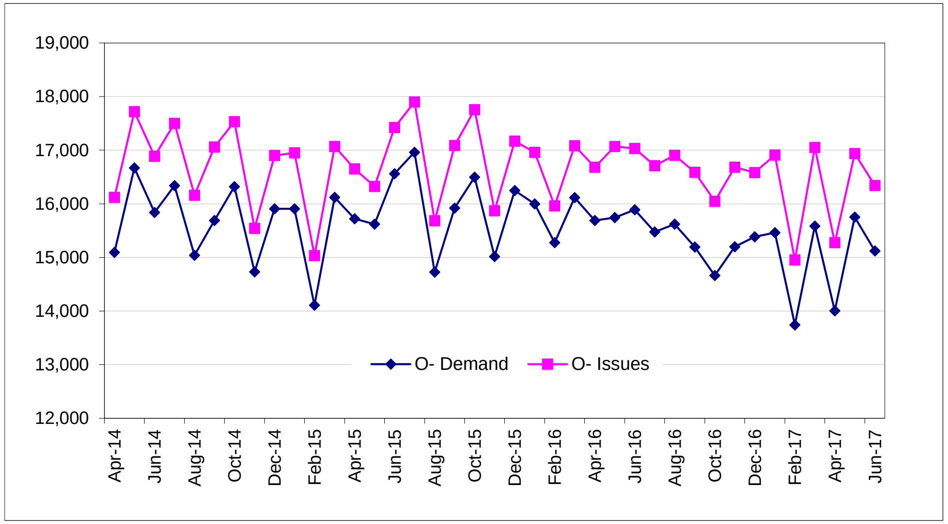
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	3,386	G	-

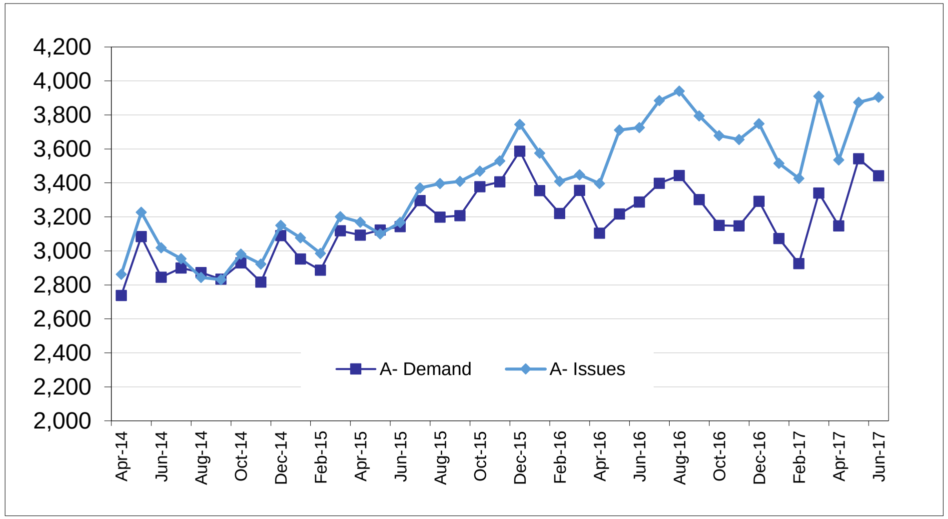


Blood Components - Red Cell Demand/Issues (O Neg) and Platelet Demand/Issues (A Neg)

17. O neg RC Demand and Issues

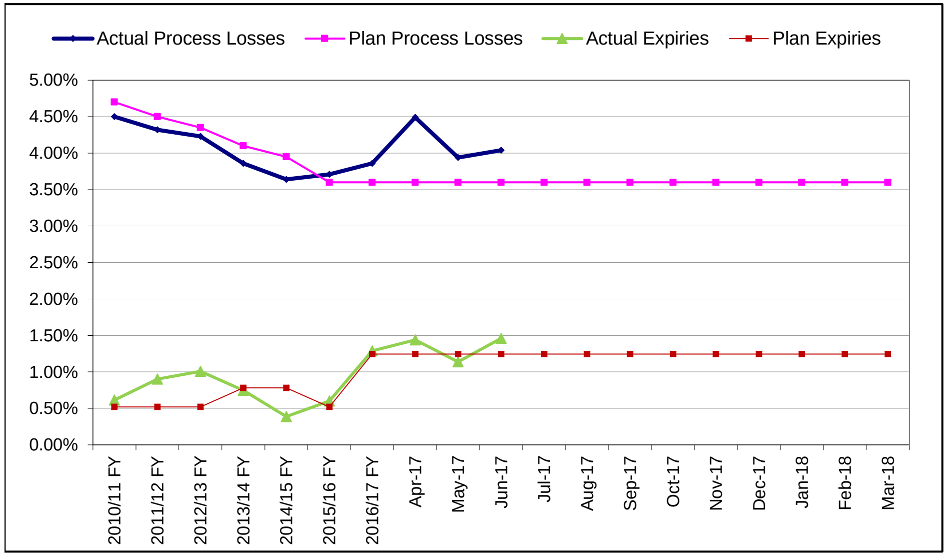


18. A neg Platelet Demand and Issues

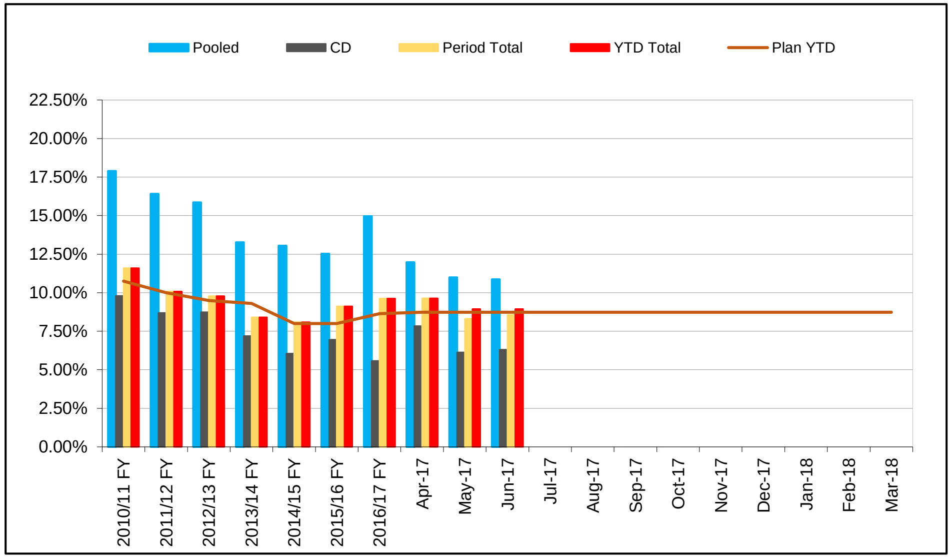


Blood Components - Wastage

19. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

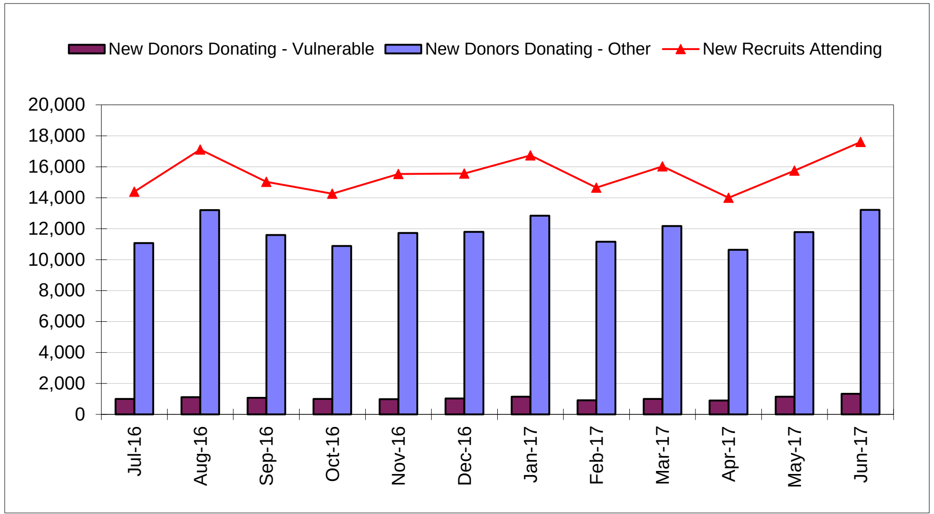


20. Percentage of Platelets Produced NOT Issued

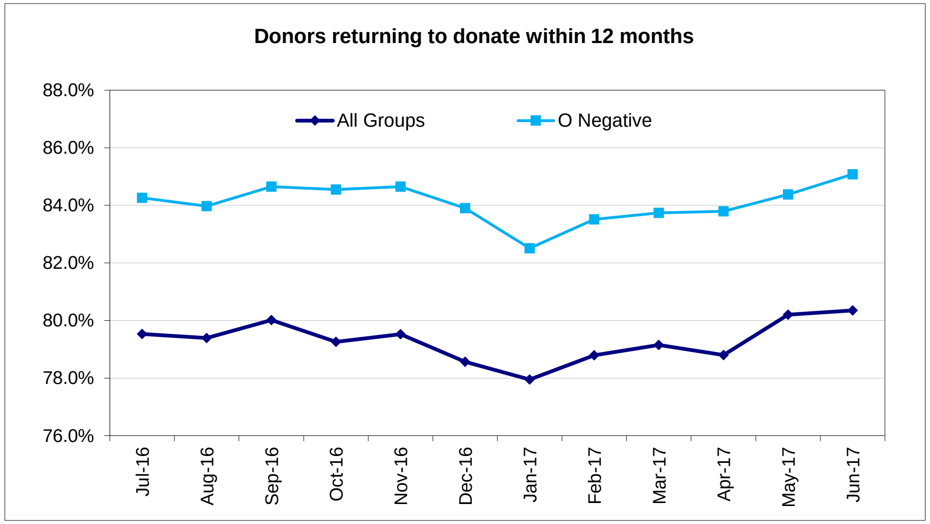


Blood Components - Donor Recruitment and Retention

21. Donor Recruitment (Whole Blood)

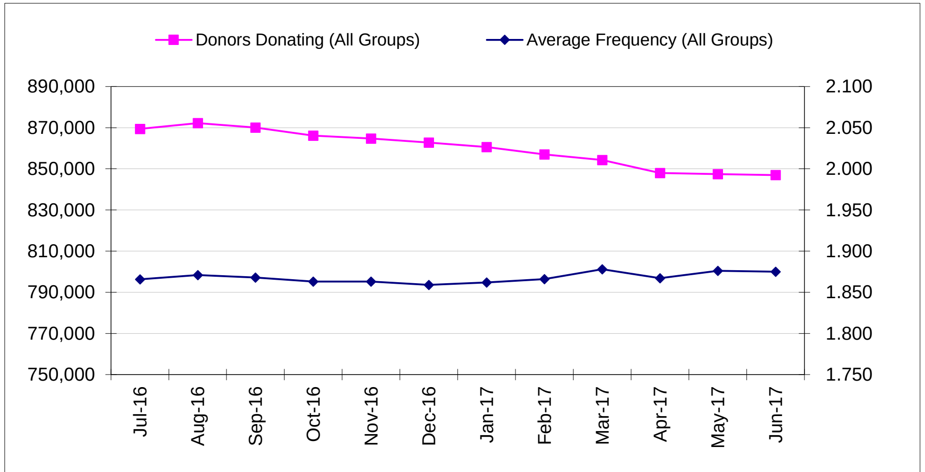


22. Donor Retention Rate (Whole Blood)



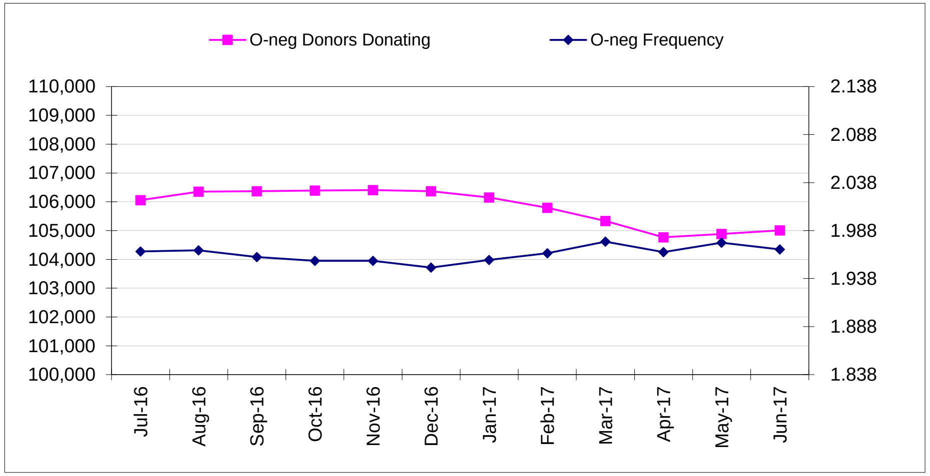
23.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	838,342	852,358	846,955	G	-
Frequency of donation (overall)	1.836	1.851	1.875	G	-



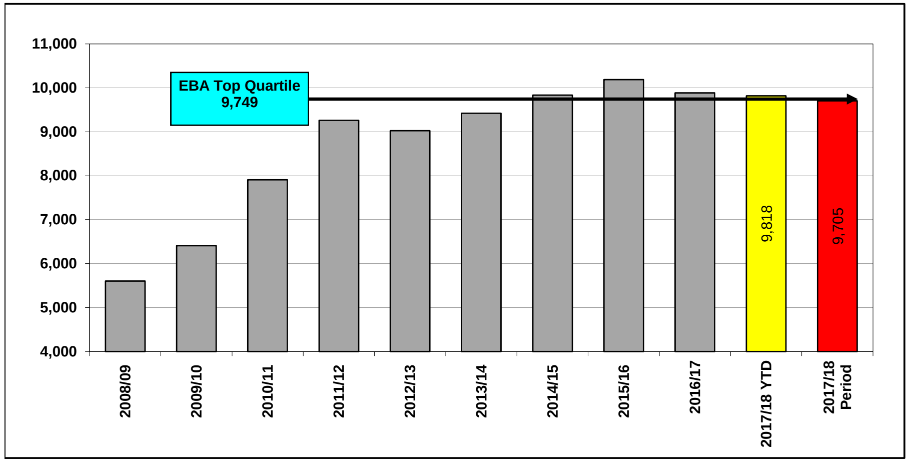
24. O Neg: Donorbase and Frequency of Donation

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	107,513	106,220	105,011	G	-
Frequency of donation (O neg donors)	1.887	1.935	1.968	G	-



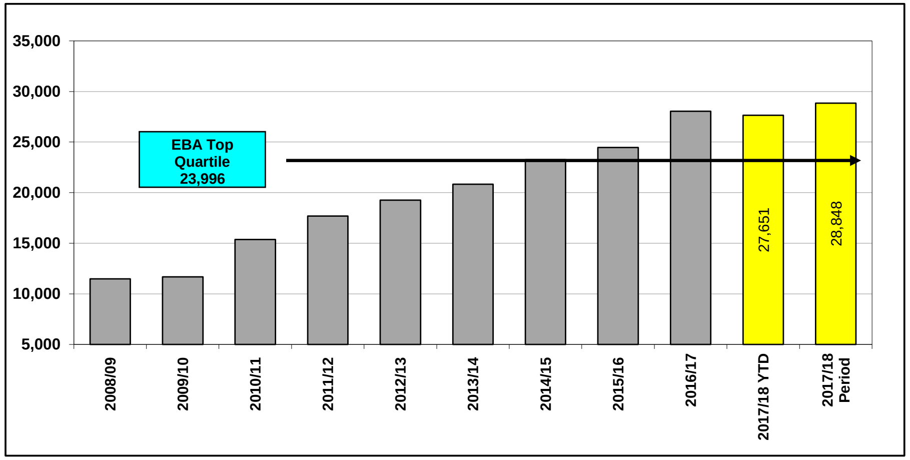
25. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,300	10,240	9,818	A	-



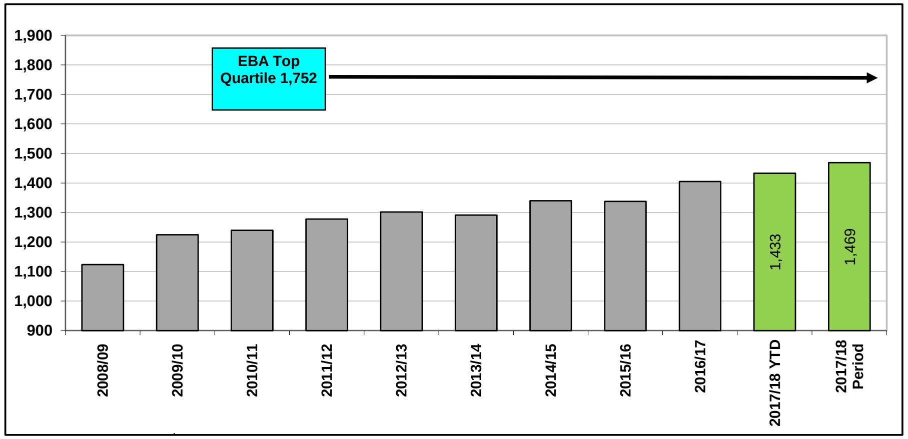
26. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,700	28,456	27,651	A	-

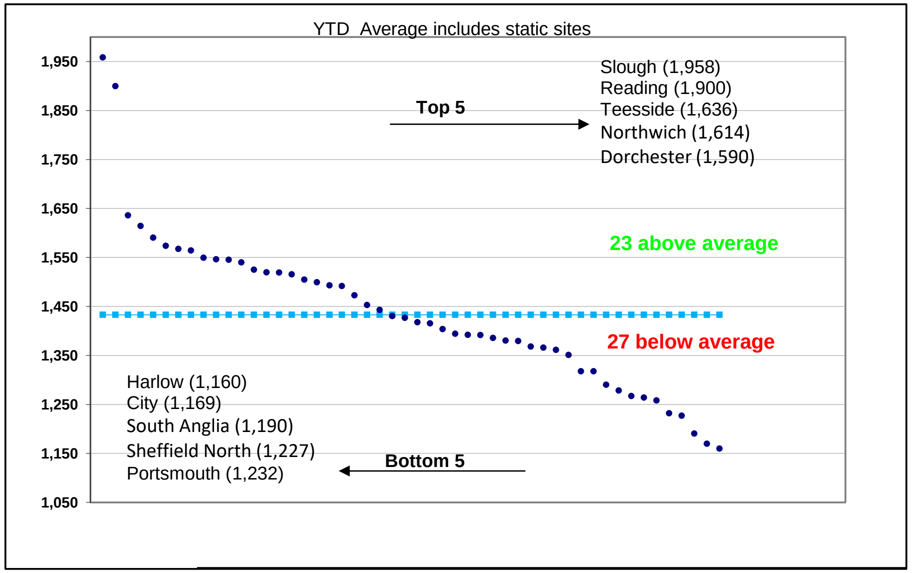


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,411	1,425	1,433	G	-



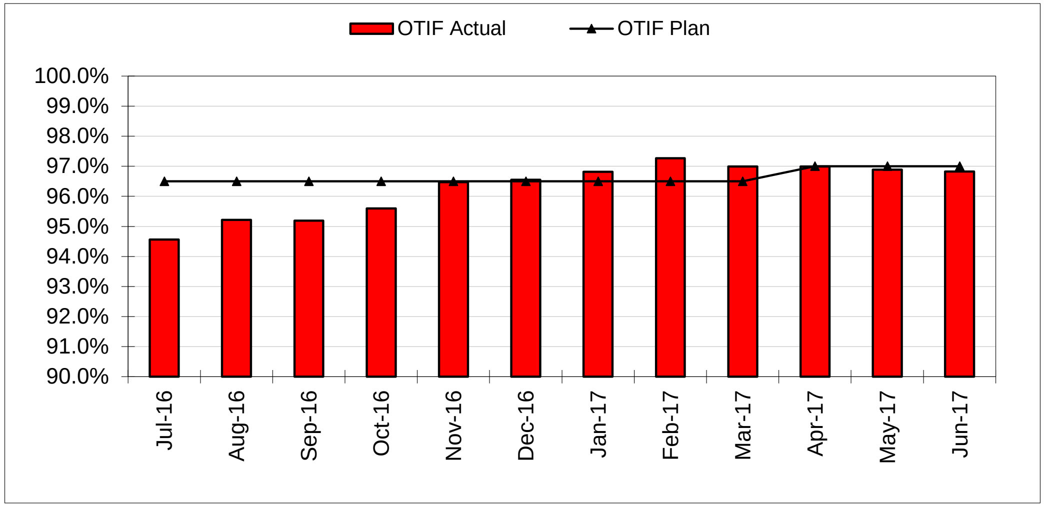
28. Blood Donation Productivity - Distribution Mobile Teams



Blood Components - Customer Service

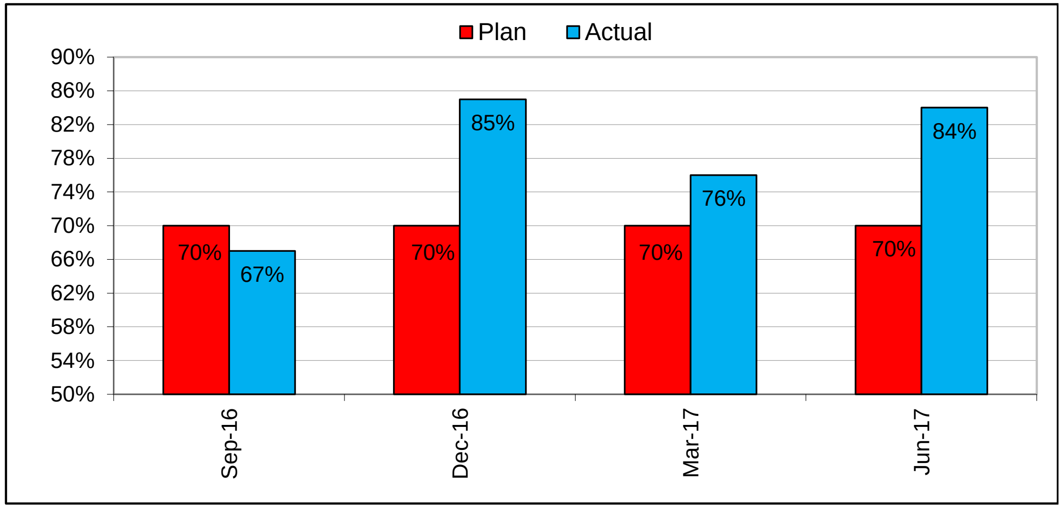
29. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	97.00%	97.00%	96.90%	A	Worse



30. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >/=9/10	70%	70%	84%	G	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	G	-	Ahead of plan in June (£18.2m vs £17.1m).
		Number of Serious Incidents (SI's)	G	-	None reported this month
		Zero 'critical' regulatory non-compliances	G	-	None reported in June.
		Number of 'major' regulatory non-compliances	G	-	None reported in June
	Tissue & Eye Services	Sales income achieved - £13.6m (chart 31)	G	Better	Better than plan (£3.1m vs plan of £3.0m).
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	March 2017 (reported in April 2017) at 75%.
		98.0% of Product issued on time	G	-	Better than plan (99.0% vs 98.0%).
	H&I	Sales Income achieved - £13.9m (chart 32)	A	Worse	Marginally lower than plan this month (£3.36m vs £3.38m).
		% of patients receiving A or B1 platelets	A	-	Below plan in June (72% vs 75%) - Chart 4 -
		Time to type DCD organ donors	G	Better	Reporting monthly in arrears - at 84% vs target of 80%.
		Turnaround time vs SLA (chart 36)	A	-	Behind plan in June (94% vs 95%).
	RCI	£14.95m Sales income achieved (chart 32)	G	-	Ahead of plan in June (£3.8m vs £3.6m)
		Sample turnaround time vs SLA (chart 35)	G	-	June better than plan at 98.6% (vs plan of 95%)

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFOMANCE
DTS	CMT	£11.2m sales income achieved (chart 33)	G	-	Better than plan in the year to date (£2.72m vs £2.69m).
		On time in full – target 100%	G		At target in June.
	SCDT	£9.8m sales income achieved (chart 33)	G	-	Income above target (£2.6m vs £2.3m)
		% Confirmatory typing within 14 days	R	-	Lower than target in the year to date (67% vs 80%)
		2,300 increase to Banked Cords TNC > 140	R	-	Behind plan in the year to date (452 vs 573)
		40% BAME Cord Blood units add to the bank	G	-	42% in the year to date (> 40).
		Issue 75 Cord Blood units	G	-	Better than plan with 20 units issued in the year to date (vs 16).
		Adult Donor Provisions (216)	G	-	Higher than plan in the year to date (53 vs 49)
		Donors recruited to fit panel – 10k	G	-	Better than plan in the year to date (2,042 vs 1,749)
	Therapeutic Apheresis Services	£7.6m sales income achieved (chart 34)	G	-	Better than plan in the year to date (£2.3m vs £1.9m)
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	70.5% vs 62% at February.2017.
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2016 at 93% (vs 95%)

- An I&E surplus of £0.9m was recorded for DTS in the year to date. The Q1 forecast outturn for the year (-£0.2m) is being reviewed.
- Sickness absence in DTS was slightly better this month at 2.80% and continues to be much better than the NHSBT target (4%).

Income by SBU – YTD June 2017	2017/18 Budget	2017/18 Income	2017/18 Variance	2016/17 Actual	Growth
Tissue & Eye Services	3.1	3.1	0.1	3.1	1%
TAS	1.8	2.2	0.4	1.7	31%
H&I	3.4	3.4	0.0	3.3	2%
RCI	3.6	3.8	0.3	3.4	12%
IBGRL & DD	0.2	0.3	0.0	0.1	95%
CMT	2.7	2.7	0.0	2.5	8%
SCDT	2.3	2.6	0.2	2.4	5%
Customer Services	0.0	0.1	0.0	0.0	85%
Total (£m's)	**17.1**	**18.2**	**1.0**	**16.6**	**9%**

- **Tissue and Eye Services** - income was better than plan in June and in the year to date is 2.3% better than plan and 1.2% higher than the previous year. Strong sales were seen in Corneas, ASE/AlloSE and DBM/dCell dermis and was only partially offset by underperformance in skin, tendons and femoral heads. There was also a favourable position on expenditure, resulting in a small surplus contribution of £0.1m. Eye bank stocks were at 290 at the end of June and is close to the target range of 300-350.

- **RCI** income is 7.4% better than plan in the year to date, and 12.4% higher than last year, with Antenatal Referrals and Red Cell Reference sales performing well. There was also a small favourable position on expenditure generating a surplus contribution of £0.3m. All labs performed well with critical sample turnaround at 100% and sample turnaround ahead of plan at 98.1%. Customer satisfaction for Q1 was 74% (vs 53% in March 2017) and better than target (61%).

- **H&I** income is marginally worse than plan year to date. Activity in both solid organ and stem cell investigations are 1% better than plan but this is more than offset by general investigations which are 9% below plan so far this year. Turnaround times have continued to run behind plan, albeit with improvement in June. The provision of A and B1 matched platelets was 72% in June and worse than target (75%). Customer satisfaction return for Q1 was 92% (vs 74% in March 2017) and also better than target (61%).

- **Stem Cell Donation & Transplantation** income is showing a £0.2m favourable variance in the year to date. There have been 20 cord issues year to date (versus target of 16) with international 7 better than plan and the UK 3 below plan. BBMR donors are marginally higher than plan in the year to date (53 versus target of 49) although the UK was 3 behind plan and international 7 ahead of plan. The IT connection with US registries is now in place and has resulted in increased activity. The number of cord units banked continues to run behind plan (21% behind in the month). BAME cord donations banked were better than target in the month (at 47% versus target of 40%).

- **Cellular and Molecular Therapies** - service income in the year to date is marginally better than budget and generating a small income and expenditure surplus.

- **Therapeutic Apheresis Services** income in the year to date is 21% ahead of target, and 30% higher than in the previous year, primarily due to strong performance on ECP and Plasma/Red Cell Exchange. The income surplus, when combined with a small expenditure under spend is resulting in a favourable contribution surplus of £0.2m.

- There were no critical / major non-compliances reported in June.

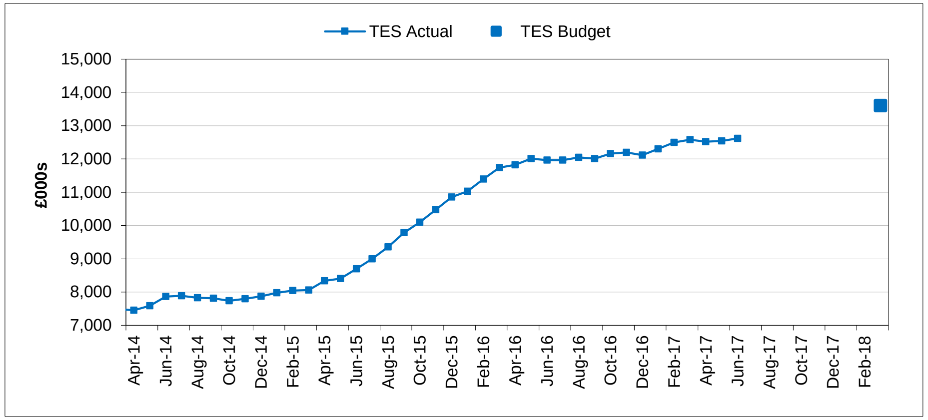
DTS – Status of Strategic Projects per TPB reporting:

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	G	R	0.3	0.3	N/A	Nov 17	Nov 17
TAS - Liverpool	Delivery	G	G	N/A	N/A	N/A	Mar 20	Mar 20
Filton Extension	Start-Up	G	G	0.2	0.2	N/A	Nov 19	Nov 19

Diagnostic and Therapeutic Services - Income

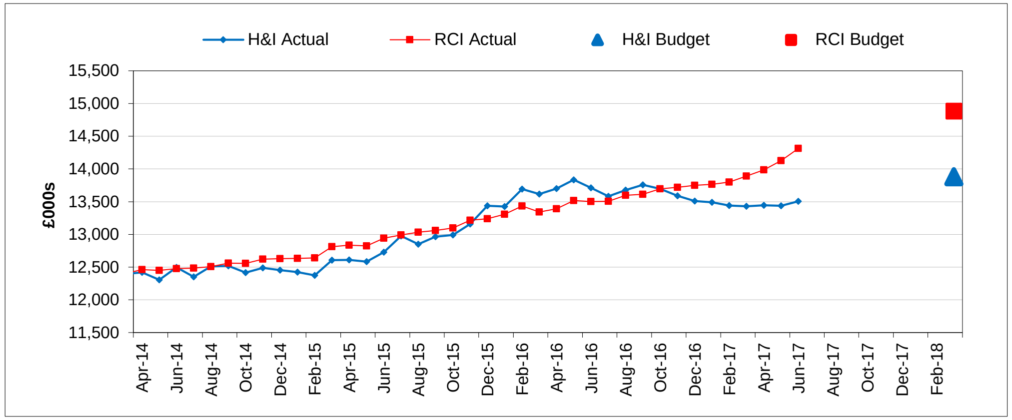
31. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.602	3.057	3.128	G	Better



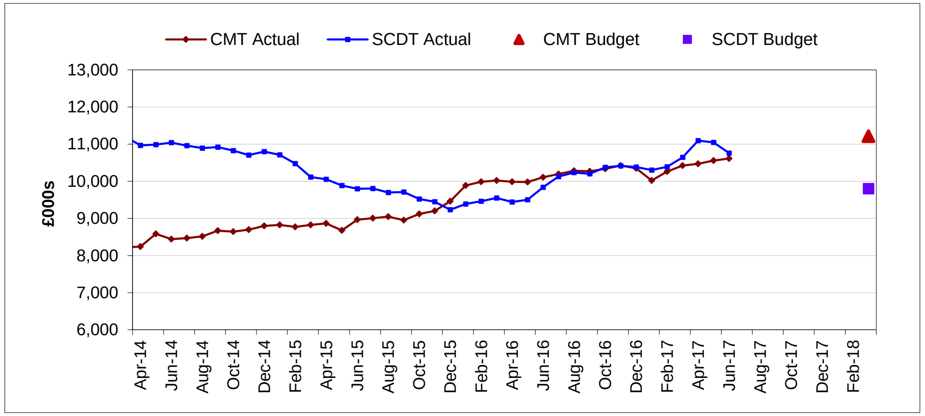
32. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	14.884	3.632	3.843	G	-
Income (£m's) - H&I	13.882	3.375	3.358	G	-



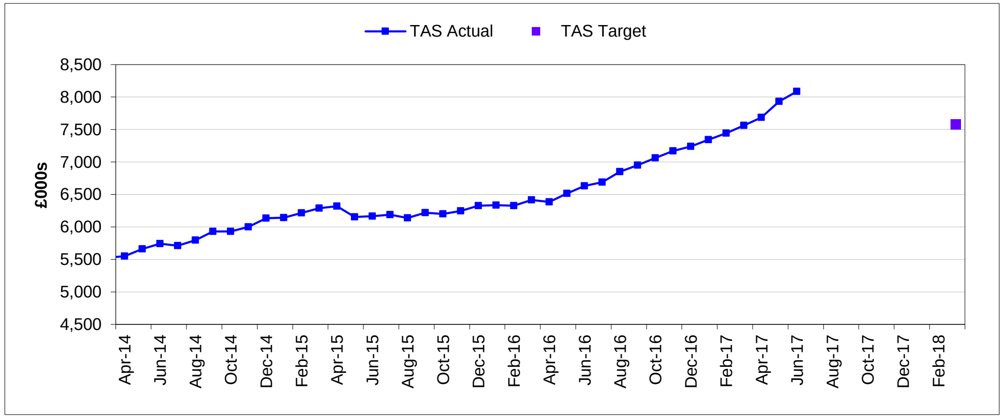
33. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	11.212	2.678	2.718	G	-
Income (£m's) - SCDT	9.795	2.335	2.555	G	-



34. Therapeutic Apheresis Services Income (MAT)

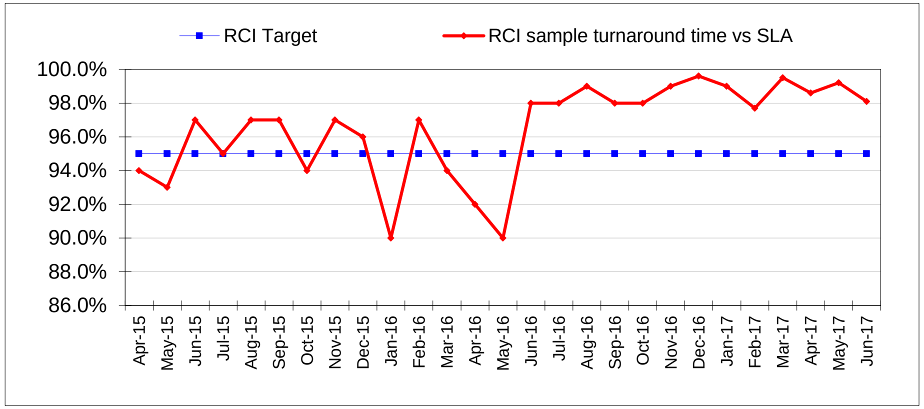
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	7.581	1.844	2.245	G	-



Diagnostic and Therapeutic Services - Customer service and safety

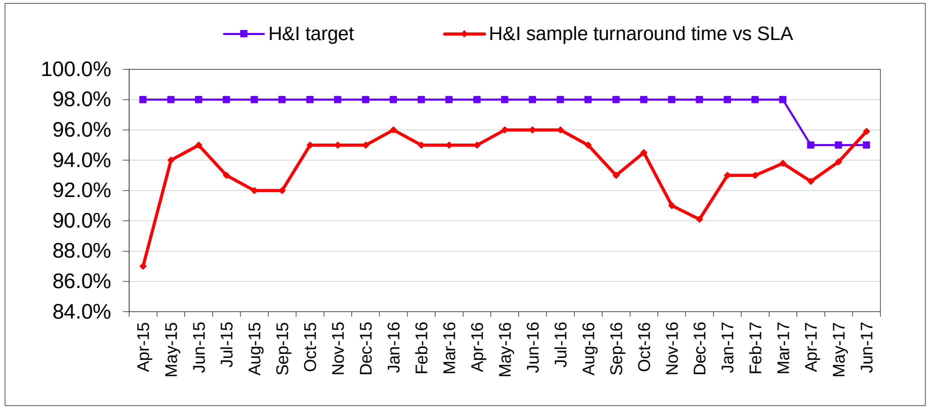
35. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	98.6%	G	-



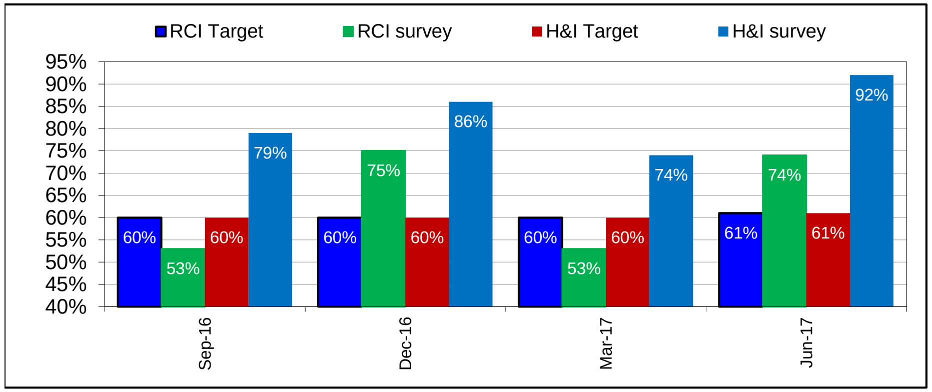
36. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	94.0%	A	-

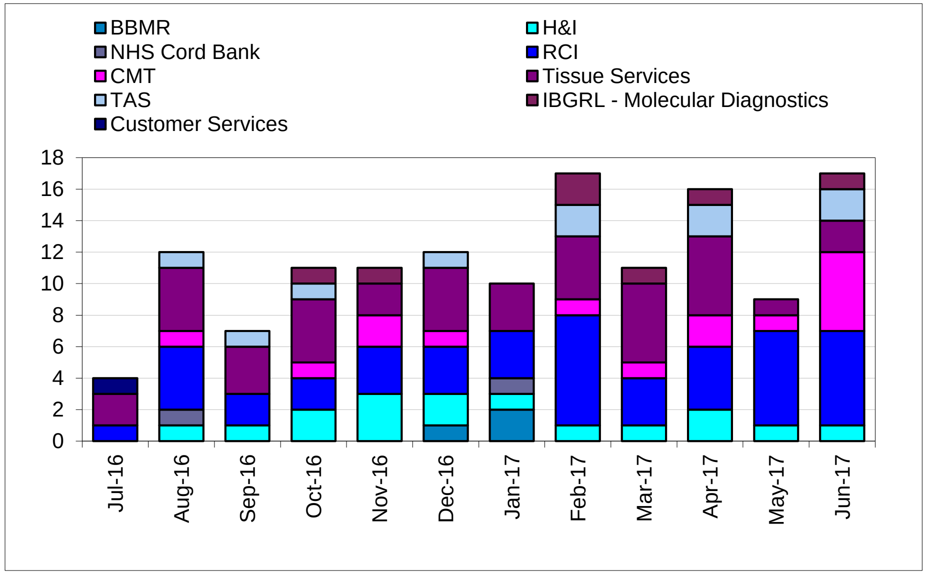


37. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI	61.0%	61.0%	74.0%	G	Better
Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI	61.0%	61.0%	92.0%	G	-

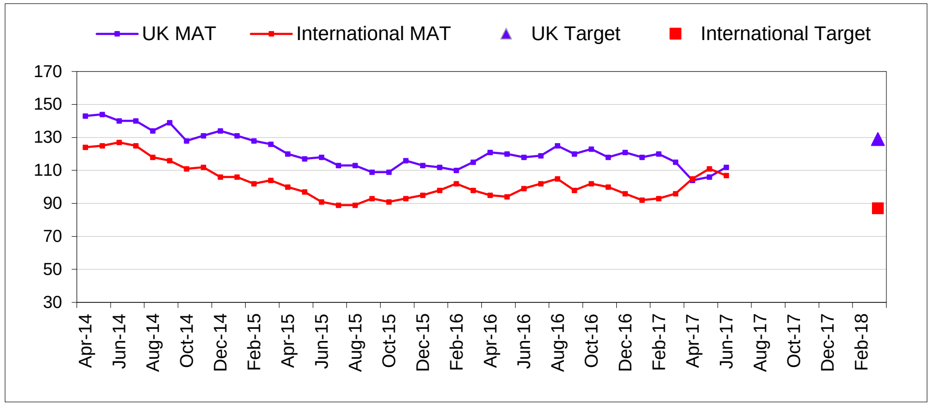


38. Major QI's raised per month - DTS



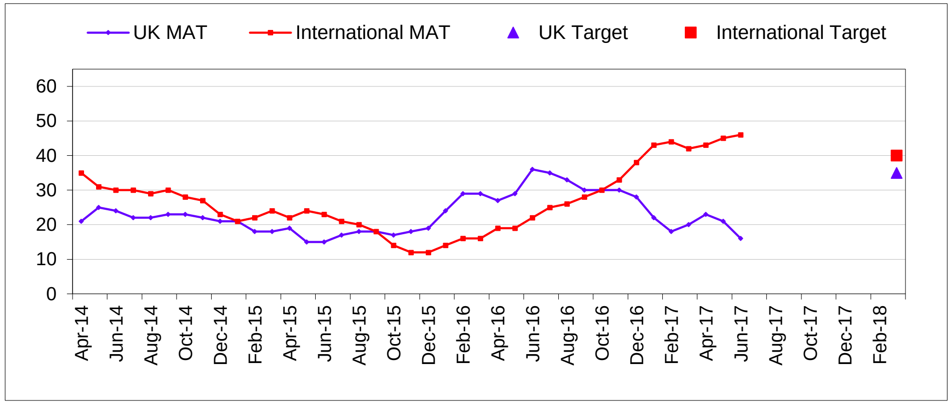
39. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	216	49	53	G	Better

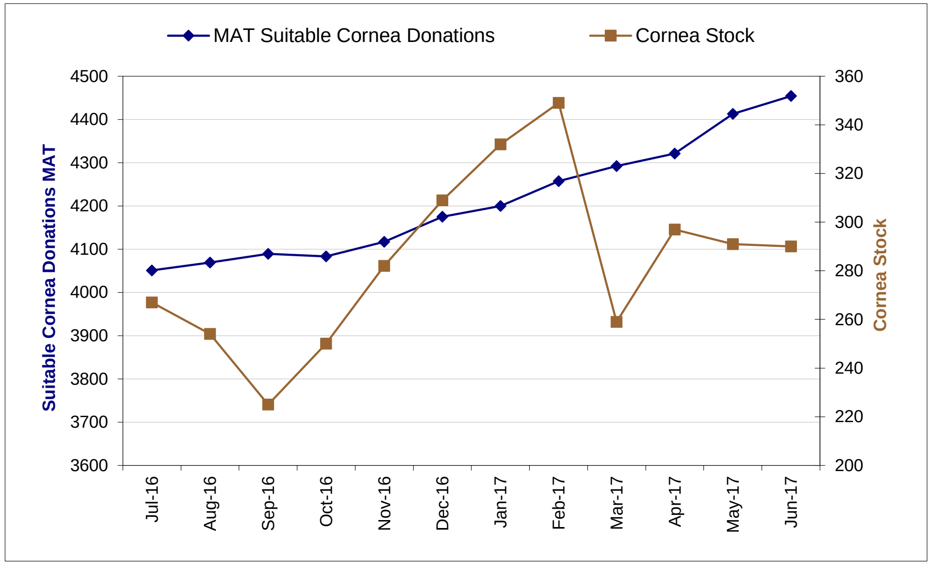


40. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	75	16	20	G	-

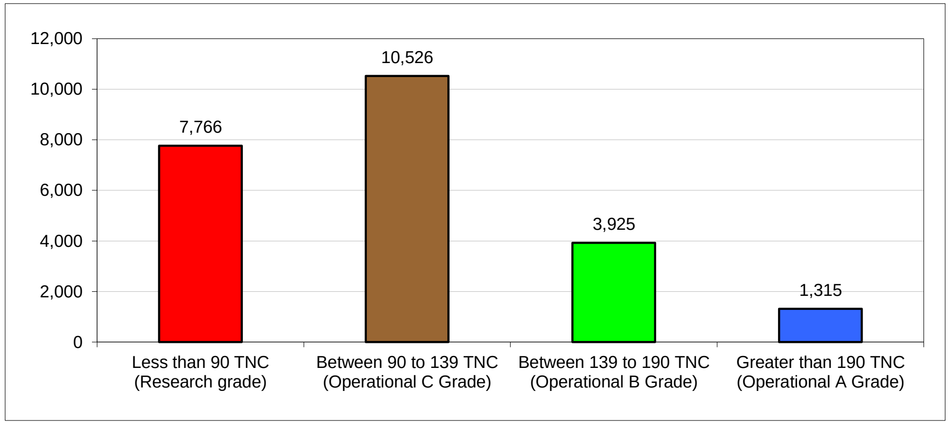


41. Suitable Cornea Donations - MAT, and Cornea stocks



42. 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	573	452	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	A	-	June at 64.1% year to date (vs plan of 70%) - chart 55.
		Increase % Consent/Authorisation rate (Overall) – DBD	A	-	Reporting at 70.2% in June year to date (vs plan of 73%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R	-	Reporting at 59.6% year to date (vs plan of 67%)
		Deceased donors - 2017/18 target – 1,524	A	-	Year to date are 367 (vs 381) – chart 43.-
		Deceased Organ Donors per million population	G	-	Reported quarterly. June at 22.1m vs 22m planned.
		Number of Living donors 2016/17 (1,260) – reported one month in arrears	R	-	Year to day (May 2017) at 152 vs plan of 232 – chart 46.
		Living Donors per million population – 19.0 per/m	-	-	March at 16.0m vs 19.5m planned (update in July).
		Internal NHSBT target based on 1.1m new registrations in 2017/18.	R	-	New registrations are 0.228m year to date (vs 0.275m)
		Organ Transplants – Deceased (4,116)	A	-	942 transplants year to date (vs plan of 1,029) – chart 44.
		Deceased Organ Transplants per million population.	A	-	Reported quarterly. June at 57.7m vs 59.0m planned.
		Proportion of population who have had a conversation about their donation decision	-	-	New measure, reported half yearly, next report September 2017.
		NHSBT Cost per Transplant (chart 45). - £16.3k (2017/18 target)	G	-	June at £16.3k. Next update September 2017.

- Year to date there were 367 deceased donors, which is a 10% increase on the same period last year. This is, however, 14 donors behind plan (3.7%) with an average of 122 donors per month being seen instead of the 127 per month in the target. Deceased donor levels in July appears to be low.

- There were 24 ODR overrides in the year to date, 3 fewer than Q1 last year and similar to Q4. When a SNOD was present, and the patient was known to be on the ODR, the consent rate was 93% in Q1, compared with 92% in Q1 last year. When a SNOD was not present, and the patient was known to be on the ODR, the consent rate was 40% in Q1 compared with 62% in the same period last year. It is planned to share learning in Wales where deemed consent and implementation of the learning nationwide has delivered a reduction in ODR overrides.

- The overall consent rate in the year to date is 64% and lower than plan of 70%. DBD consent rate was 70% in the year to date and lower than in the previous two quarters of last year (72% in Q3 and 73% in Q4). DCDs at 60% in the year to date continue to be behind this year's plan (67%), although marginally higher than last year (58% in 2016/17).

- When a SNOD was present, and the patient was not on the ODR or their ODR status was not known at the time, the consent rate in Q1 (2017/18) was 56%, compared with 58% in the same period last year. When a SNOD was not present, and the patient was not on the ODR or their ODR status was not known at the time, the consent rate in Q1 was 10% compared with 25% in the same period last year. On average, in each month of Q1, 23 families were approached without a SNOD when the patient was not on the ODR or their ODR status was not known at the time compared with an average of 37 per month in the same period last year.

- From an equivalent number of eligible DBD donors (363) slightly more families were approached in the year to date (332) than the same period last year (320) and a SNOD was present on more occasions (313 vs 296). This equates to a 94% DBD SNOD presence rate (vs 93% in Q1 last year). From an equivalent number of eligible DCD donors (1044) and approaches (456) a SNOD was present on 50 more occasions in the year to date (395) than the same period last year (14% increase). This equates to a DCD SNOD presence rate of 87% YTD compared to 75% in the same period last year (and 83% in Q4 2016/17).

- In the year to date there were 942 deceased transplants which is a 6% increase on last year. This is, however, 82 transplants lower than target (8.5%).

- In the year to date (May 2017) there were 152 patients who received a transplant from a living donor (34% lower than target).

- The BAME consent rate for Q1 was 43%, compared with 32% in Q1 last year and builds on the 42% achieved in Q4. On average, in each month of Q1, 32 families of BAME patients were approached (and on average 14 per month said yes). This compares to an average of 28 approaches per month in the same period last year (where on average 9 per month said yes)

- There were 81k new registrations to the ODR in June although the year to date remains behind plan at 228k (vs 275k targeted). There are though two ODR data feeds which are inactive (Scottish GP Service – currently being investigated and England/Wales GP – issues now resolved) and once the backlog is loaded, the overall position is expected to improve.

- Tuesday 11th July, saw Publication of UK Transplant Activity Report 2016/17, which headlined and celebrated the fact that the number of people currently known to be alive thanks to organ transplants has broken 50,000 for the first time.

- Absence has decreased this month to1.98% this month and remains within target (4%).

- Turnover overall in ODT has decreased marginally from 13.2% to 13.1%.

ODT – Status of Strategic Projects per TPB reporting - are reported 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 (i)	Initiation	A	G	0.9	1.3	0.5	Oct 17	May 18
ODT Hub	Define	A	A	3.2 (ii) (0.6)	N/A (iii)	N/A	Dec 19	Dec 19

Note:

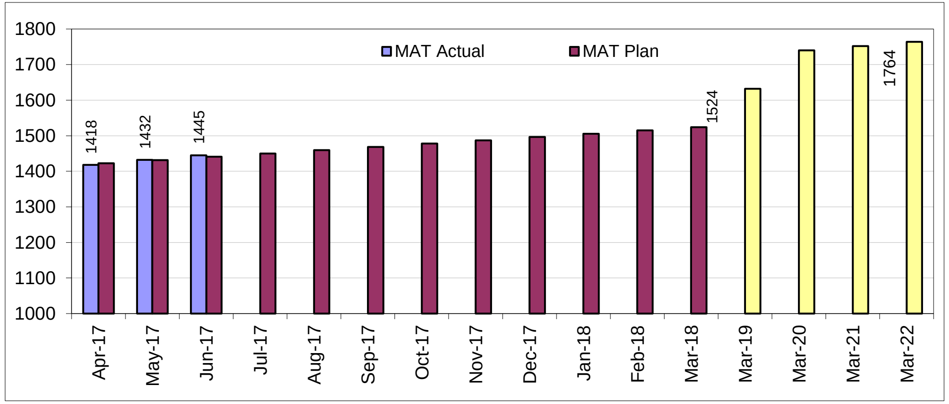
i) Bristol Consolidation will be put on hold pending NTxD retirement in Stoke Gifford;

ii) This is non-recurring figure for 2017/18, recurring figure in brackets.

iii) Now an under spend of £626k

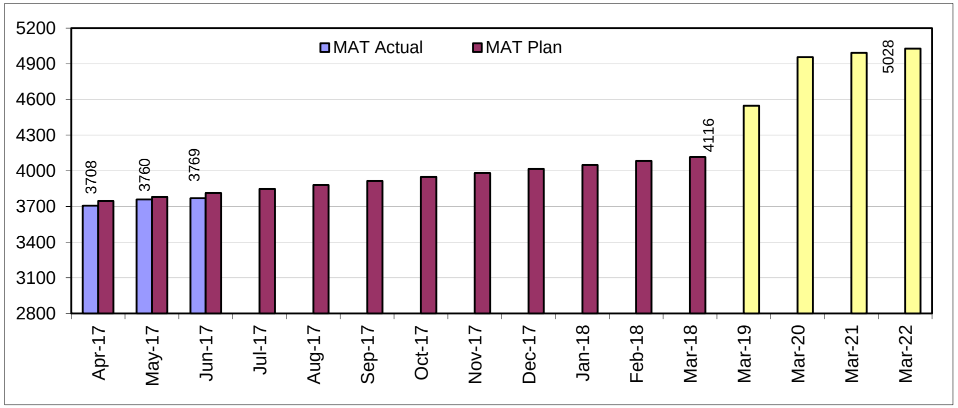
43. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1524	381	367	A	-



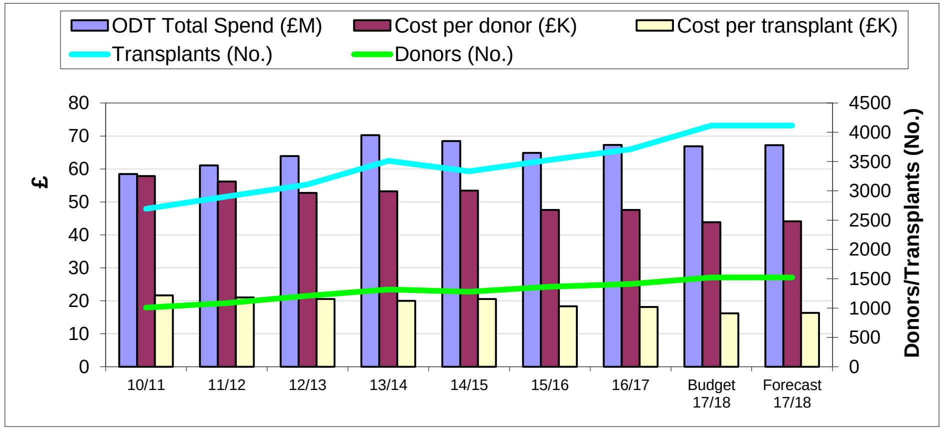
44. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4116	1029	942	A	-



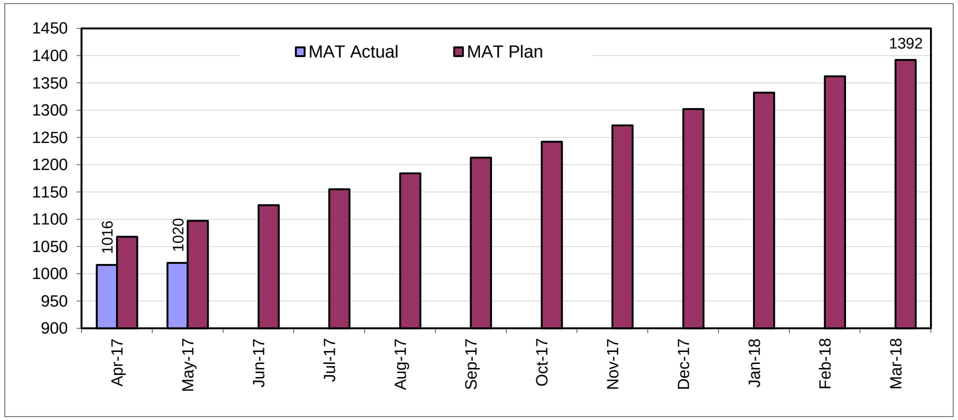
45. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	Forecast for the year	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	16.2	16.3	G	-



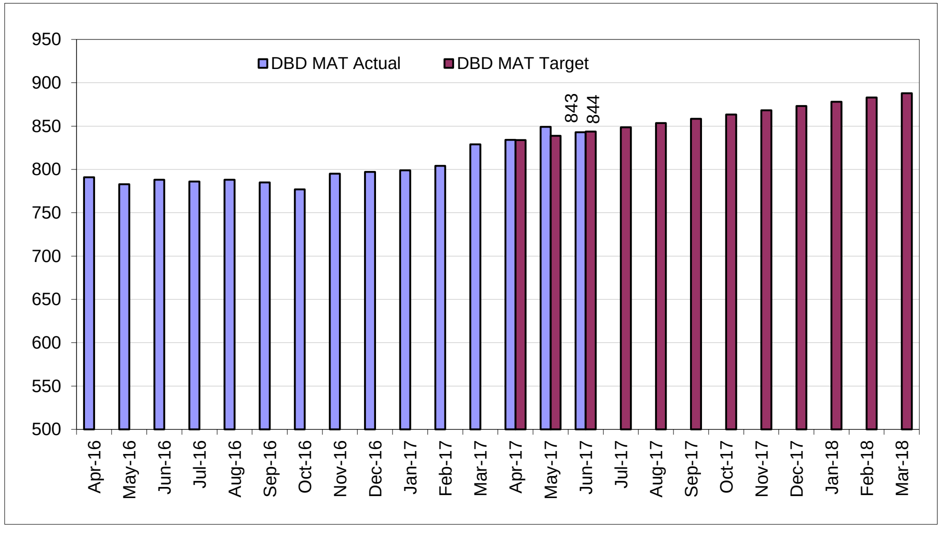
46. MAT number of Live Organ Donors (reported one month in arrears)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1392	232	150	R	-

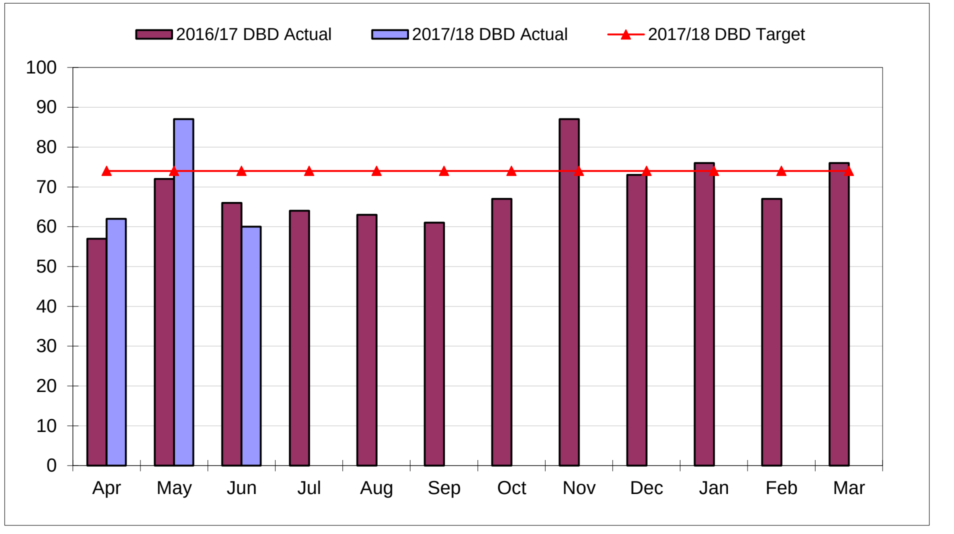


Monthly Performance Report - As at the end of Jun 2017
Organ Donation and Transplant - DBD Activity

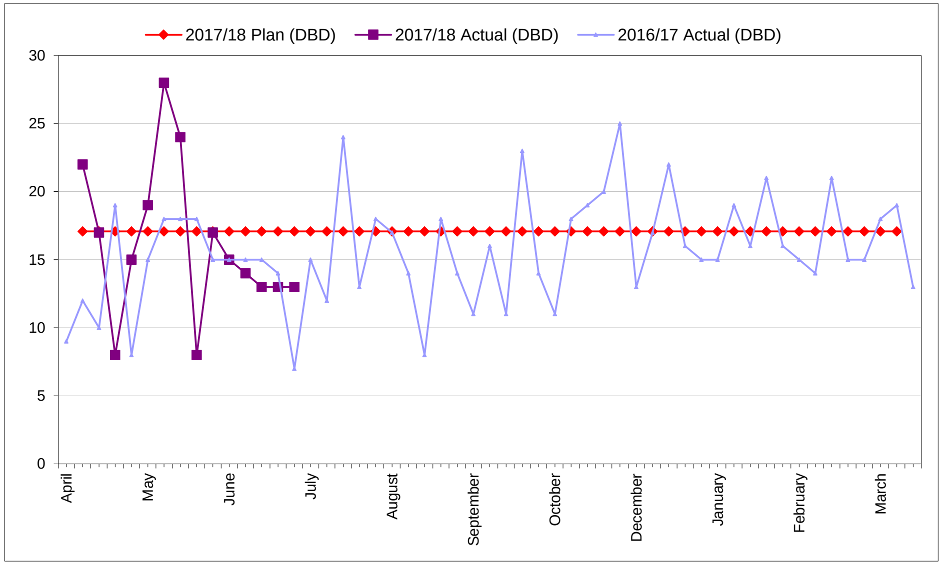
47. MAT number of Deceased Organ Donors (DBD)



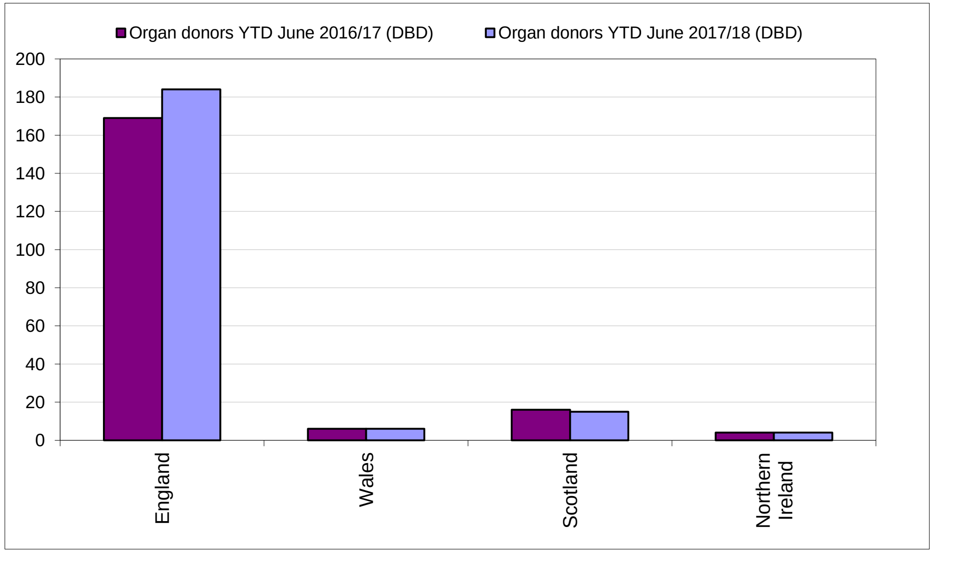
48. Deceased Organ Donors - Monthly (DBD)



49. Deceased Organ Donors - Weekly (DBD)

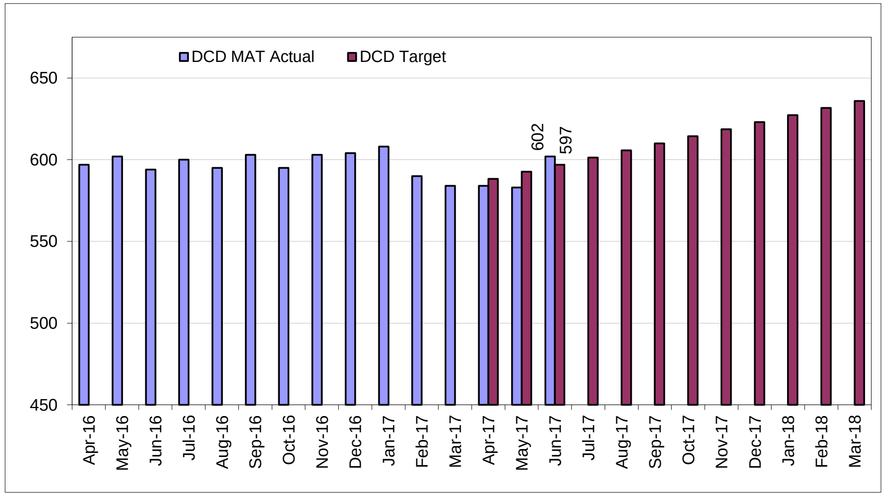


50. Deceased Organ Donors - By Nation (DBD)

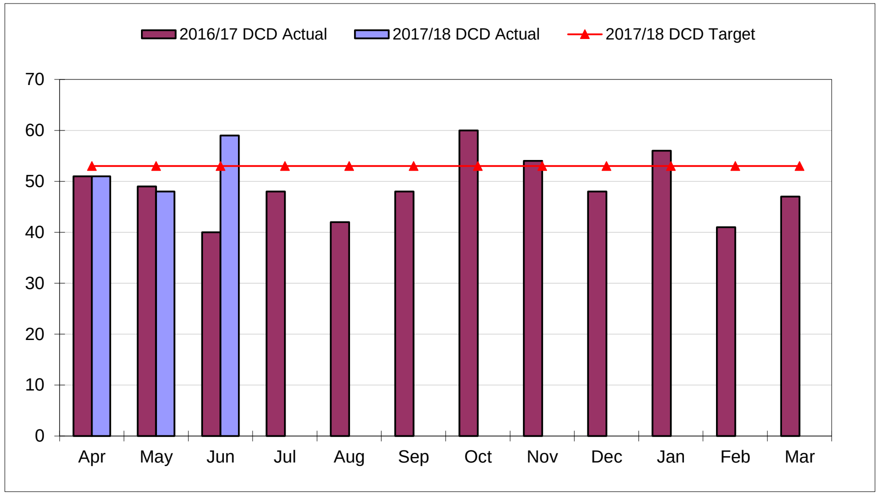


Monthly Performance Report - As at the end of Jun 2017
Organ Donation and Transplant - DCD Activity

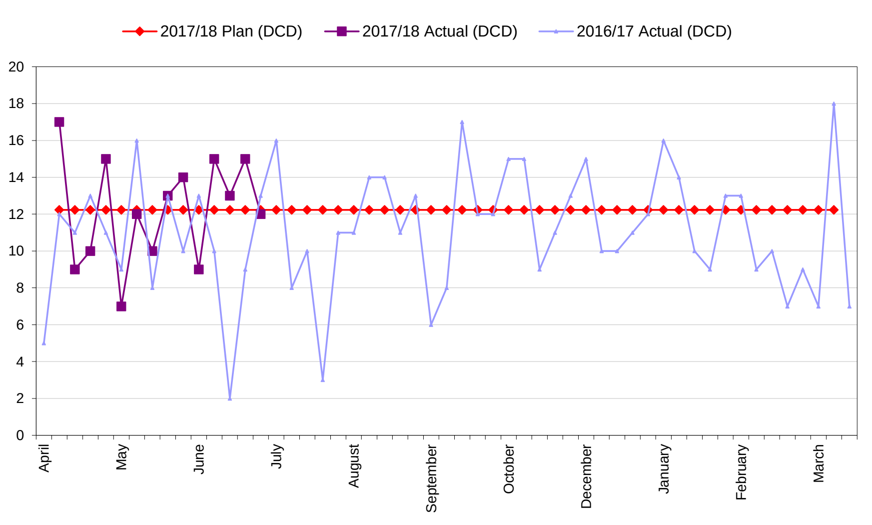
51. MAT number of Deceased Organ Donors (DCD)



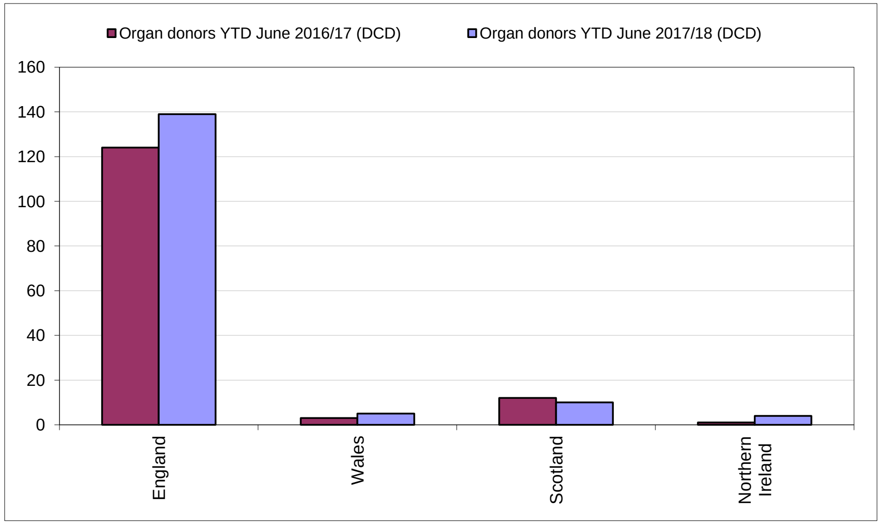
52. Deceased Organ Donors - Monthly (DCD)



53. Deceased Organ Donors - Weekly (DCD)



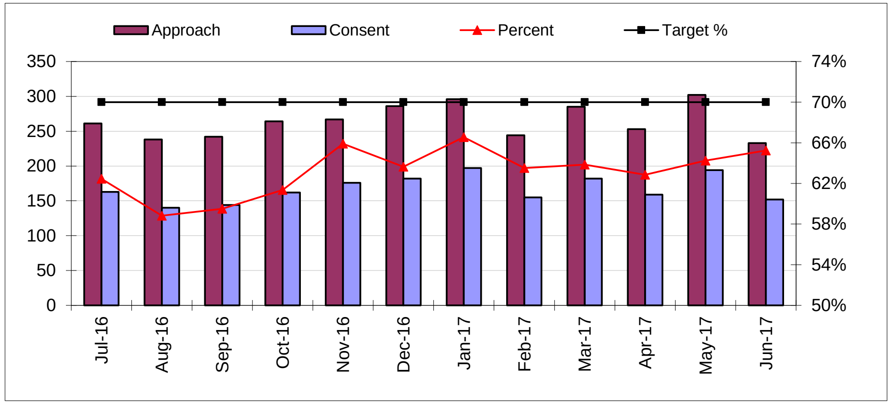
54. Deceased Organ Donors - By Nation (DCD)



Monthly Performance Report - As at the end of Jun 2017
Organ Donation and Transplant - Consent / ODR

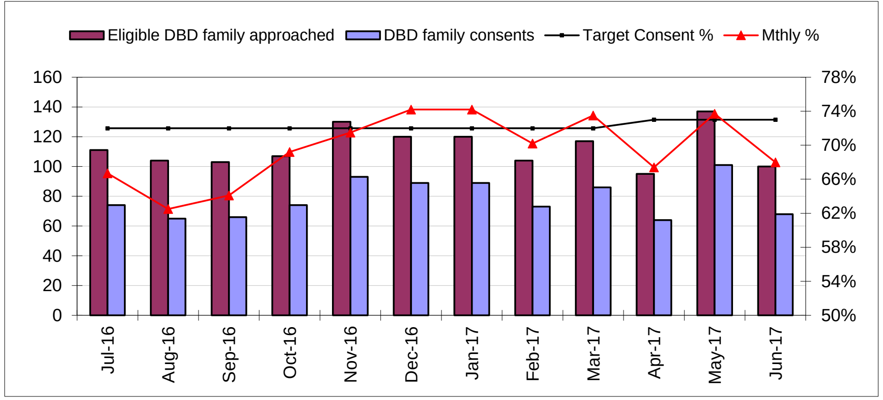
55. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	70.0%	70.0%	64.1%	A	-



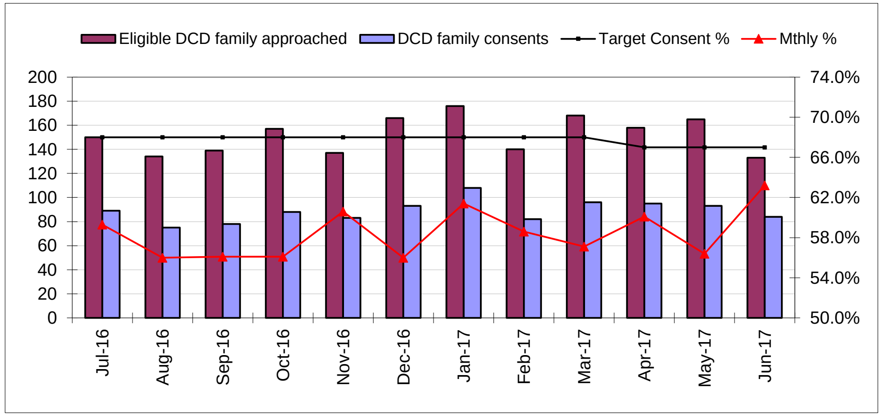
56. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	73.0%	73.0%	70.2%	A	-



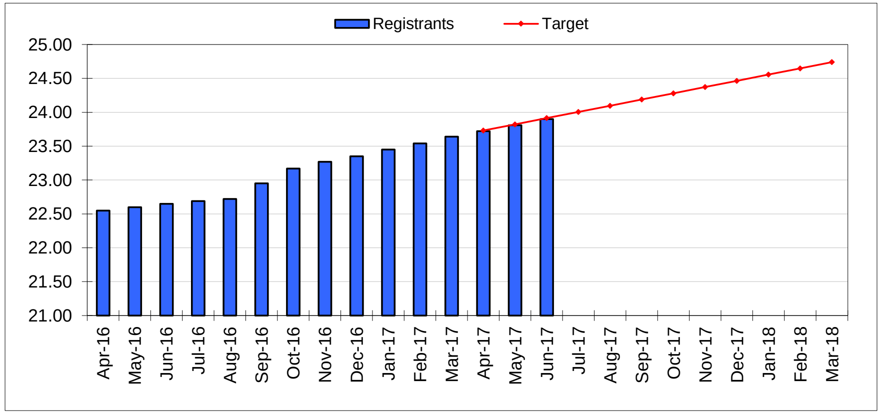
57. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	67.0%	67.0%	59.6%	R	-



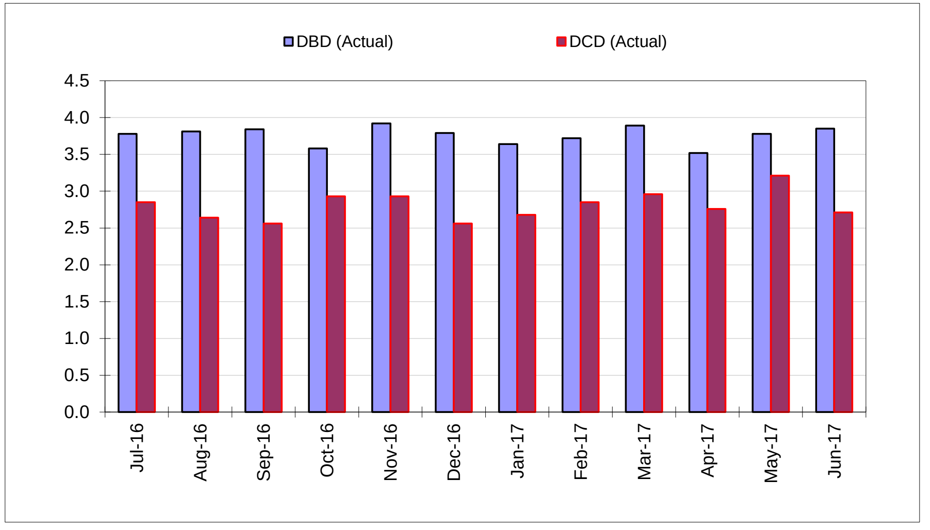
58. Number of people registered on the ODR (opt-ins)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Opi-in registrants on the ODR (millions)	1.100	0.275	0.228	R	-

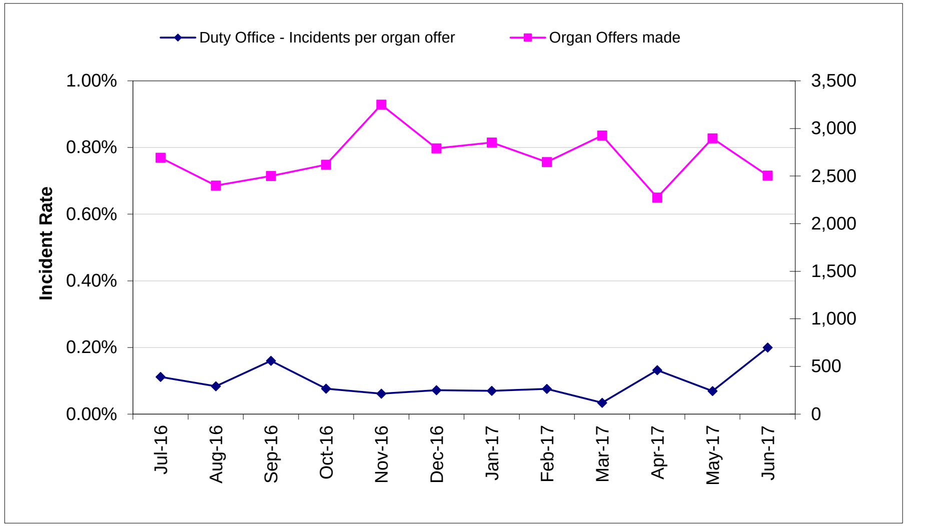


Monthly Performance Report - As at the end of Jun 2017
Organ Donation and Transplant - Transplantable Organs / Incidents

59. Transplantable Organs per Donor

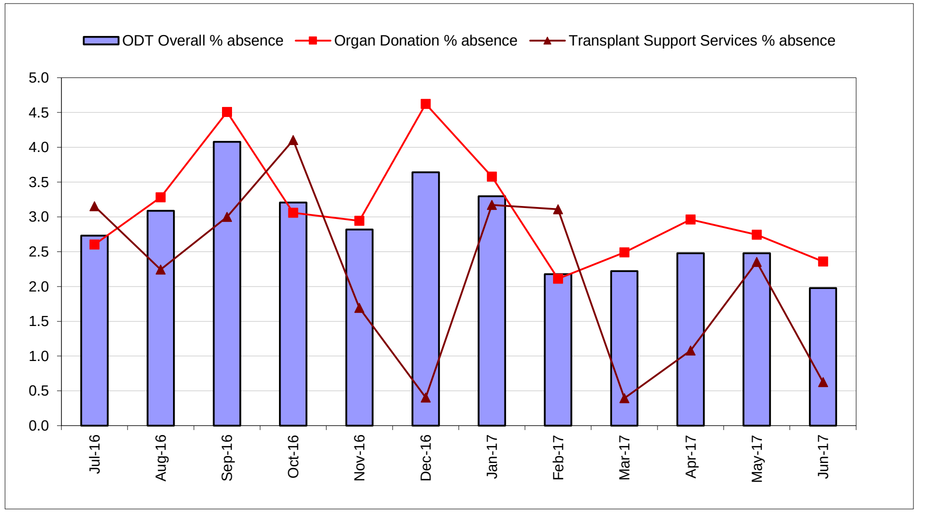


60. Duty Office - Incidents per Organ Offer

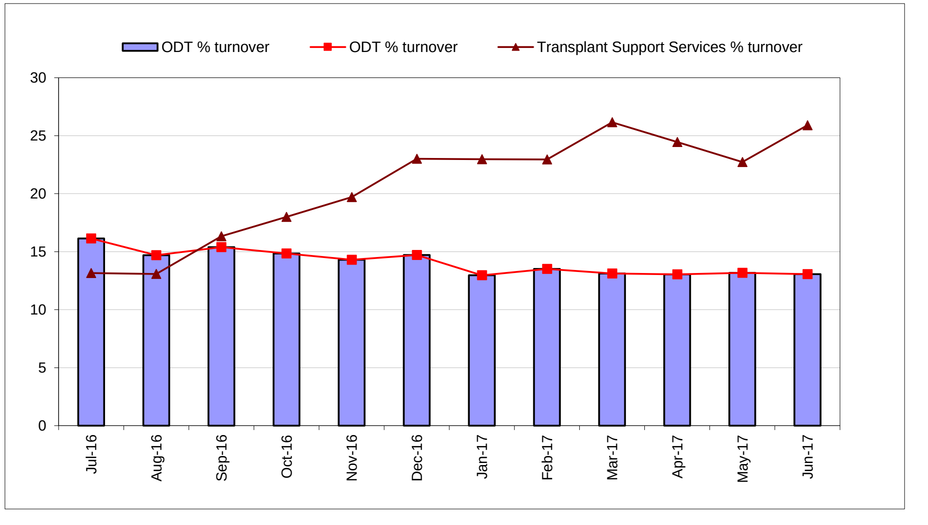


Organ Donation and Transplant - Absence/Turnover

61. ODT Absence rate (%)



62. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	Sickness absence was marginally higher in the month at 3.32% but lower than last year (3.6%). As noted above a sustained improvement within logistics is supporting the overall performance seen in NHBST. Health and Safety – the lost time Incidence rate (12 months to May 2017) for all work related lost time, is unchanged from last month and is reporting at 1.9. The target is to achieve an LTI rate of 1.8 or less within 12 months and will be reported on a monthly basis going forward. Availability of core systems was behind target in the month. This reflects an unplanned outage of NTxD (and EOS) at the end of June and a deliberate decision to take the donor portal/OBOS systems offline for a period during the cyber attacks earlier in the month. As part of NHSBT's commitment to help encourage greater representation of Black, Asian and Minority employees at all levels in the organisation, a new one day BAME Career Master Class has been developed and will be run by a training provider with a background in working with BAME colleagues. The focus of the BAME Career Master Class is career planning and is available to BAME colleagues at all pay bands. Courses will be run from September 2017. To date, 6 apprentices have joined NHSBT, and there are 3 more vacancies in the pipeline. There is also another 60 existing employees who have started an apprenticeship programme and a further 44 have registered an interest to start. In total that is 113 learners that have either started or registered an interest in the scheme, since it launched in August last year. The new Apprenticeship Standards have been reviewed and a list of programmes developed for 2018 onwards.

TRANSFORMATION PROGARMME – GROUP LEVEL PROJECTS

Corporate - Status of Strategic Projects per TPB reporting – are reported on the following page:

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	G	G	7.1	3.8	0.4	Sep 17	Sep 17
Networks & Telephony Contract	Delivery	A	R	1.5	1.5	0.1	Apr 17	Oct 17
Oracle Database Upgrade	Delivery	G	G	0.4	0.4	N/A	Mar 17	Jun 17
Leeds Sheffield	Delivery	G	G	16.5	16.5	N/A	Jan 21	Jan 21
Next Generation Firewalls Managed Service	Delivery	G	G	1.5	1.5	N/A	Nov 16	Jun 17
Desktop Modernisation – Infrastructure Improvement	Delivery	A	A	9.1	9.1	N/A	Aug 17	Aug 17
Pulse GUI/Middleware Server Upgrade	Start-Up	A	G	99.3	N/A	N/A	TBC	Apr 18
Portfolio and Resource Management	Start-Up	G	N/A	N/A	N/A	N/A	TBC	Dec 17

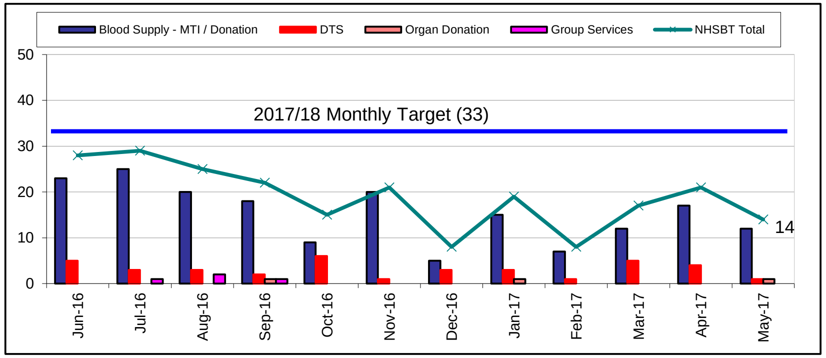
NHSBT Corporate - ICT / Workforce

63. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	97.24%	R	-
Pulse	99.95%	100.00%	G	Better
OBOS	99.95%	97.24%	R	Worse
Hematos	99.95%	100.00%	G	-
EOS	99.95%	95.86%	R	-
NtXD	99.95%	97.69%	R	Worse
TMS	99.95%	100.00%	G	-

64. Health and Safety - Accident Reporting

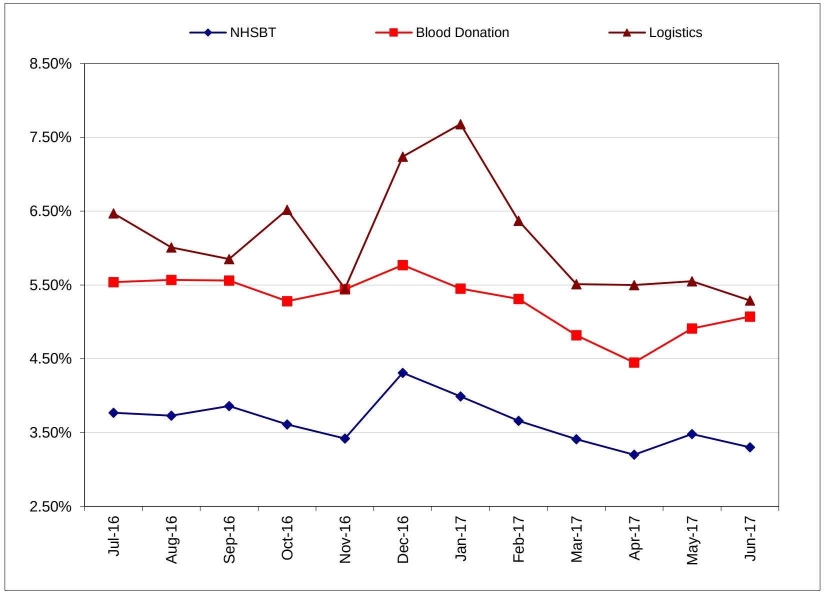
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<=17	15	<=24	14
M&L	<=6	5	<=4.5	3
DTS/SpS	<=1	1	<=2	4
Organ Donation	0	0	<=1	0
Group Services	0	0	<=1	0
NHSBT	<=24	21	<=32.5	21



65. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	806	817	-11	-1.3%
Blood Supply: Blood Donation	1,413	1,415	-2	-0.1%
Diagnostic and Therapeutic Services	849	793	56	6.6%
Organ Donation (including Group Services)	408	404	4	1.1%
Sub-total Operational	**3,476**	**3,428**	**48**	**1.4%**
CEO and Board	3	3	0	-13.6%
Quality	83	87	-5	-5.5%
Communications	73	66	7	9.5%
Estates & Facilities	77	76	1	1.3%
Blood Supply: Logistics	347	346	2	0.4%
Finance	96	94	1	1.4%
HR and BTS Project Management	153	142	11	7.2%
BTS - Information Communication Technology	169	159	10	6.1%
Clinical	181	174	6	3.5%
Research and Development	33	40	-7	-22.8%
Change Programme & Development	4	24	-20	-536.9%
Sub-total Group Service	**1,218**	**1,212**	**6**	**0.5%**
Total	**4,694**	**4,640**	**54**	**1.1%**
% Operational WTE to Total WTE	**74%**	**74%**		

66. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
120	10	106	4

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 could 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 are no new high/extreme risks that have been formally escalated for review this month. A number of emerging risks are likely to be reported next month regarding: o emerging data on donor health and the results of the Interval and Compare trials (impact on donor numbers and testing costs) o ability to comply with the forthcoming General Data Protection Regulation o dependence of the NTxD system on a third party supplier (individual)

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 30 JUNE 2017

Income	Year to date Budget £k	Year to date Actual £k	Year to date Variance £k	Full year 2016-17 Actual £k	Full year Budget £k	Full year Forecast £k
Revenue Cash Limit - Organ Donation & Transplantation	15,482	15,482	0	61,697	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	1,043	1,043	0	4,173	4,173	4,173
Blood & Components Income	65,121	64,692	(429)	262,506	257,060	256,384
Diagnostic and Therapeutic Services Income	16,098	17,117	1,019	65,377	68,507	68,656
Research & Development	275	267	(8)	1,985	1,101	857
Organ Donation & Transplantation Other Income	3,015	2,967	(49)	11,544	12,062	11,905
All Other Income	1,717	1,769	52	7,266	7,001	7,233
Total Income	**102,752**	**103,337**	**585**	**414,548**	**411,830**	**411,135**
Expenditure						
Cost of Sales - Blood Component Stock Movement	230	1,832	1,602	(143)	0	0
Cost of Sales - Tissues Stock Movement	0	31	31	42	0	0
Organ Donation & Transplantation Operational Expenditure	(16,000)	(15,482)	517	(65,278)	(66,127)	(65,346)
Blood Supply: Manufacturing, Testing & Issue	(17,524)	(17,558)	(34)	(70,607)	(68,383)	(68,403)
Blood Supply: Blood Donation	(18,224)	(18,059)	166	(75,559)	(71,344)	(71,689)
Blood Supply: Logistics	(5,184)	(5,163)	21	(21,175)	(20,648)	(20,611)
Diagnostic and Therapeutic Services	(15,256)	(15,415)	(159)	(60,293)	(61,065)	(61,378)
Quality	(1,238)	(1,250)	(12)	(4,783)	(5,023)	(5,114)
Chief Executive and Board	(155)	(169)	(13)	(623)	(621)	(647)
Communications	(1,715)	(1,639)	76	(7,397)	(7,348)	(7,267)
Estates & Facilities	(9,425)	(9,543)	(118)	(40,182)	(39,288)	(39,496)
Finance	(1,406)	(1,432)	(25)	(5,760)	(5,573)	(5,685)
HR and BTS Project Management	(2,343)	(2,112)	232	(9,117)	(9,372)	(9,107)
BTS - Information Communication Technology	(5,697)	(5,818)	(120)	(20,661)	(22,816)	(23,248)
Clinical Directorate	(3,584)	(3,473)	112	(14,014)	(14,181)	(13,921)
Research & Development	(879)	(935)	(56)	(5,627)	(4,486)	(4,486)
Change Programme & Development	(6,325)	(5,421)	905	(17,850)	(27,409)	(29,397)
Miscellaneous and Capital Charges	(352)	(359)	(7)	(439)	(1,910)	(1,909)
Total Expenditure	**(105,079)**	**(101,963)**	**3,116**	**(419,467)**	**(425,592)**	**(427,704)**
Surplus/(Deficit)	**(2,327)**	**1,374**	**3,701**	**(4,919)**	**(13,762)**	**(16,569)**

Statutory Accounts Presentation						
NHSBT Surplus/(Deficit) as above	(2,327)	1,374	3,701	(4,919)	(13,762)	(16,569)
Add back Notional Cost of Capital	1,780	1,780	0	7,323	7,121	7,121
Remove Revenue Cash Limit	(16,525)	(16,525)	0	(65,870)	(66,100)	(66,100)
Deduct Capital Charges Cash Payment	(4,386)	(4,386)	0	(17,292)	(17,544)	(17,544)
Net Expenditure	(21,458)	(17,757)	3,701	(80,758)	(90,285)	(93,092)

A surplus of £0.5m was reported in June, £0.7m better than plan driven by higher sales in DTS (£0.2m) and a favourable cost of sales movement (£0.7m) due to the leap in red cell stocks.

The Q1 reforecast is suggesting a £16.6m deficit for 2017/18 versus budget of £13.8m. The variance reflects lower income in blood components (£0.7m), higher IT costs (£0.4m) and increased transformation fund (£2.0m), partially offset by lower expenditure in ODT (£0.6m - transformation and vacancies).

Balance sheet - current assets were £59.5m at the end of June 2017 including a cash balance of £38.0m (including capital charges payable of £4.4m).

Debtor days - increased to 24 in June (versus target of 22 days).

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 30 JUNE 2017

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	65.6	3.3	3.3	0.4	0.3	3.1	2.2	0.9	0.4	2.1	-	81.6
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	2.9	2.9
Grant in Aid	-	-	-	-	-	-	-	0.4	0.6	-	15.5	16.5
Other	1.2	0.1	0.1	-	-	-	0.6	0.0	0.3	0.1	0.0	2.4
Total Income	**66.8**	**3.4**	**3.4**	**0.4**	**0.3**	**3.1**	**2.7**	**1.4**	**1.2**	**2.2**	**18.4**	**103.3**
		11.4	12.6	1.5								
Expenditure												
Variable Costs												
Consumables	(10.3)	(0.3)	(0.8)	(0.1)	(0.0)	(0.5)	(0.5)	(0.2)	(0.4)	(0.7)	(0.8)	(14.7)
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(10.3)	(0.3)	(0.8)	(0.1)	(0.0)	(0.5)	(0.5)	(0.2)	(0.4)	(0.7)	(0.8)	(14.7)
Variable Contribution	**56.5**	**3.2**	**2.6**	**0.3**	**0.2**	**2.6**	**2.2**	**1.2**	**0.7**	**1.5**	**17.6**	**88.7**
Direct Costs												
Pay	(22.0)	(1.9)	(1.6)	(0.2)	(0.3)	(1.6)	(1.2)	(0.4)	(0.6)	(0.6)	(6.5)	(36.8)
Non Pay	(5.2)	(0.2)	(0.2)	(0.0)	(0.1)	(0.7)	(0.3)	(0.3)	(0.1)	(0.2)	(8.3)	(15.5)
Total Direct Costs	(27.2)	(2.0)	(1.8)	(0.2)	(0.4)	(2.3)	(1.5)	(0.7)	(0.8)	(0.8)	(14.8)	(52.3)
Direct Contribution	**29.3**	**1.1**	**0.8**	**0.1**	**(0.1)**	**0.3**	**0.7**	**0.6**	**(0.0)**	**0.7**	**2.8**	**36.3**
Direct Support												
Operational Directorate costs	(6.7)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(7.3)
Logistics	(5.1)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(5.2)
Clinical	(2.2)	(0.1)	-	-	-	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.3)	(2.8)
Attributable Estates costs	(5.3)	(0.3)	(0.2)	(0.0)	(0.1)	(0.4)	(0.3)	(0.0)	(0.1)	(0.0)	(0.3)	(7.1)
Attributable IT costs	(1.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.6)	(1.8)
Depreciation / Cost of Capital	(0.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.1)	(0.1)	(0.1)	(1.2)
Total Direct Support	(20.9)	(0.6)	(0.4)	(0.1)	(0.2)	(0.5)	(0.6)	(0.1)	(0.2)	(0.2)	(1.7)	(25.4)
Notional Internal Income Uplift	(0.5)	(0.0)	0.4	0.1	0.1	0.0	(0.0)	(0.0)	(0.0)	0.0	-	0.0
Cost of Sales	1.8	-	-	-	-	0.0	-	-	-	-	-	1.863
Contribution to Unallocated Costs	**9.7**	**0.5**	**0.8**	**0.1**	**(0.2)**	**(0.1)**	**0.2**	**0.4**	**(0.3)**	**0.5**	**1.2**	**12.8**
Total Allocated Costs	**(57.1)**	**(2.9)**	**(2.6)**	**(0.3)**	**(0.5)**	**(3.3)**	**(2.5)**	**(1.0)**	**(1.4)**	**(1.7)**	**(17.3)**	**(90.5)**
Unallocated Costs Apportioned												
Directorate costs	(5.6)	(0.3)	(0.2)	(0.0)	(0.0)	(0.3)	(0.2)	(0.1)	(0.1)	(0.2)	(1.7)	(8.8)
Estates costs	(1.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.5)	(2.4)
Depreciation / Cost of Capital	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.2)
Total Unallocated Costs	(7.2)	(0.4)	(0.3)	(0.0)	(0.1)	(0.4)	(0.3)	(0.1)	(0.2)	(0.2)	(2.2)	(11.4)
Net Surplus / (Deficit)	**2.5**	**0.2**	**0.5**	**0.0**	**(0.3)**	**(0.6)**	**(0.1)**	**0.3**	**(0.4)**	**0.3**	**(1.0)**	**1.4**
RAG STATUS (Actuals V Plan)	G	G	G	R	G	G	G	G	R	G	G	G
R&D PROGRAMME COSTS	**(1.0)**	**(0.2)**	**(0.0)**	**-**	**-**	**(0.1)**	**(0.1)**	**-**	**-**	**-**	**(0.0)**	**(1.5)**