

Board Performance Report Performance Report

For the period ended 31st December 2017

| | Status | Trend | Comments |
|------------------|--------|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Blood Components | | | Stocks fell sharply to c25k during the month and have remained at that level to date. The underlying root cause has been under collection as a result of insufficient donor numbers of the right type/location. Stocks are expected to build post January month end but we remain vulnerable to the impact of flu / poor weather until they do. |
| DTS | | | A positive income trend continues to be seen with overall year to date income growth of 10% for DTS overall. There have now been 173 adult donor stem cell provisions versus 157 planned year to date (with international issues compensating for lower domestic use). Cornea stocks increased to 313 units by the end of December. |
| ODT | | | There were 129 deceased donors in December. Year to date deceased donors are 1.2% behind plan but are 7.5% higher than last year. The number of deceased transplants is now 6.5% lower than plan year to date but 4.4% higher than last year. Living Donors (reported one month in arrears) are 26% lower than plan in the year to date. |
| Corporate | | | The focus on regulatory overdue has seen numbers decline over the last 2 months. Sickness absence was marginally higher this month at 3.6%. |
| Finance | | | NHSBT is reporting a year to date deficit of £2.4m, £4.7m better than plan. The latest forecast is a £11.7m deficit versus £15.3m planned. The impact of reduced red cell demand and the costs of CSM are impacting the 5 year cash projection to a major degree with a significant cash gap in 2019/20 requiring cost reductions and/or price increases of around 10% to compensate. |
| Change Programme | | | The overall transformation programme continues to report at red status. The CSM project continues to report at red status, along with the Networks and Telephony project. Spend in total to date on CSM is £18.2m with £5m spend expected in Q4. |

| Contents | Pages |
|-------------------------------|-------|
| 1. Performance Summary | 1 |
| 2. Financial Report | 2-4 |
| 3. Blood Components - Summary | 5-16 |
| 4. DTS – Summary | 17-23 |
| 5. ODT – Summary | 24-31 |
| 6. Group Level Trends | 32-33 |
| 7. Risk Management | 34-35 |

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 DECEMBER 2017

| Income | Plan WTE (Ave YTD) | Actual WTE at period end | Year to date | | | 2016-17 Actual | Full Year Budget | Forecast |
|-----------------------------------------------------------|--------------------|--------------------------|------------------|------------------|--------------|------------------|------------------|------------------|
| | | | Budget | Actual | Variance | | | |
| | | | £k | £k | £k | | | |
| Revenue Cash Limit - Organ Donation & Transplantation | | | 46,445 | 46,445 | 0 | 61,697 | 61,927 | 61,927 |
| Revenue Cash Limit - Diagnostic and Therapeutic Services | | | 3,130 | 3,130 | 0 | 4,173 | 4,173 | 4,173 |
| Blood & Components Income | | | 195,081 | 193,297 | (1,785) | 262,506 | 257,730 | 256,502 |
| Diagnostic and Therapeutic Services Income | | | 50,697 | 52,965 | 2,268 | 65,377 | 68,507 | 70,373 |
| Research & Development | | | 825 | 1,106 | 280 | 1,985 | 1,101 | 857 |
| Organ Donation & Transplantation Other Income | | | 9,046 | 8,982 | (65) | 11,544 | 12,062 | 11,984 |
| All Other Income | | | 5,246 | 5,366 | 120 | 7,266 | 7,001 | 6,919 |
| Total Income | | | 310,472 | 311,290 | 819 | 414,548 | 412,500 | 412,735 |
| Expenditure | | | | | | | | |
| Cost of Sales - Blood Component Stock Movement | | | (259) | (962) | (702) | (143) | 0 | 0 |
| Cost of Sales - Tissues Stock Movement | | | 0 | (126) | (126) | 42 | 0 | 0 |
| Organ Donation & Transplantation: Operational Expenditure | 404 | 389 | (44,663) | (43,913) | 749 | (60,062) | (59,601) | (59,168) |
| Organ Donation & Transplantation: Change Programme | 4 | 16 | (3,593) | (3,462) | 132 | (5,216) | (6,526) | (5,819) |
| Blood Supply: Manufacturing, Testing & Issue | 794 | 741 | (51,115) | (51,313) | (198) | (69,589) | (67,484) | (67,799) |
| Blood Supply: Blood Donation | 1,410 | 1,427 | (54,609) | (53,729) | 880 | (76,577) | (72,309) | (71,751) |
| Blood Supply: Logistics | 350 | 334 | (15,592) | (15,741) | (148) | (21,175) | (20,649) | (21,052) |
| Diagnostic and Therapeutic Services | 849 | 791 | (45,864) | (46,110) | (246) | (60,293) | (61,113) | (62,035) |
| Quality | 83 | 87 | (3,777) | (3,752) | 24 | (4,783) | (5,023) | (5,042) |
| Chief Executive and Board | 3 | 4 | (466) | (504) | (39) | (623) | (621) | (660) |
| Communications | 73 | 72 | (5,210) | (5,137) | 73 | (7,397) | (7,363) | (7,363) |
| Estates & Facilities | 77 | 76 | (28,506) | (28,382) | 123 | (40,182) | (39,211) | (39,363) |
| Finance | 98 | 93 | (4,193) | (4,252) | (59) | (5,760) | (5,573) | (5,675) |
| Business Transformation Services | 27 | 23 | (1,247) | (1,034) | 213 | (1,588) | (1,662) | (1,366) |
| Workforce | 135 | 121 | (5,783) | (5,184) | 599 | (7,529) | (7,710) | (7,227) |
| Information Communication Technology | 169 | 166 | (17,112) | (17,622) | (511) | (20,661) | (22,814) | (23,314) |
| Clinical Directorate | 181 | 170 | (10,766) | (10,459) | 307 | (14,014) | (14,168) | (13,761) |
| Research & Development | 33 | 39 | (2,799) | (3,083) | (284) | (5,627) | (4,443) | (4,443) |
| Change Programme (Blood & Corporate) | 6 | 29 | (20,760) | (17,391) | 3,369 | (17,850) | (27,842) | (26,345) |
| Miscellaneous and Capital Charges | | | (1,182) | (1,486) | (304) | (439) | (2,150) | (2,215) |
| Total Expenditure | 4,696 | 4,576 | (317,495) | (313,643) | 3,852 | (419,467) | (426,263) | (424,398) |
| Surplus/(Deficit) | | | (7,023) | (2,353) | 4,671 | (4,919) | (13,762) | (11,663) |

| Statutory Accounts Presentation | | | | | | |
|-------------------------------------|-----------------|-----------------|--------------|-----------------|-----------------|-----------------|
| NHSBT Surplus/(Deficit) as above | (7,023) | (2,353) | 4,671 | (4,919) | (13,762) | (11,663) |
| Add back Notional Cost of Capital | 5,238 | 5,238 | 0 | 7,323 | 7,121 | 7,121 |
| Remove Revenue Cash Limit | (49,575) | (49,575) | 0 | (65,870) | (66,100) | (66,100) |
| Deduct Capital Charges Cash Payment | (13,158) | (13,158) | 0 | (17,292) | (17,544) | (17,544) |
| Net Expenditure | (64,519) | (59,848) | 4,671 | (80,758) | (90,285) | (88,186) |

A deficit of £3.6m was reported in December, £1.8m worse than plan.

Year to date NHSBT is reporting a deficit of £2.4m versus a planned deficit of £7.0m. This is driven by a favourable DTS contribution (£1.9m higher income in TAS, SCDT and RCI), an in-year VAT return (£1.8m), lower change programme costs in both Blood/Group (£3.4m) and ODT (£0.9m), partially offset by an adverse costs of sales position (£0.7m - red cell stocks lower than planned).

The current forecast for the year is a £11.7m deficit (versus £13.8m budgeted). This is £3.2m lower than the forecast last month, mainly reflecting lower change programme spend (£2.3m) and increased Blood Component income (£1.0m).

Balance sheet - current assets were £58.8m at the end of December 2017 with a cash balance of £49.9m (including capital charges payable of £4.4m). The projected year end cash balance is now £30m.

Debtor days were at 26 in December, equal with last month, but higher than target of 22 days.

NHSBT CASH FLOW - FORECAST 2017/18

| | Actual Apr-17 £k | Actual May-17 £k | Actual Jun-17 £k | Actual Jul-17 £k | Actual Aug-17 £k | Actual Sep-17 £k | Actual Oct-17 £k | Actual Nov-17 £k | Actual Dec-17 £k | Forecast Jan-18 £k | Forecast Feb-18 £k | Forecast Mar-18 £k | Total £k |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|--------------------------|--------------------------|--------------------------|----------------|
| Opening bank balance | 32,755 | 30,381 | 51,874 | 37,988 | 50,333 | 54,137 | 51,918 | 48,521 | 50,507 | 49,920 | 47,209 | 37,305 | 32,755 |
| Receipts | | | | | | | | | | | | | |
| Debtors & Other Receipts | 19,729 | 34,209 | 25,544 | 35,518 | 32,118 | 28,783 | 34,402 | 29,645 | 30,683 | 27,730 | 28,784 | 37,980 | 365,125 |
| Revenue Cash Limit | 0 | 16,525 | 0 | 5,508 | 5,508 | 5,509 | 5,508 | 5,508 | 5,509 | 5,508 | 5,508 | 5,509 | 66,100 |
| Capital Cash Limit | 0 | 0 | 0 | 2,500 | 0 | 0 | 2,000 | 0 | 0 | 0 | 500 | 1,500 | 6,500 |
| Total income | 19,729 | 50,734 | 25,544 | 43,526 | 37,626 | 34,292 | 41,910 | 35,153 | 36,192 | 33,238 | 34,792 | 44,989 | 437,725 |
| Payments | | | | | | | | | | | | | |
| Staff Expenses | 9,778 | 16,766 | 16,853 | 16,745 | 16,520 | 17,999 | 17,230 | 17,055 | 16,628 | 16,671 | 16,689 | 22,933 | 201,867 |
| Other Revenue Payments | 12,241 | 11,980 | 22,306 | 14,270 | 17,040 | 18,425 | 19,105 | 15,967 | 19,729 | 18,778 | 18,735 | 26,011 | 214,587 |
| Capital Charges | 0 | 0 | 0 | 0 | 0 | 0 | 8,772 | 0 | 0 | 0 | 8,772 | 0 | 17,544 |
| Capital Payments | 84 | 495 | 271 | 166 | 262 | 87 | 200 | 145 | 422 | 500 | 500 | 3,368 | 6,500 |
| Total costs | 22,103 | 29,241 | 39,430 | 31,181 | 33,822 | 36,511 | 45,307 | 33,167 | 36,779 | 35,949 | 44,696 | 52,312 | 440,498 |
| Closing bank balance | 30,381 | 51,874 | 37,988 | 50,333 | 54,137 | 51,918 | 48,521 | 50,507 | 49,920 | 47,209 | 37,305 | 29,982 | 29,982 |

| | | | | | | | | | |
|---------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Debtor Days (Target is 22 days) | 28 | 20 | 24 | 20 | 19 | 27 | 23 | 26 | 26 |
| YTD BPPC By Value % (Target is 95%) | 99.0% | 97.3% | 98.3% | 98.6% | 98.5% | 98.6% | 98.6% | 98.7% | 98.7% |
| YTD BPPC By Number % (Target is 95%) | 97.8% | 97.9% | 98.3% | 98.2% | 98.1% | 97.9% | 98.0% | 97.8% | 97.8% |

| Top 5 Overdue Debtors NBS/ODT £000's | Total Overdue £000's | 1-30 Days overdue £000's | 31-60 Days overdue £000's | 61-90 Days overdue £000's | >90 Days overdue £000's | Comments |
|-----------------------------------------------------|-------------------------------------|-----------------------------------------|----------------------------------------------|----------------------------------------------|-------------------------------------------|----------------------------------------------------------|
| King's College Hospital NHS Foundation Trust | 1,966 | 662 | 587 | 203 | 514 | £466k received 08/01 - remainder invoices not authorised |
| Cambridge University Hospitals NHS Foundation Trust | 774 | 425 | 321 | 8 | 20 | Invoices not authorised for payment |
| Imperial College Healthcare NHS Trust | 760 | 349 | 103 | 74 | 234 | £200k received 08/01 - remainder invoices not authorised |
| Barking, Havering & Redbridge Hospitals NHS Trust | 715 | 160 | 152 | 173 | 230 | £617k received 02/01 - remainder invoices not authorised |
| Buckinghamshire Healthcare NHS Trust | 696 | 149 | 159 | 144 | 244 | Invoices not authorised for payment |

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 DECEMBER 2017

| Year to date Actual £m | Blood & Components inc. R&D | Diagnostics | | | | Tissues | Stem Cells | | | | TAS | ODT | TOTAL |
|---------------------------------------------------|--------------------------------|--------------|--------------|--------------|--------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|
| | | RCI | H&I | Reagents | IBGRL | | CMT | CBC | BBMR | CBB | | | |
| Income | | | | | | | | | | | | | |
| Prices | 196.1 | 10.2 | 10.0 | 1.2 | 0.9 | 9.6 | 7.0 | - | 2.8 | 0.9 | 6.8 | - | 245.6 |
| Central Funding from DHAs | - | - | - | - | - | - | - | - | - | - | - | 8.9 | 8.9 |
| Grant in Aid | - | - | - | - | - | - | - | 0.0 | 1.3 | 1.7 | - | 46.4 | 49.4 |
| Other | 3.8 | 0.3 | 0.3 | - | - | - | 0.6 | 1.0 | 0.1 | 0.9 | 0.4 | 0.1 | 7.4 |
| Total Income | 199.9 | 10.5 | 10.3 | 1.2 | 0.9 | 9.6 | 7.6 | 1.0 | 4.2 | 3.4 | 7.2 | 55.4 | 311.3 |
| Expenditure | | | | | | | | | | | | | |
| <u>Variable Costs</u> | | | | | | | | | | | | | |
| Consumables | (30.8) | (0.8) | (2.7) | (0.4) | (0.2) | (1.4) | (1.4) | (0.3) | (0.5) | (0.4) | (2.6) | (2.6) | (43.8) |
| Other | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Variable Costs | (30.8) | (0.8) | (2.7) | (0.4) | (0.2) | (1.4) | (1.4) | (0.3) | (0.5) | (0.4) | (2.6) | (2.6) | (43.8) |
| Variable Contribution | 169.1 | 9.7 | 7.6 | 0.9 | 0.7 | 8.2 | 6.2 | 0.7 | 3.7 | 3.1 | 4.6 | 52.9 | 267.5 |
| <u>Direct Costs</u> | | | | | | | | | | | | | |
| Pay | (65.0) | (5.5) | (4.8) | (0.6) | (0.9) | (4.9) | (3.0) | (0.6) | (1.0) | (1.6) | (1.9) | (18.8) | (108.6) |
| Non Pay | (15.5) | (0.5) | (0.7) | (0.1) | (0.1) | (2.2) | (0.6) | (0.2) | (0.7) | (0.4) | (0.6) | (22.9) | (44.5) |
| Total Direct Costs | (80.5) | (6.0) | (5.5) | (0.6) | (1.0) | (7.1) | (3.6) | (0.8) | (1.7) | (2.0) | (2.5) | (41.8) | (153.1) |
| Direct Contribution | 88.6 | 3.8 | 2.1 | 0.2 | (0.3) | 1.1 | 2.6 | (0.1) | 2.0 | 1.1 | 2.2 | 11.1 | 114.4 |
| <u>Direct Support</u> | | | | | | | | | | | | | |
| Operational Directorate costs | (4.1) | (0.1) | (0.1) | (0.0) | (0.0) | (0.1) | (0.1) | (0.0) | (0.0) | (0.0) | (0.1) | (0.9) | (5.7) |
| Logistics | (15.4) | (0.1) | (0.0) | (0.0) | - | (0.0) | (0.0) | - | (0.0) | (0.1) | (0.1) | (0.0) | (15.7) |
| Clinical | (6.6) | (0.3) | - | - | - | (0.1) | (0.1) | - | (0.1) | (0.1) | (0.2) | (0.7) | (8.3) |
| Attributable Estates costs | (15.9) | (0.9) | (0.7) | (0.1) | (0.3) | (1.0) | (1.0) | (0.0) | (0.1) | (0.1) | (0.1) | (0.9) | (21.2) |
| Attributable IT costs | (3.2) | (0.1) | (0.1) | (0.0) | (0.0) | (0.0) | (0.0) | - | (0.0) | (0.0) | (0.0) | (1.8) | (5.4) |
| Depreciation / Cost of Capital | (1.5) | (0.2) | (0.3) | (0.0) | (0.1) | (0.2) | (0.4) | (0.1) | (0.1) | (0.1) | (0.2) | (0.4) | (3.6) |
| Total Direct Support | (46.7) | (1.8) | (1.2) | (0.2) | (0.5) | (1.5) | (1.6) | (0.1) | (0.5) | (0.5) | (0.6) | (4.8) | (59.9) |
| Notional Internal Income Uplift | (1.6) | (0.1) | 1.5 | 0.2 | 0.3 | 0.0 | 0.0 | (0.0) | (0.4) | 0.0 | 0.0 | (0.0) | (0.0) |
| Cost of Sales | (1.0) | - | - | - | - | (0.1) | - | - | - | - | - | - | (1.1) |
| Contribution to Unallocated Costs | 39.4 | 1.9 | 2.4 | 0.2 | (0.5) | (0.5) | 1.1 | (0.3) | 1.1 | 0.6 | 1.6 | 6.3 | 53.4 |
| Total Allocated Costs | (160.5) | (8.6) | (7.9) | (1.0) | (1.4) | (10.1) | (6.5) | (1.3) | (3.1) | (2.9) | (5.6) | (49.2) | (257.9) |
| <u>Unallocated Costs Apportioned</u> | | | | | | | | | | | | | |
| Directorate costs | (15.6) | (0.8) | (0.7) | (0.1) | (0.1) | (0.9) | (0.6) | (0.1) | (0.3) | (0.3) | (0.5) | (4.6) | (24.5) |
| Estates costs | (4.6) | (0.2) | (0.2) | (0.0) | (0.0) | (0.3) | (0.2) | (0.0) | (0.1) | (0.1) | (0.1) | (1.4) | (7.2) |
| Depreciation / Cost of Capital | (2.1) | (0.1) | (0.1) | (0.0) | (0.0) | (0.1) | (0.1) | (0.0) | (0.0) | (0.0) | (0.1) | (0.6) | (3.2) |
| Total Unallocated Costs | (22.3) | (1.1) | (1.0) | (0.1) | (0.2) | (1.3) | (0.8) | (0.2) | (0.4) | (0.4) | (0.7) | (6.6) | (34.9) |
| Operating Net Surplus / (Deficit) | 17.1 | 0.9 | 1.4 | 0.1 | (0.7) | (1.7) | 0.3 | (0.4) | 0.8 | 0.2 | 0.9 | (0.3) | 18.5 |
| Transformation Costs | (17.4) | - | - | - | - | - | - | - | - | - | - | (3.5) | (20.9) |
| Total Allocated Costs Inc Transformation | (177.9) | (8.6) | (7.9) | (1.0) | (1.4) | (10.1) | (6.5) | (1.3) | (3.1) | (2.9) | (5.6) | (52.6) | (278.7) |
| Net Surplus / (Deficit) Inc Transformation | (0.3) | 0.9 | 1.4 | 0.1 | (0.7) | (1.7) | 0.3 | (0.4) | 0.8 | 0.2 | 0.9 | (3.8) | (2.3) |
| RAG STATUS (Actuals V Plan) | G | G | G | G | G | R | G | G | G | G | G | G | G |
| R&D PROGRAMME COSTS | (3.0) | (0.7) | (0.1) | - | - | (0.3) | (0.4) | - | - | - | - | (0.0) | (4.6) |

| DIVISION | PILLAR | BLOOD 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 | - | 78.7% vs plan of 75% – Chart 21. |
| | | No. of complaints per million donation | G | - | 0.38% vs plan of 0.44% – Chart 22 |
| | | % of whole blood donations in donor centres | G | - | Month at 20.0%. |
| | | % of 9 bed sessions | G | - | 71.0% vs plan of 80%. |
| | | Blood Donation Productivity: units/FTE/year | G | - | 1,395 vs plan of 1,410 – charts 29/30. |
| | | Number of Donors Donating over the last 12 months (000's) | R | Worse | 825.0k vs plan of 842.9 – Chart 23. |
| | | Frequency of Donation (overall) | G | -- | 1.86 (vs 1.85 planned) - (Chart 23). |
| | | Number of O- neg Donors donating last 12 months (000's) | R | - | 103.4k vs 107.1k planned – Chart 24. |
| | | Frequency of Donation (O neg donors) | A | - | 1.96 versus 1.91 planned – Chart 24. |
| | | Recruitment of new Ro donors - 7k | R | - | 2.8k versus 5.8k target |
| | Supply-Chain Operations | Red Cell Blood Stocks – Alert Levels | R | Worse | Above 3 day alert on 2 occasions– chart 14/15. |
| | | Platelet Demand vs. Stock levels | R | - | Stocks were below target - 2 occasions in month. |
| | | Number of 'critical' and "major" regulatory non-compliances | G | - | None reported in the month. |
| | | 97% of Products Issued on Time | A | - | On target at 96.9% – chart 3. |
| | | Manufacturing Productivity (units/FTE/year) | A | - | 10.1k vs 10.3k planned – Chart 27. |
| | | Testing Productivity (units/FTE/year) | A | - | 28.9k vs plan of 29.7k – Chart 28. |

| DIVISION | PILLAR | BLOOD 2020 – STRATEGIC TARGETS | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|-------------------------|------------------------------------------------------------|---------|------------|--------------------------------------------------------------|
| BLOOD | Supply Chain Operations | 70 % hospitals scoring => 9/10 for satisfaction (chart 4). | A | - | December at 66% (better than target). Next survey March 2018 |

- **Issues** in December were 1.9% higher than forecast (with a large demand seen in w/c 18 December). In addition, **Collections** were 2% lower than plan (especially during w/c 11 December as a result of snow/ice) and hence stocks fell sharply to c25k around mid month (c 4.5 days) and have stayed at this level to date. Stocks being at this level (and with low levels of O negative and B negative), for this period of time, is unprecedented and we remain vulnerable to poor weather (and short term demand fluctuation) until they can be built back to above 6 days.
- Although stocks were specifically impacted in the month by short term issues we entered December with lower stocks than planned (and with the vulnerable groups already low) and hence did not have the headroom to cope with the fluctuation seen. In turn, this reflects under collection over the past few months as a result of falling numbers of active donors of the right group / locations and an inability to effectively utilise our deployed capacity. The total number of active whole blood donors, and the number of active O neg (and B neg) donors are both below plan, with the latter at red status and continuing to fall (charts 23 and 24).
- During December, efforts were focused on improving stock availability via pushing work in progress and, during January, collections have been well above plan (especially the first week of January). Demand, however, continues to be comparatively high and we anticipate that stocks will remain at ca 25k through January before stocks start to build.
- Due to the donor shortfall, collection capacity is having to be retained, rather than being reduced in line with falling demand over the longer term. As a result productivity is starting to fall (chart 27), as well as capacity utilisation, and will run significantly short of Blood 2020 targets. Marketing costs will also require a significant increase to re-build the donor base (an additional £2m is being assumed for 2018/19).
- The proportion of O neg issues to total issues was higher this month at 13.6% and, in the year to date, is at 13.4% (versus 13.1% for full year 2016/17). **Demand** however, appears to be falling and may reflect NBTC guidance to use O positive in massive trauma cases where possible.
- OTIF in December was **96.6%** (versus 97% target) with the year to date marginally below target at 96.9%. The two main drivers of the OTIF fails continue to be insufficient supply of R₀ red cells to met hospital requests (36% of total) and 'Timing Only' fails (39% of the total). By centre, Tooting, Colindale and Basildon continue to record the highest numbers of R₀ fails. Timing only performance decreased in December mainly due to Manchester and ongoing ordering protocol issues with the Central Manchester Foundation Trust.
- In order to meet the increasing R₀ demand £1m has been set aside from transformation funds to pay for the recruitment of black donors and we would expect to fully spend this by year end. At the end of December the number of active black blood donors continues to be much lower than planned (11,160 vs 18,846), compounded by a lower than anticipated conversion rate for new recruits. As a result the increase in new black donors donating is much lower than planned (3,612 in the year to date vs 10,478 planned).

- The red cell loss rate was higher in December at 4.91% with the year to date (4.57%) higher than both plan (3.60%) and previous year (3.86%). Red cell process losses are now well in excess of historic levels and continue to develop adversely.
- The red cell expiry rate was lower in December at 1.20% with the year to date (1.51%) also higher than the previous year (1.29%) and target (1.25%). At a group level 983 of the 1,398 red cell expiries in the month were A negative and continues to reflect over collection of A negative whole blood to manufacture platelets (in lieu of a lack of A negative CD platelet donors).
- Platelet stocks in December came under significant pressure during the month with 15 out of 19 working days between 1-2 days stock and below the 1 day alert on the 6th December and two alert level notifications to hospitals during the month. At a group level group A- and AB- was below the alert level on 3 days. Early January has seen a continuation of the trend with overall stocks lower than the alert level on the 4th January 2018 and with the majority of working days between 1-2 days stock. Additionally groups A+ and AB- have been below the alert level on two consecutive days.
- Platelet donors (in total and for A negative) continue to be around 10% lower than plan albeit the numbers appear to have stabilised with the attrition over the last few months halted. Until donor numbers are increased the expiry of A negative red cells (above) will continue to be high.
- The number of faints in the month was better at 158 and better than target (160). The number of rebleeds was higher than last month at 30 although level with target (30).
- Donor satisfaction improved this month to 79% and continues to be better than plan (75%). Donor complaints (excluding those complaints related to consolidation / team closures and also those related to cancellation of sessions) were better this month at 3.8k (November 3.9k), and also better than plan of 4.4k. The primary drivers for complaints are “cancellation of session”, “slot availability”, “not seen at appointment time” and also “staff attitude”. Work is ongoing to review our SMS communications with donors and with a stakeholder workshop planned.
- Sickness absence in logistics was marginally worse this month at 4.7%
- There was 1 SABRE reportable events this month - this related to an irradiated unit labeling error.
- There were no major/critical non-compliances reported this month.
- The demand forecast for red cells in 2017/18 has improved slightly this month to 1.439m (1.434m last month) although it continues to be lower than the level agreed with NCG of 1.461m units. The demand forecast for 2018/19 of 1.398m units, agreed with the NCG in early November, has been revised downward to 1.390m. Platelet demand has remained unchanged at 0.260m for 17/18 through to 19/20.

| Year | 2016-17 actual | 2017-18 forecast | 2018-19 forecast | 2019-20 forecast | 2020-21 forecast | 2021-22 forecast |
|--------------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Red cell issues (million) | 1.522 | 1.439 | 1.390 | 1.333 | 1.282 | 1.231 |
| % change vs 2016/17 | - | -5.5% | -8.7% | -12.4% | -15.8% | -19.1% |

- The 5 year financial projection is materially impacted by the costs of CSM and the impact of lower demand. In addition, the removal of the 1% pay inflation cap in 2018/19 and now also higher marketing costs (to correct both the current donor shortfall but also the risk from the impact of the Interval/Compare studies) are further impacting the projection, despite a successful round of costs savings over the last few months. On current projections there will be a significant cash shortfall from 2019/20 onwards and, although the 2018/19 price rise has reduced the impact, further significant price increases and/or cost reductions will be required to establish a robust financial position.

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 |
|------------------------------------------------------|----------|----------|----------|------------------------------|--------------------|-----------------------|---------------------|--------------------|
| Supply Chain Modernisation (National Operations) | Delivery | G | G | 6.5 | 6.5 | 1.4 | Oct 17 | Jan 18 |
| Core Systems Modernisation | Delivery | R | R | 11.4 ⁽ⁱ⁾ (1.6) | 14.8 | 1.2 | Jan 20 | Dec 19 |
| Euro Blood Pack 2 | Delivery | A | A | 0.4 | 0.3 | 0.7 | Aug 18 | Jun 18 |
| Leicester Mobile Team Base & Donor Centre Relocation | Delivery | A | R | 1.2 | 1.2 | 0.1 | May 18 | Oct 18 |
| HEV Universal Screening | Delivery | A | A | N/A ⁽ⁱⁱ⁾ | N/A | N/A | Jan 18 | Jan 18 |
| SotF – Session Connectivity Pilot | Start-Up | G | G | 0.1 | 0.1 | 0.3 | May 18 | Nov 18 |
| SotF – Continuous Care | Delivery | G | G | 0.8 | 0.8 | 1.4 | Apr 19 | Apr 19 |
| SotF – Unconstrained Supply Plan | Delivery | G | G | 1.7 | N/A | N/A | Nov 18 | Nov 18 |
| E-Rostering | Delivery | G | G | 0.2 | 0.2 | N/A | Apr 18 | Jul 18 |
| NTMRL Database Upgrade | Delivery | A | A | 0.1 | 0.1 | N/A | Jan 18 | Mar 18 |
| West End Donor Centre Expansion | Start-Up | G | N/A | 0.5 | 0.5 | 0.4 | N/A | Jan 19 |

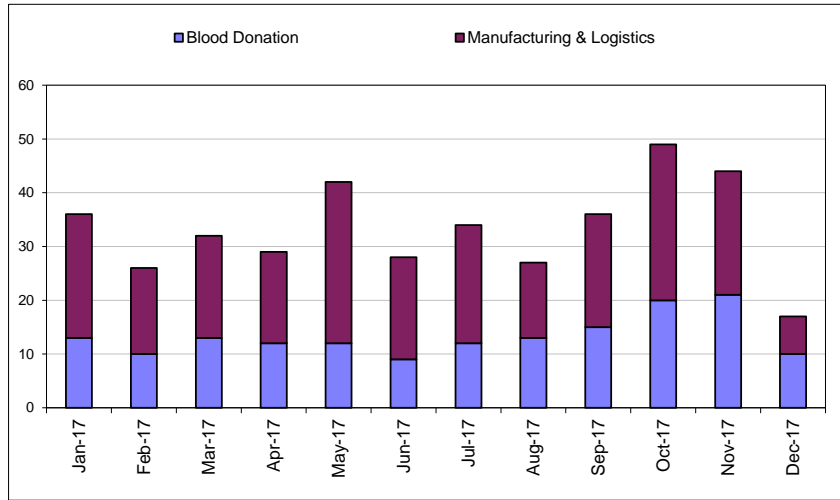
Notes:

- This is the non-recurring figure for 2017/18. Recurring figure in brackets.
- No project budget required – contract related costs are not part of project budget.

Monthly Performance Report - As at the end of December 2017

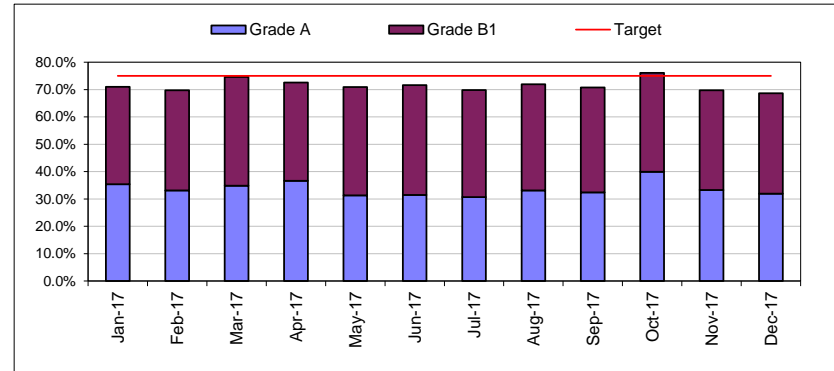
Blood Components - Safety and Compliance

1. Major QIs raised per month - Blood Supply Directorate



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

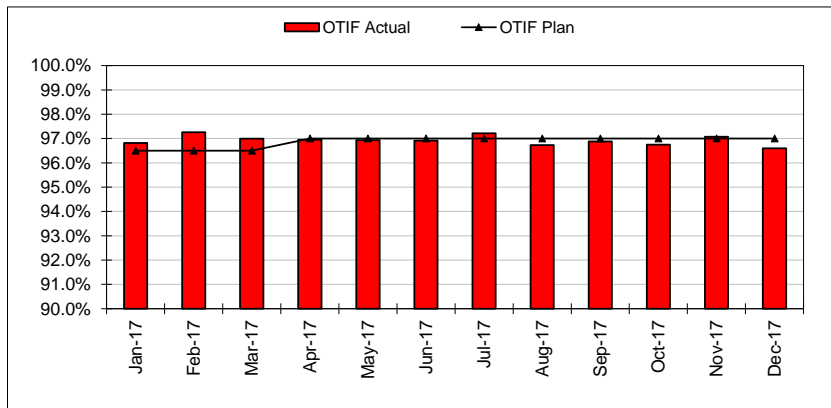
| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|-------------------------------------------|---------------|------------|------------|-----|---------------|
| % of patients receiving A or B1 platelets | 75.0% | 75.0% | 71.2% | A | - |



Blood Components - Blood Collection: Customer Service

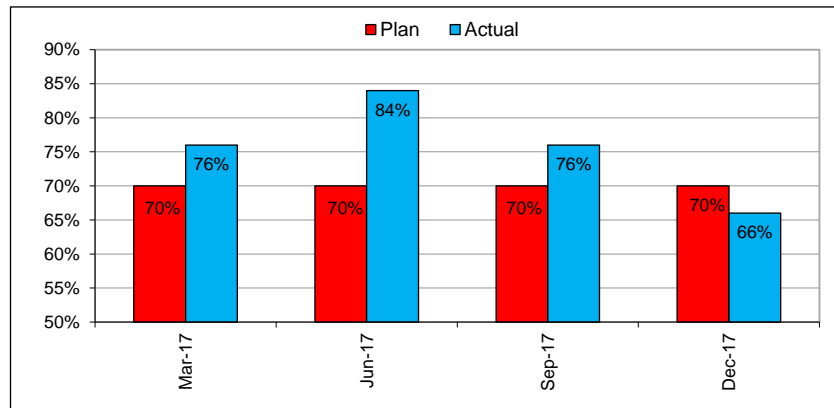
3. Percentage of Products Issued OTIF

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|----------------------------|---------------|------------|------------|---------|---------------|
| % On Time In Full delivery | 97.00% | 97.00% | 96.89% | A | - |



4. Hospital Satisfaction

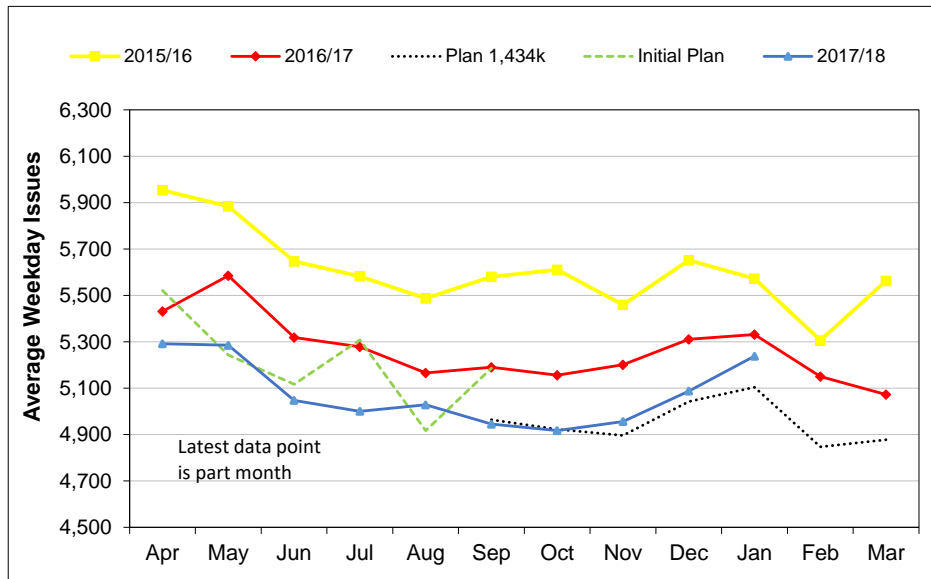
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|-----------------------------------------|---------------|------------|------------|---------|---------------|
| Hospitals rating satisfaction at >=9/10 | 70% | 70% | 66% | A | Worse |



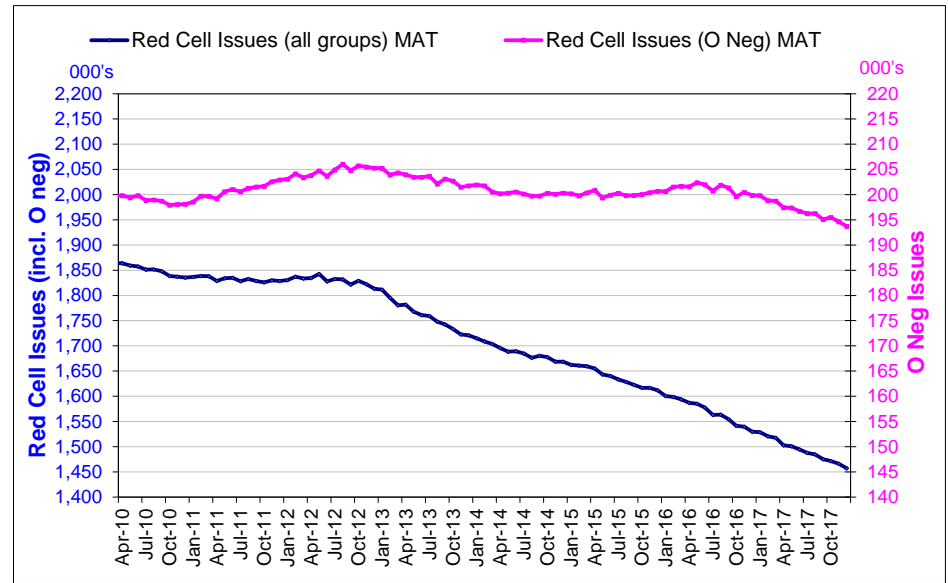
Monthly Performance Report - As at the end of December 2017

Blood Components - Red Cell Issues

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



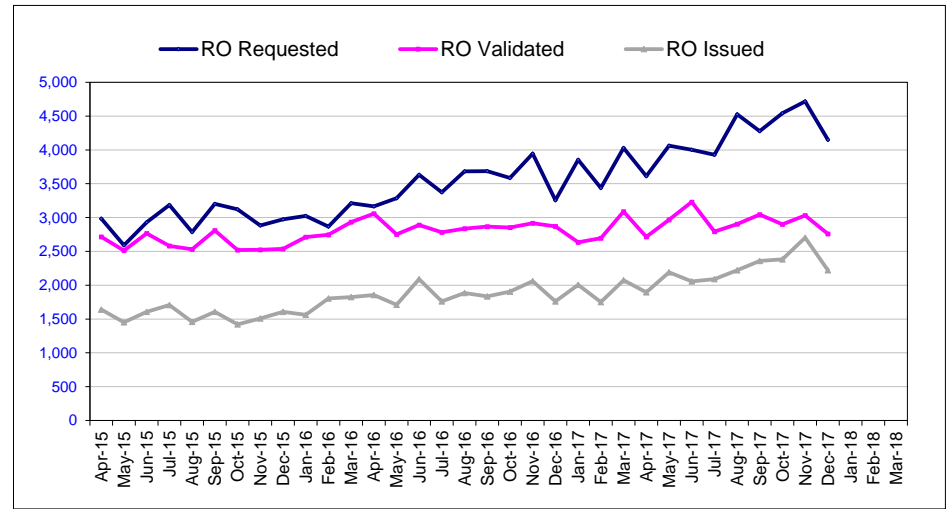
6. MAT Red Cells and O Neg Issues (Adult Equivalent Units) - 000's



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

| Blood Group | 2017/18 - YTD Dec 2017 | 2016/17 - YTD Dec 2016 | Change |
|--------------|------------------------|------------------------|--------------|
| O Pos | 385,919 | 407,442 | -5.3% |
| A Pos | 321,327 | 340,870 | -5.7% |
| O Neg | 144,880 | 149,899 | -3.3% |
| A Neg | 86,464 | 93,873 | -7.9% |
| B Pos | 85,267 | 89,998 | -5.3% |
| B Neg | 27,089 | 28,213 | -4.0% |
| AB Pos | 23,680 | 24,202 | -2.2% |
| AB Neg | 8,622 | 9,058 | -4.8% |
| Total | 1,083,248 | 1,143,554 | -5.3% |

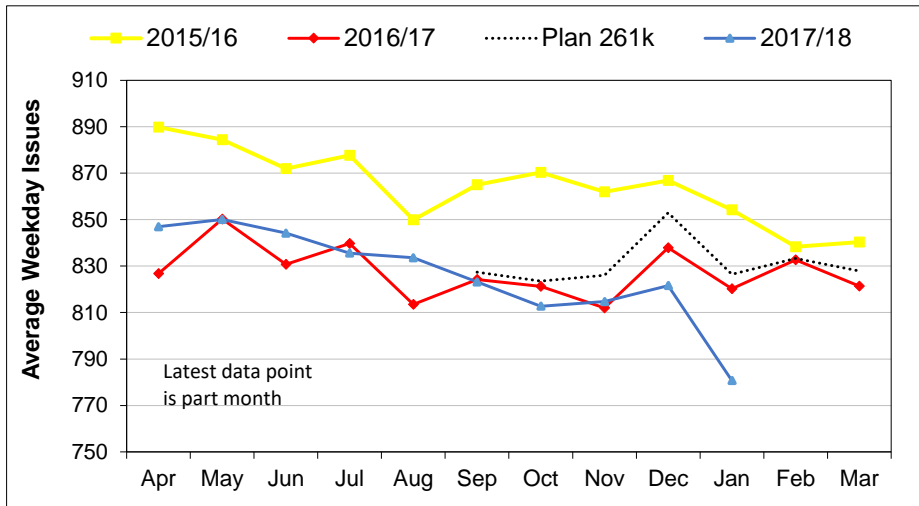
8. RO Red Cells Requested, Validated and Issued



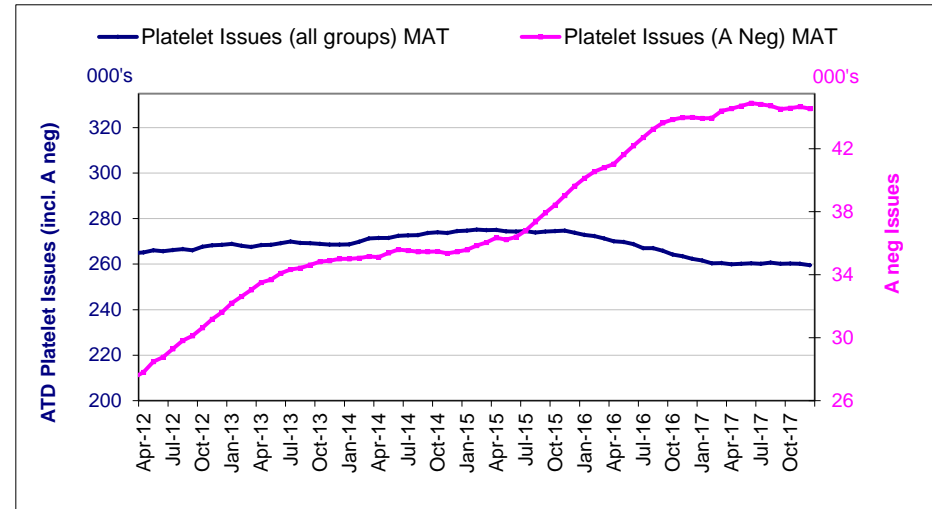
Monthly Performance Report - As at the end of December 2017

Blood Components - Platelet Issues

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

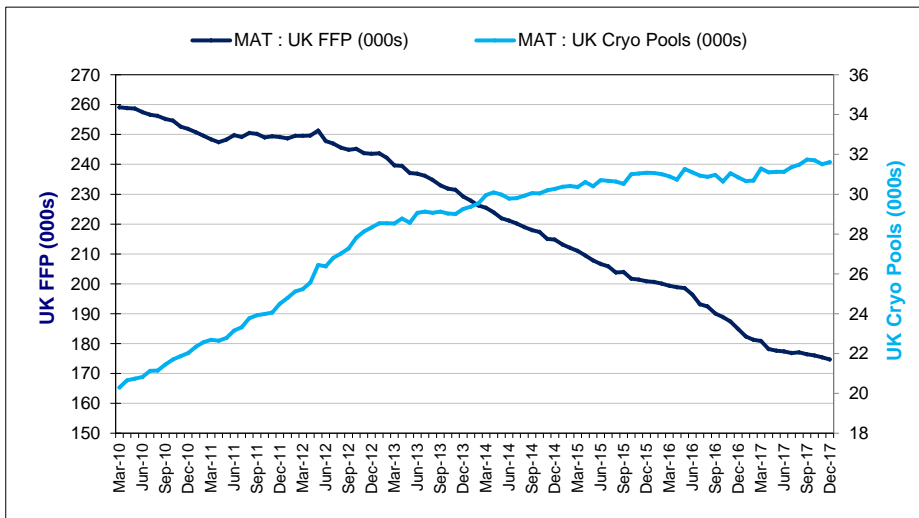


10. MAT Platelet and A Neg Issues (Adult Therapeutic Doses) - 000's

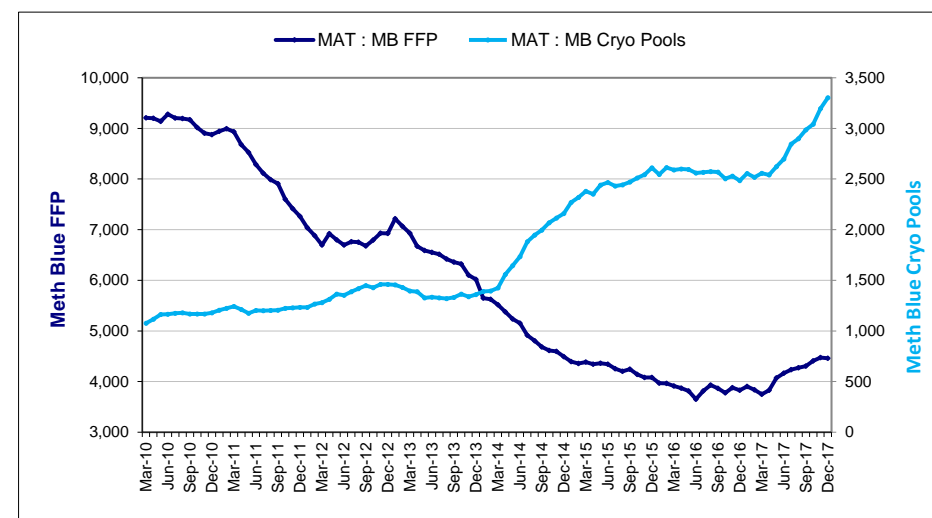


Blood Components - Frozen Component Issues

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



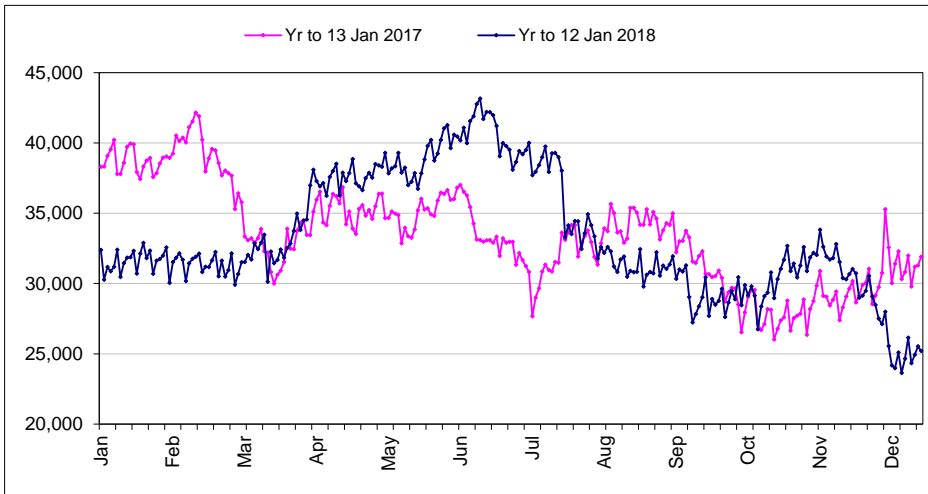
12. MAT Meth Blue FFP and Meth Blue Cryo Pools



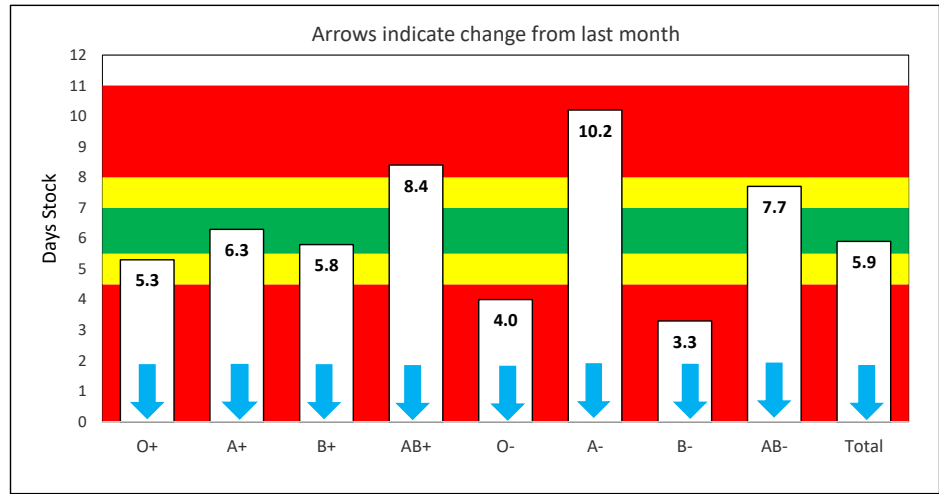
Monthly Performance Report - As at the end of December 2017

Blood Components - Stocks

13. Red Cell - Blood Stocks (Units)

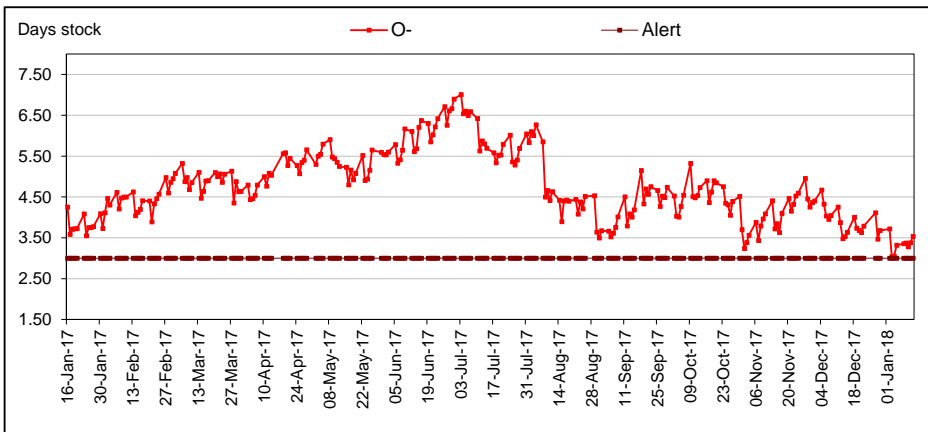


14. Average Red Cell Stock Levels for the month by blood group



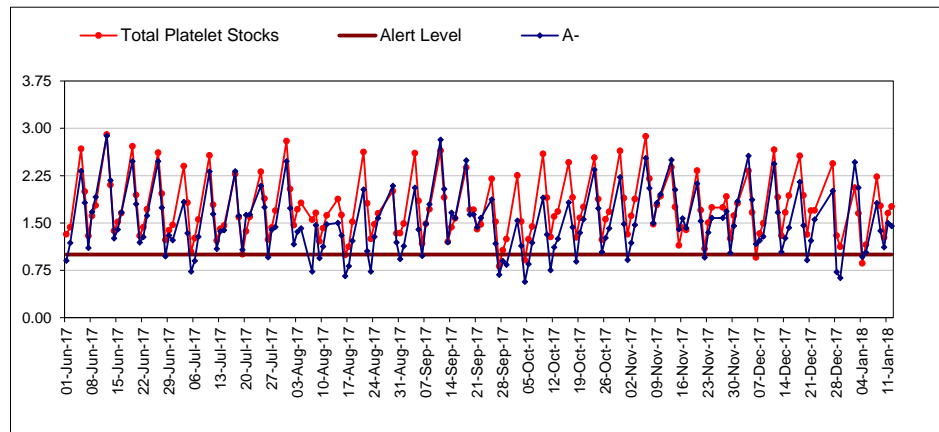
15. Red Cell - O neg : weekday stock levels

| 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 | 2 | R | Worse |



16. Platelet - Total and A neg : weekday stock levels

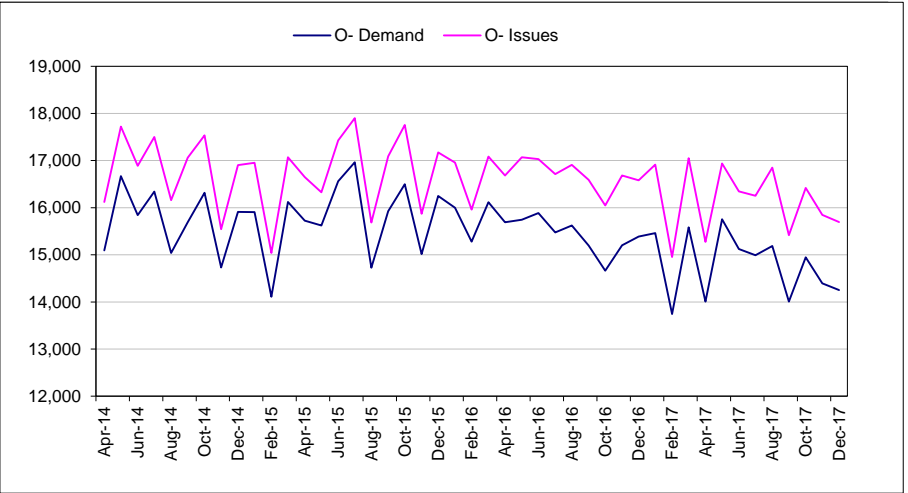
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|-------------------------------------------------------------------------------------------------------------------------------------------|---------------|------------|------------|---------|---------------|
| Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days | 0 | 0 | 24 | R | - |



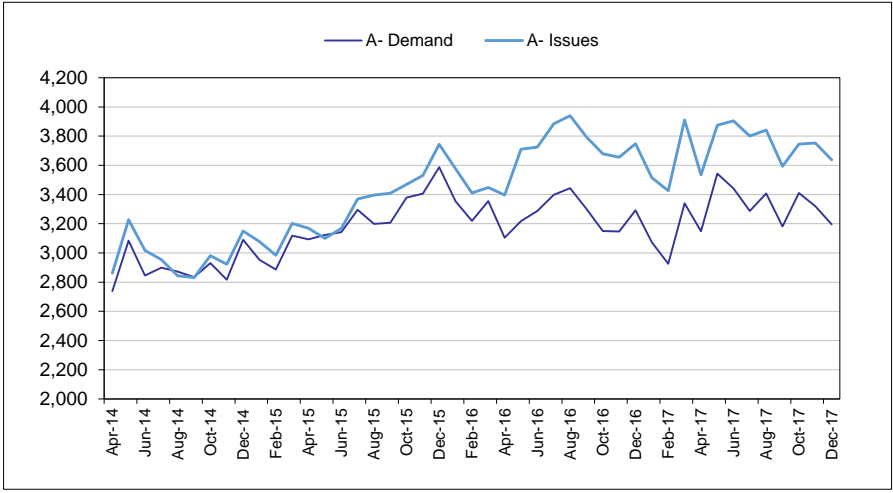
Monthly Performance Report - As at the end of December 2017

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

17. O neg RC Demand and Issues

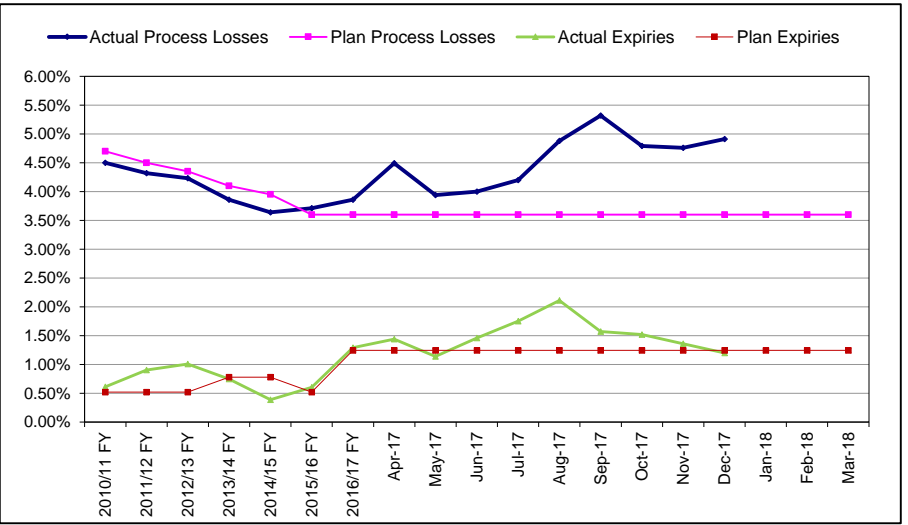


18. A neg Platelet Demand and Issues

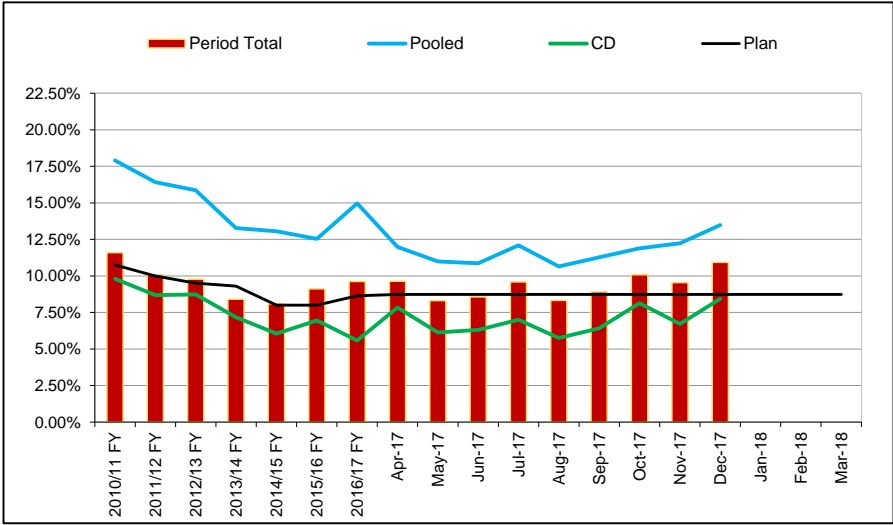


Blood Components - Wastage

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



20. Percentage of Platelets Produced NOT Issued

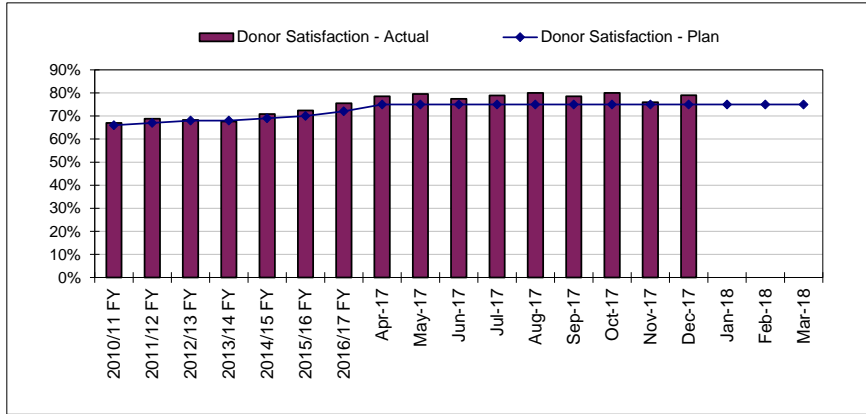


Monthly Performance Report - As at the end of December 2017

Blood Components - Blood Donor Base

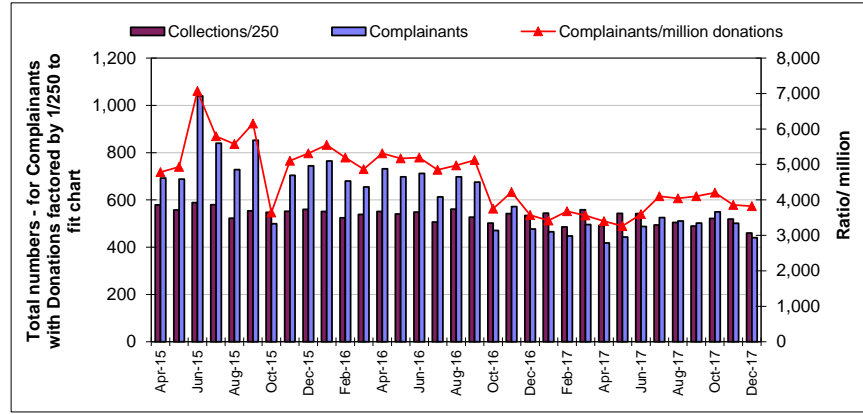
21. Donor Satisfaction

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|----------------------------------------------|---------------|------------|------------|---------|---------------|
| % of donors scoring >= 9/10 for satisfaction | 75.0% | 75.0% | 78.7% | G | - |



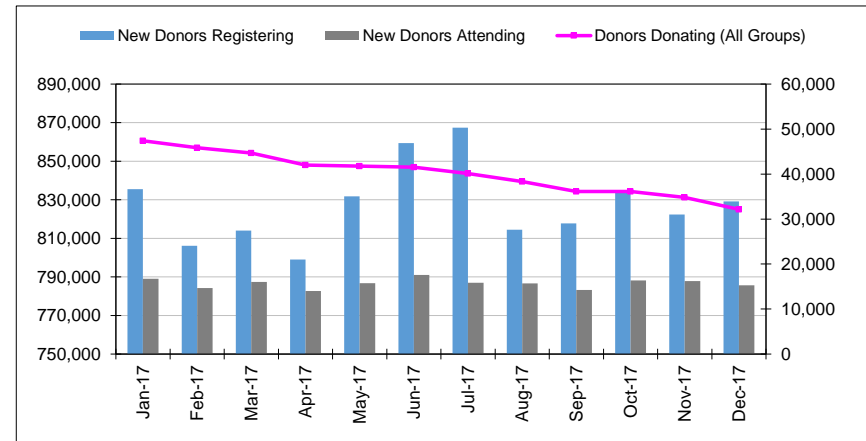
22. Donor Complaints

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|--------------------------------------------|---------------|------------|------------|---------|---------------|
| Number of complaints per million donations | 4,400 | 4,400 | 3,833 | G | - |



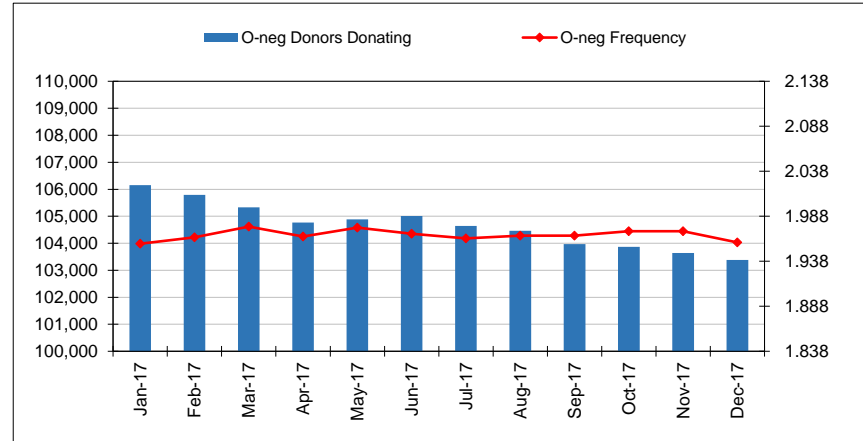
23. Donor Base and Frequency of Donation

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|-------------------------------------------------|---------------|------------|------------|---------|---------------|
| Number of donors donating in the last 12 months | 838,342 | 842,946 | 825,042 | R | Worse |
| Frequency of donation (overall) | 1.836 | 1.849 | 1.864 | 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 | 107,089 | 103,379 | R | - |
| Frequency of donation (O neg donors) | 1.887 | 1.911 | 1.958 | A | - |

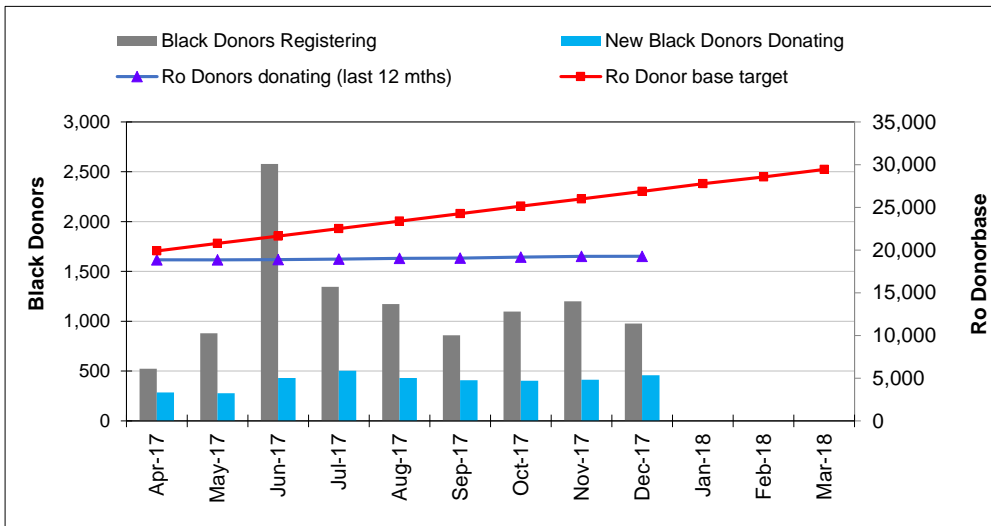


Monthly Performance Report - As at the end of December 2017

Blood Components - Blood Donor Base (continued)

25. Ro Donor Base and Black Donor Recruitment

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|----------------------------------------------------|---------------|------------|------------|---------|---------------|
| Number of Ro donors donating in the last 12 months | 29,440 | 25,137 | 19,186 | R | - |
| Frequency of donation (overall) | 1.836 | 1.860 | 1.866 | G | - |



26. CD platelet Donor Base : Total and A Neg

The table below reports that the Component Donation donor base is substantially lower than target. A flaw has been identified in the counting methodology, and this is the first month where the actual counts have been restated (downwards). It is not possible to restate historical counts.

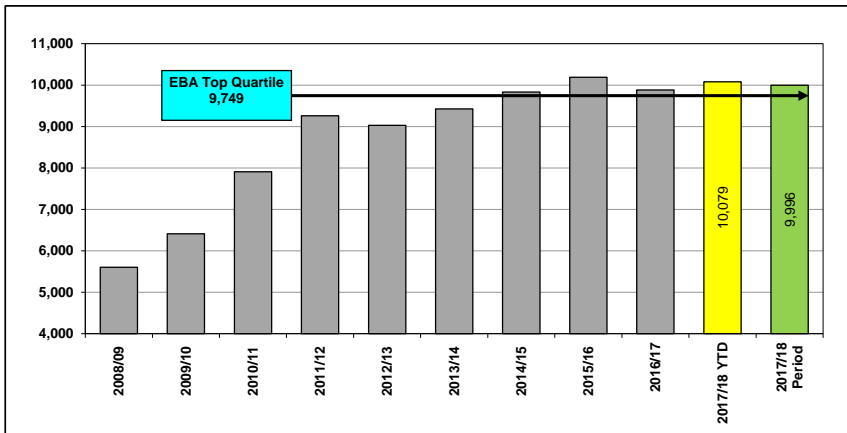
Targets were based on the old counting methodology and will be restated. The correct donor base and restated targets will be reported when available (with history from September 2017 onwards).

| Sep-2017 | A- | A+ | AB- | AB+ | B- | B+ | O- | O+ | Total |
|--------------------|-------|-------|-----|-----|-----|-----|-----|-------|--------|
| Target | 2,365 | 3,982 | 156 | 331 | 242 | 777 | 820 | 2,824 | 11,497 |
| Reviewed report | 2,159 | 3,598 | 165 | 300 | 219 | 695 | 760 | 2,611 | 10,507 |
| Variance vs target | -206 | -384 | 9 | -31 | -23 | -82 | -60 | -213 | -990 |

Monthly Performance Report - As at the end of December 2017
Blood Components - Productivity

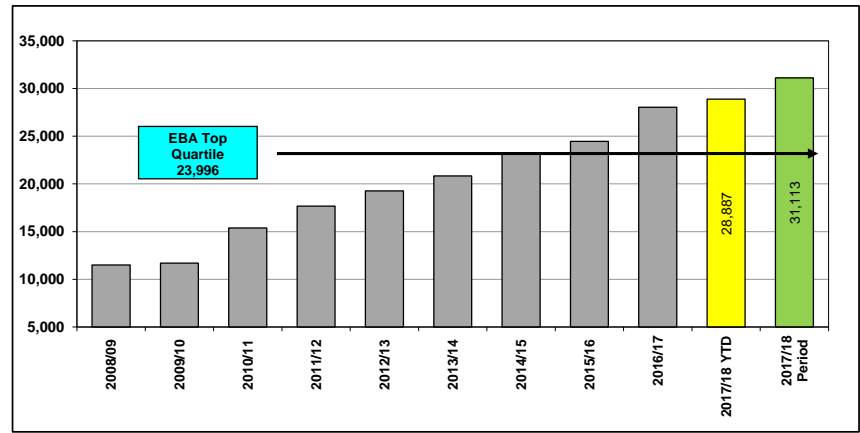
27. Processing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------------------------------|---------------|------------|------------|-----|---------------|
| Manufacturing productivity (units/FTE/year) | 10,300 | 10,286 | 10,079 | A | - |



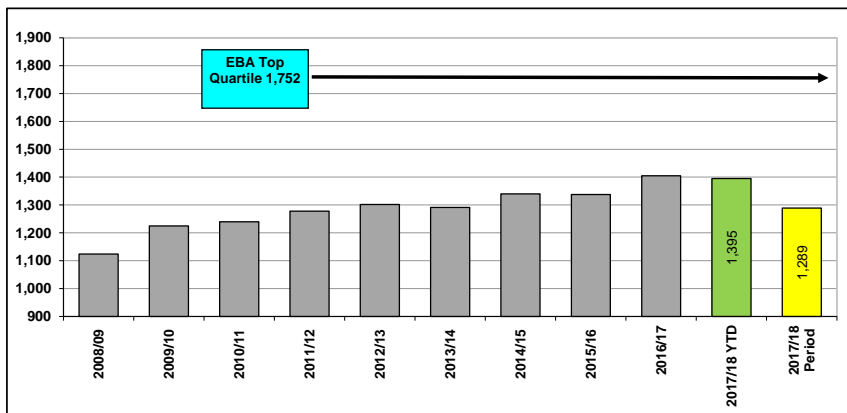
28. Testing Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------------------------|---------------|------------|------------|-----|---------------|
| Testing productivity (units/FTE/year) | 29,700 | 29,710 | 28,887 | A | - |

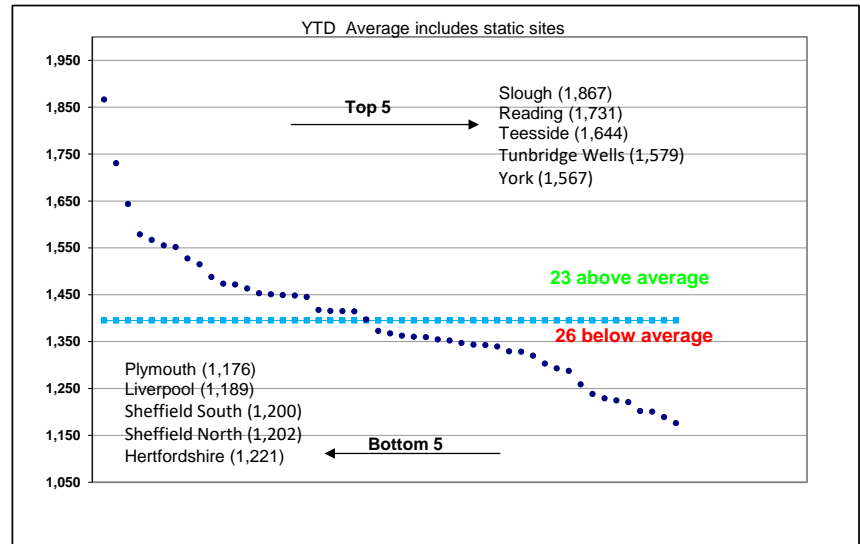


29. Blood Donation Productivity : YTD and Current Month

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|----------------------------------------------|---------------|------------|------------|-----|---------------|
| Blood Donation Productivity (units/FTE/Year) | 1,411 | 1,410 | 1,395 | G | - |



30. Blood Donation Productivity - Distribution Mobile Teams



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|-----------------------|------------------------------------------------------------------------|---------|------------|---------------------------------------------------------|
| DTS | Group Targets | Sales Income (£69.3m) | G | - | £56.1m (vs plan of £53.8m). |
| | | Number of Serious Incidents (SI's) | G | - | None reported this month |
| | | Zero 'critical' regulatory non-compliances | G | - | None reported in the month. |
| | | Number of 'major' regulatory non-compliances | R | Worse | 5 reported at the Birmingham ATU in the month. |
| | Tissue & Eye Services | Sales income achieved - £13.6m (chart 31) | G | - | Marginally lower than plan at £9.6m (vs £9.8m). |
| | | 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 | - | 99.4% vs plan of 98.0% (year to date). |
| | H&I | Sales Income achieved - £13.9m (chart 32) | A | - | £10.3m vs plan of £10.4m. |
| | | % of patients receiving A or B1 platelets | A | - | 71% vs plan of 75% - Chart 2. |
| | | Time to type deceased organ donors | G | - | Reporting monthly in arrears - at 85% vs target of 80%. |
| | | Turnaround time vs SLA (chart 36) | G | - | Better than plan at 95.8% (vs 95% target). |
| | RCI | £14.95m Sales income achieved (chart 32) | G | - | £11.7m vs plan of £11.1m. |
| | | Sample turnaround time vs SLA (chart 35) | G | - | 96.1% vs plan of 95%. |

| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|--------------------------------|---------------------------------------------------|---------|------------|------------------------------------------------------|
| DTS | CMT | £11.2m sales income achieved (chart 33) | G | - | £8.6m vs plan of £8.4m. |
| | | On time in full – target 100% | G | | At target. |
| | SCDT | £9.8m sales income achieved (chart 33) | G | - | £7.3m vs plan of £7.1m. |
| | | 2,300 increase to Banked Cords TNC > 140 | R | - | 1196 vs plan of 1724. |
| | | 40% BAME Cord Blood units add to the bank | G | - | 40% in the year to date (> 40). |
| | | Issue 75 Cord Blood units | R | Worse | 41 units issued in the year to date (vs plan of 53). |
| | | Adult Donor Provisions (216) | G | - | 173 vs plan of 157 |
| | | Donors recruited to fit panel – 10k | A | - | 7,475 vs plan of 7,498 |
| | Therapeutic Apheresis Services | £7.6m sales income achieved (chart 34) | G | - | £7.3m vs plan of £5.7m. |
| | | 62% of hospitals scoring => 9/10 for satisfaction | - | - | 70.5% vs 62% at February 2017. |
| | | 95% of Patients rating patient experience => 9/10 | G | - | December 2017 at 97% (vs 95%) |

- DTS is reporting an I&E surplus of £1.9m in the year to date. The forecast outturn for the year remains unchanged this month at a surplus of £0.8m.
- Sickness absence in DTS was better this month at 2.6% and remains much better than the NHSBT target of 4%.
- All SBUs are reporting an I&E contribution at or better than plan in the year to date, with the exception of Tissues, which has seen a marked decline in the sales of skin through the year (and is expected to continue through the year).

| DTS Income by SBU – YTD December 2017 | 2017/18 Budget | 2017/18 Income | 2017/18 Variance | 2016/17 Actual | Growth |
|------------------------------------------|-------------------|-------------------|---------------------|-------------------|------------|
| Tissue & Eye Services | 9.8 | 9.6 | -0.2 | 9.1 | 6% |
| TAS | 5.7 | 7.2 | 1.5 | 5.5 | 30% |
| H&I | 10.4 | 10.3 | -0.1 | 10.1 | 2% |
| RCI | 11.1 | 11.7 | 0.6 | 10.4 | 13% |
| IBGRL | 0.9 | 0.9 | 0.0 | 0.5 | 64% |
| CMT | 8.4 | 8.6 | 0.2 | 7.7 | 12% |
| SCDT | 7.4 | 7.6 | 0.3 | 7.5 | 2% |
| Customer Services | 0.1 | 0.1 | 0.0 | 0.1 | -16% |
| Total (£m's) | 53.8 | 56.1 | 2.3 | 50.9 | 10% |

- **Tissue and Eye Services** - income was significantly worse than plan in December. In the year to date it is now 2.1% worse than plan but remains 5.8% higher than the previous year. Strong sales have been seen in corneas (£0.2m), ASE/AlloSE (£0.2m) and cardiovascular and are only partially offset by underperformance in skin (£0.5m), sclera (£0.1m), dCell dermis (£0.1m) and processed bone (£0.1m). There is a small favourable position on expenditure (£0.1m), which is partially offsetting income, but results in an adverse contribution position in the year to date (£0.2m). Eye bank stocks were stable at 313 at the end of December.
- **RCI** income continues to be 5.4% better than plan in the year to date and 13.2% higher than last year with antenatal referrals (£0.4m) and screening (£0.1m) continuing to perform well. There is a small favourable position on expenditure (£0.1m) resulting in a surplus contribution year to date of £0.7m. Sample turnaround was again marginally lower than plan this month at 93.0%, although it continues to be better than plan in the year to date (96.1% vs 95.0%). The customer satisfaction results for the Q3 / December 2017 (56%) were lower than in the previous quarter (67%).
- **H&I** income is 1% behind plan in the year to date, although 2% higher than last year. Activity in stem cell investigations is 2% better than plan but this is more than offset by general investigations and solid organ investigations which are 3% and 2% respectively below plan so far this year. Turnaround times have improved this month are now better than plan in the year to date (95.8% vs 95%). The provision of A and B1 matched platelets was 69% in December (70% November) and significantly worse than target (75%). In the year to date it remains below plan at 71%. In line with RCI, the H&I customer satisfaction results for Q3 / December 2017 (71%) were lower than in the previous quarter (77%).
- **Stem Cell Donation & Transplantation** income is showing a £0.4m favourable variance in the year to date. There have been 41 cord issues year to date (versus target of 53) with international 2 better than plan and the UK 14 below plan. BBMR donors are higher than plan in the year to date (173 versus target of 157) with the UK 5 behind plan and international 21 ahead of plan.
- The cords banked target was to have banked 20k by end of the 2018/19 financial year. At the current run rate, however, we will hit 20k by September 2019. At this point the bank changes from a growth to a maintenance phase, and collection activity will be reduced (the TNC threshold will be increased so we are only banking A&B grade units at a rate of around 31per month - this will maintain the bank at 20k units and gradually improve the proportion of A&B cords). The slow

down in the banking rate is due to a decision to leave posts vacant, and shifts uncovered, hence avoiding the need to recruit staff to reach target only to make them redundant next year. DH is in agreement with this approach as we are tracking towards the agreed bank size. The introduction of NICE guidelines on delayed cord clamping in March 2017 is now being implemented in hospitals and has impacted our clinical conversion rate. Taken together the number of cord units banked continues to run behind plan (31% lower in the year to date) and will report at red status through the rest of the year. BAME cord donations banked were equal with target in the month at 40% and in the year to date, remains level with plan.

- **Cellular and Molecular Therapies** - service income in the year to date is £0.2m better than budget and generating a small income and expenditure surplus (£0.1m).
- **Therapeutic Apheresis Services** income in the year to date is 27% ahead of target and 30% higher than in the previous year, primarily due to strong performance on ECP (£1.2m), red cell exchange (£0.1m) and stem cell harvests (£0.2m). The income surplus (£1.5m), when combined with the increased expenditure to support these activity levels, is resulting in a favourable contribution surplus of £0.6m. The Patient Experience Survey achieved a Top Box score of 97%, with 5 out of 8 sites achieving 100%.
- There were 5 major regulatory findings reported as a result of an MHRA inspection on 9th January 2018 of the Advanced Therapies Unit in Birmingham. This is a poor result (close to being a critical finding) and NHSBT will receive a Type 2 letter from the MHRA reflecting the seriousness of the findings and setting a tight timeframe for rectification. The findings were:
 - Deficiencies within the Environmental Monitoring process with insufficient investigation of failures, inadequate evidence to support selection of monitoring points – HACCP analysis not performed, EM failures not reported as QIs, and no trend investigation
 - Data Integrity
 - Control of change – including change control for Merlin not including changes to the process or sufficiently risk assess changes and licence not updated to reflect changes in named personnel.
 - Personal locker in the GMP lobby area containing food and drink containers, rejected consumables, personal medication, and equipment with unclear status.
 - Inadequate controls to minimise risks for sterile products eg aseptic operator technique, cellotape used in cloakroom, inadequate controls for sterile fill validation testing

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 ⁽¹⁾ | Closure | N/A | R | 0.3 | 0.3 | N/A | Nov 17 | Jan 18 |
| TAS - Liverpool | Delivery | G | G | N/A | N/A | N/A | Mar 20 | Mar 20 |
| Filton Extension | Delivery | G | G | 0.2 | 0.2 | N/A | Jan 21 | Oct 21 |
| Automated Software Testing | Delivery | G | G | N/A | 0.2 | N/A | Nov 18 | Mar 19 |

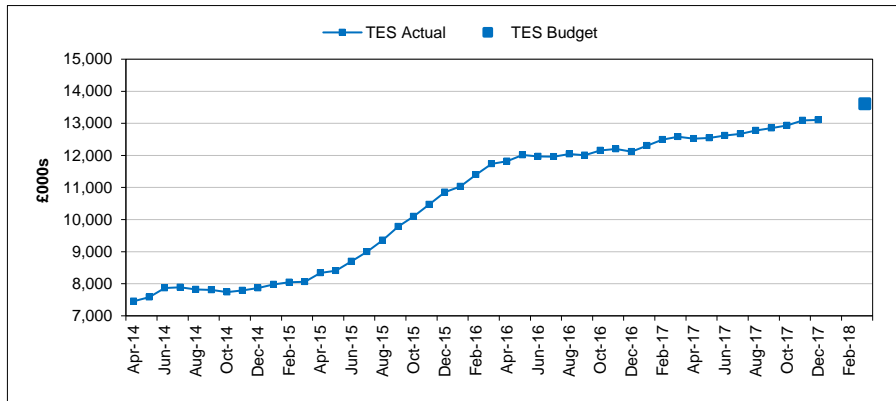
Notes: i) EPR due February 2018. Not reported to TPB this month.

Monthly Performance Report - As at the end of December 2017

Diagnostic and Therapeutic Services - Income

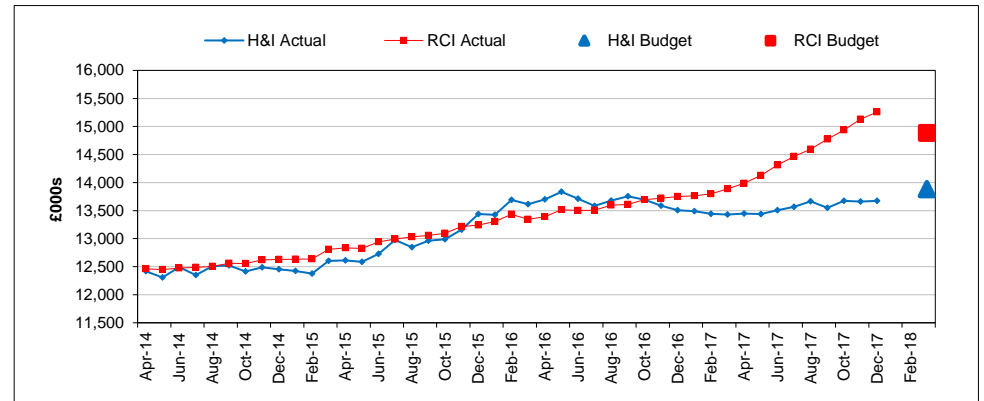
31. Tissue and Eye Services Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - TES | 13.602 | 9.802 | 9.594 | A | - |



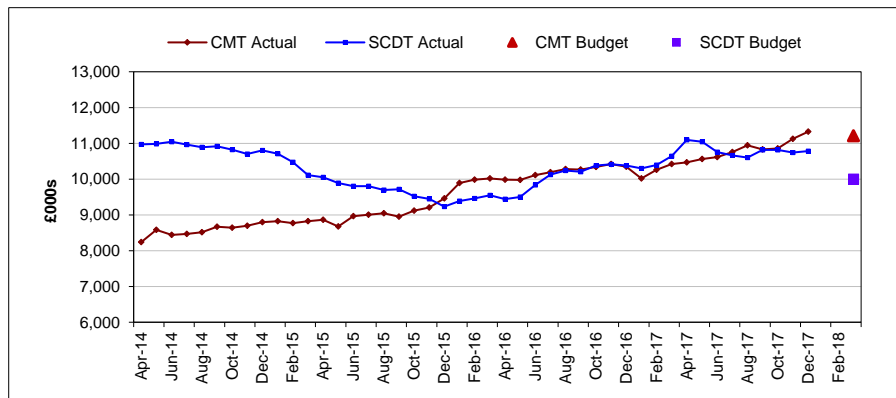
32. Diagnostic Service Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - RCI | 14.884 | 11.138 | 11.741 | G | - |
| Income (£m's) - H&I | 13.882 | 10.398 | 10.319 | A | - |



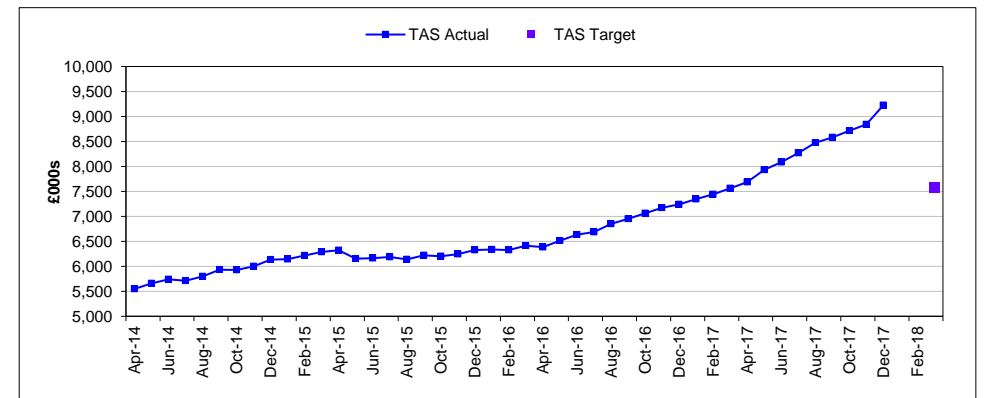
33. Stem Cells - SCDT/CMT Income (MAT)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|----------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - CMT | 11.212 | 8.410 | 8.563 | G | - |
| Income (£m's) - SCDT | 9.795 | 7.365 | 7.644 | G | - |



34. Therapeutic Apheresis Services Income (MAT)

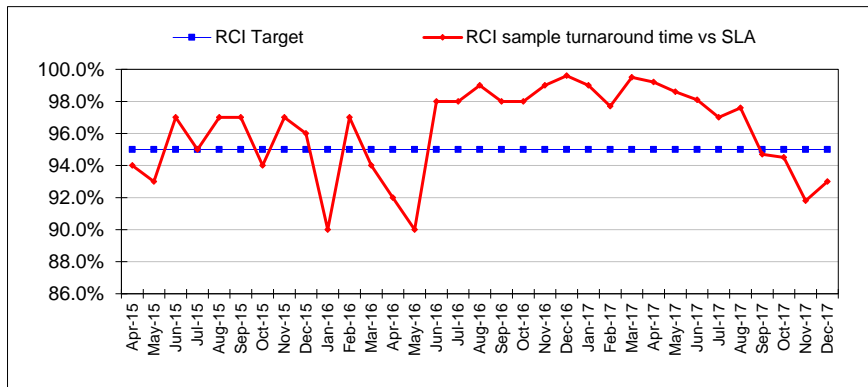
| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|---------------------|---------------|------------|------------|-----|---------------|
| Income (£m's) - TAS | 7.581 | 5.679 | 7.209 | G | - |



Monthly Performance Report - As at the end of December 2017
Diagnostic and Therapeutic Services - Customer service and safety

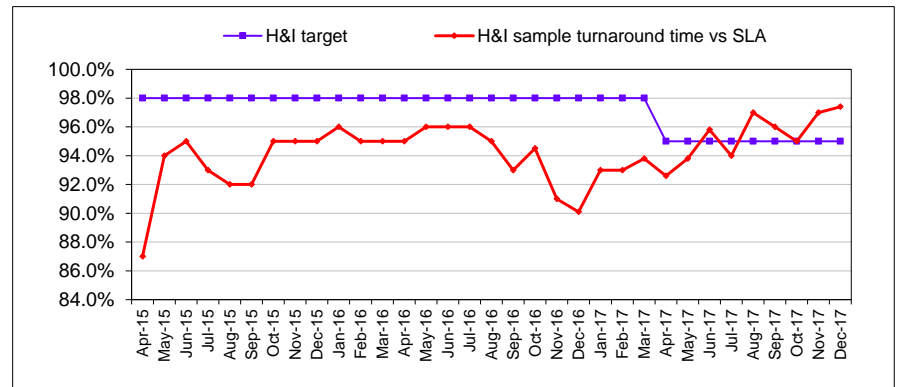
35. Turnaround Time vs SLA (RCI)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|------------------------------|---------------|------------|------------|-----|---------------|
| Turnaround Time vs SLA - RCI | 95.0% | 95.0% | 96.1% | G | - |



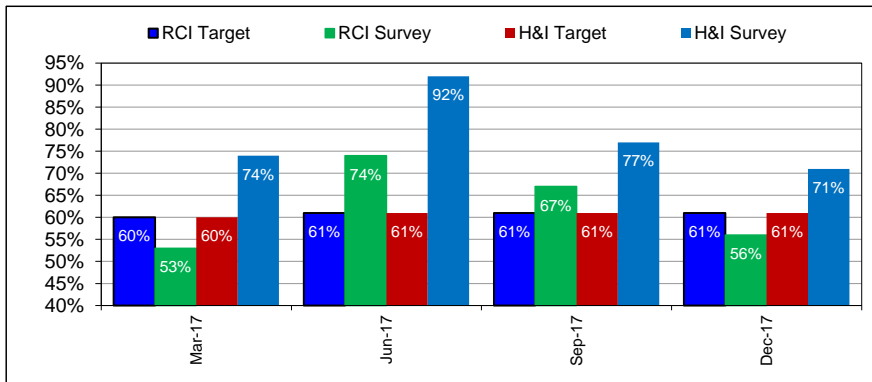
36. Turnaround Time vs SLA (H&I)

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|------------------------------|---------------|------------|------------|-----|---------------|
| Turnaround Time vs SLA - H&I | 95.0% | 95.0% | 95.8% | G | - |

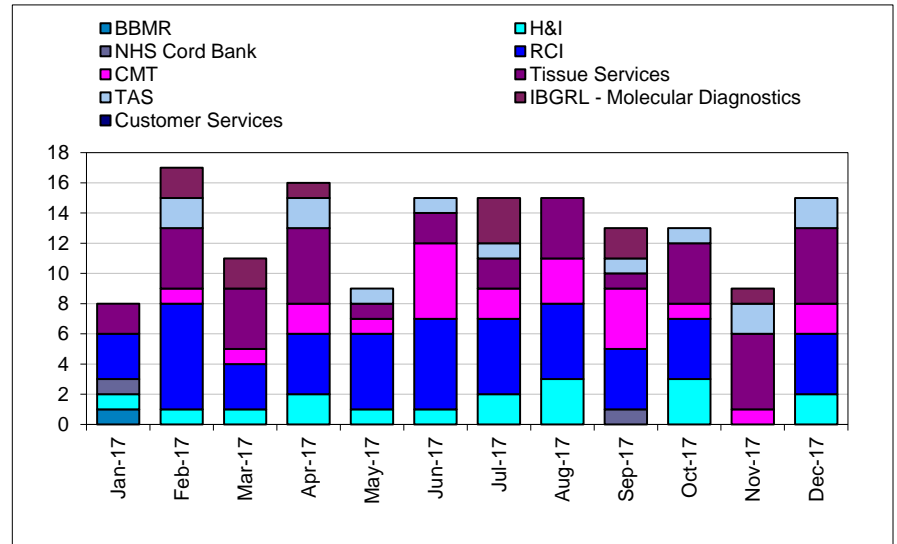


37. Hospital Satisfaction

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|-------------------------------------------------------------------------|---------------|------------|------------|-----|---------------|
| Percentage of hospitals scoring => 9/10 for satisfaction with RCI - RCI | 61% | 61% | 56% | A | Worse |
| Percent of hospitals scoring => 9/10 for satisfaction with H&I - RCI | 61% | 61% | 71% | G | - |



38. Major QI's raised per month - DTS

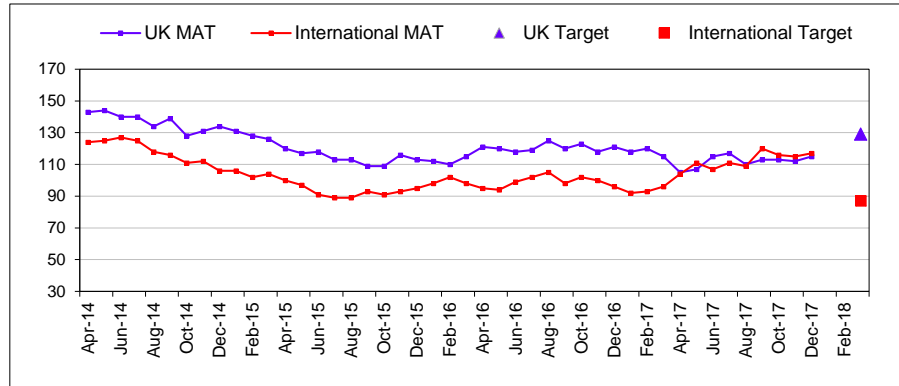


Monthly Performance Report - As at the end of December 2017

Stem Cell Donation and Transplantation, and Tissue and Eye Services : Corneas - Strategic Targets

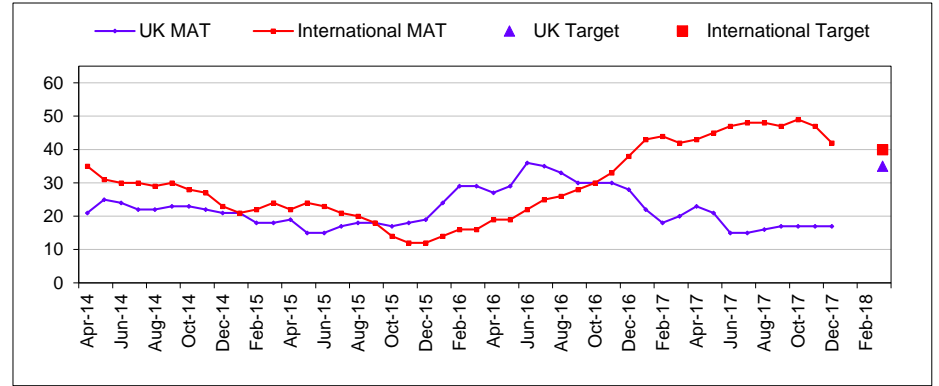
39. Adult donor provisions : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|--------------------------------|---------------|------------|------------|-----|---------------|
| Adult donor provisions (total) | 216 | 157 | 173 | G | - |

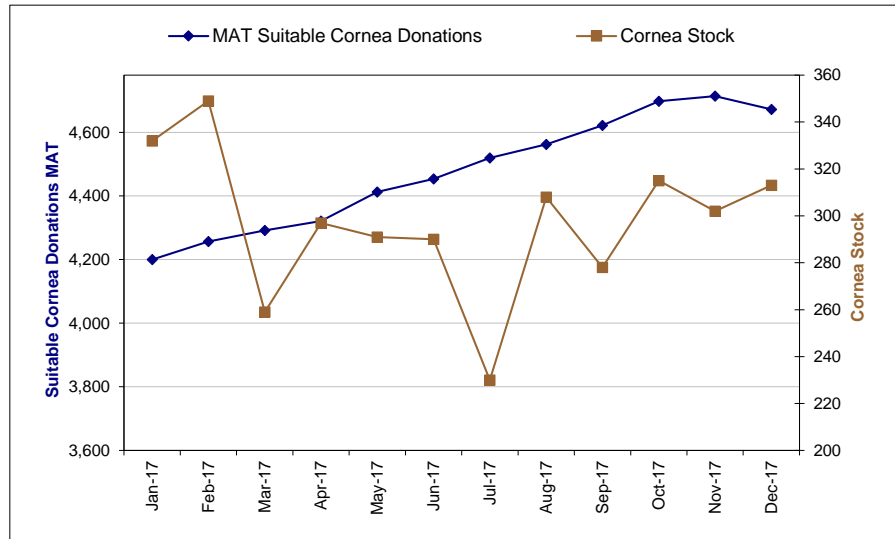


40. Issue of cord blood units : UK and International - MATs

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|-------------------------------------|---------------|------------|------------|-----|---------------|
| Number of Cord Units Issued (total) | 75 | 53 | 41 | R | - |

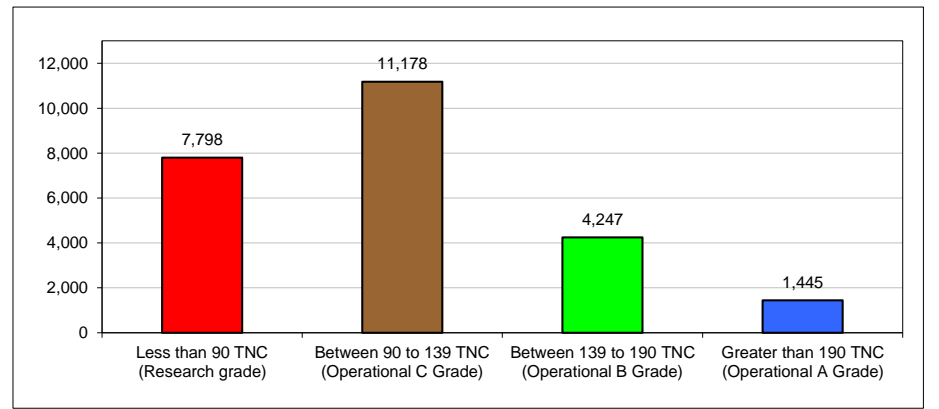


41. Suitable Cornea Donations - MAT, and Cornea stocks



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 | 1,724 | 1,196 | R | - |



| DIVISION | THEME | STRATEGIC TARGET | YTD RAG | RAG CHANGE | PERFORMANCE |
|----------|----------------------------------|-------------------------------------------------------------------------------------------------|---------|------------|---------------------------------------------------------|
| ODT | TOT 2020 Key Outcome Measures | Increase % Consent/Authorisation rate (Overall) | A | - | 65.0% year to date vs plan of 70% - chart 55. |
| | | Increase % Consent/Authorisation rate (Overall) – DBD | G | - | 73.2% in December year to date vs plan of 73%. |
| | | Increase % Consent/Authorisation rate (Overall) - DCD | R | - | 58.5% year to date vs plan of 67%. |
| | | Deceased donors - 2017/18 target – 1,524 | G | - | Year to date at 1,129 vs target of 1,143 – chart 43. |
| | | Deceased Organ Donors per million population | G | - | September - 22.8m vs plan 23.0m. Next report March 2018 |
| | | Number of Living donors 2016/17 (1,260) – reported one month in arrears | R | - | Year to date (Nov) at 691 vs plan of 928 – chart 46. |
| | | Living Donors per million population – 19.0 per/m | - | - | September at 15.9m vs plan 18.7m (update in January). |
| | | Internal NHSBT target based on 1.1m new registrations in 2017/18. | G | - | New registrations are 0.913m year to date (vs 0.825m) |
| | | Organ Transplants – Deceased (4,116) | A | - | 2,887 year to date vs plan of 3,087 – chart 44. |
| | | Deceased Organ Transplants per million population. | A | - | 58.7m vs plan 62.1m. Next report March 2018 |
| | | Proportion of population who have had a conversation about their donation decision (target 47%) | - | - | New measure - next report February 2018 |
| | | NHSBT Cost per Transplant (chart 45). - £16.3k (2017/18 target) | G | - | December at £16.6k. Next update March 2018. |

- There have been 1,129 deceased donors in the year to date, 14 lower than target. This equates to a 7.5% increase compared with the same period last year with an 11.5% increase in DBD and a 2% increase in DCD.
- The DBD and DCD SNOD presence rates in the year to date remain at 95% and 85% respectively. This equates to an overall year to date SNOD presence rate of 90% versus 86% last year. There were 26% (87) fewer occasions where families were approached for a formal organ donation discussion without a SNOD present in the year to date, compared with the same nine months last year. This equates to a 26% decrease. Regions have reported several reasons why no SNOD was present at the formal approach for donation:

- 2 cases where SNOD en route to hospital (1 re-approached);
 - 4 cases where there was no referral to SNOD team;
 - 2 cases where the SNOD was unable to attend due to activity (clinical team coached by SR on approach);
 - 2 cases where SNOD was over 3 hours away and family wanted withdrawal;
 - 3 cases where Clinical team were discussing withdrawal of treatment but discussed donation at the same time;
 - 6 cases where the SNOD was present on the ICU however were refused to be allowed into the conversation.
- The overall consent rate in the year to date remains at 65% versus the 62% achieved in the same nine months last year.
 - Formal organ donation discussions have taken place with patients from black and Asian communities on 42 more occasions than last year to date with consent being achieved on 40 more occasions. The overall consent rate for patients from black and Asian communities is 43% (110 out of 257) in the year to date, 10% higher than in the same nine months last year. Q3, however, was considerably lower than the consent rate achieved in Q2.
 - There were 24 ODR overrides in Q1, 21 in Q2 and 15 in Q3, equating to 60 in the year to date.. In total there have been 7 fewer ODR overrides in the year to date compared to last year. 12 of the 60 ODR overrides in the year to date have happened without a SNOD present. If a SNOD had been present, consent may have been ascertained on 10 more occasions in the year to date, assuming a 94% consent rate achieved by the SNODs.
 - For patients known to have opted-in on the ODR, the quarterly consent rates in 2017/18 were as follows:
 - SNOD present: Q1=93%, Q2=92%, Q3=95%, and in the year to date is 94% (1% higher than same nine months last year).
 - SNOD not present: Q1=33% (3/9), Q2=73% (8/11), Q3=79% (11/14), and in the year to date is 65% (22/34).
 - For patients who had not opted-in on the ODR, or this was not known at the time, the quarterly consent rates in 2017/18 have been:
 - SNOD present: Q1=57%, Q2=56%, Q3=60%, YTD=58% (<1% higher than same nine months last year)
 - SNOD not present: Q1=8% (6/75), Q2=13% (9/71), Q3=11% (8/72), YTD=11% (23/218)
 If a SNOD had been present on the 218 occasions, consent may have been ascertained on 103 more occasions in the year to date (in addition to the 23 achieved), assuming a 58% consent rate achieved by the SNODs.
 - The increase in deceased donor transplants is not as great as the increase in deceased donors being 4.4% higher than last year to date and 200 lower than target.
 - December was a poor month for registrations with only 69,833 new opt-in registrations but are ahead of the annual target for 1.1 million new opt-in registrations, with 913k in the year to date. The DVLA data transfer feed was significantly lower than usual in December and is the main reason for the drop in new registrations. 43% of new registrations came through digital activity (compared to 34% the previous month). This increased proportion of digital registrations reflects both the reduction in data feed registrations through the DVLA and England and Wales GP service as well as the launch of the Government's consultation which prompted a spike in web visits and online sign ups on the 12th December. It is important to note that the Scottish GP Service is inactive. There is an error in the source data that is currently being worked through by the third party provider. The NHS Tracing Service & De-Duplication Process has also been inactive since June 2015. This may result in significant numbers of duplicate registrations on the live ODR i.e. over-reporting the number of registrants.
 - Absence decreased marginally following a reduction in long term absence. In total short term absence is at 2.29% and long term absence at 1.43%. There are five teams with absence above 4%: Eastern, Northern Ireland, Northern, South Central and South Wales.

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 |
|---------------|--------|----------|----------|-----------------------------|---------------------|-----------------------|---------------------|--------------------|
| ODT Hub | Define | G | G | 3.2 ⁽ⁱ⁾ (0.6) | N/A ⁽ⁱⁱ⁾ | N/A | Dec 19 | Dec 19 |

Notes:

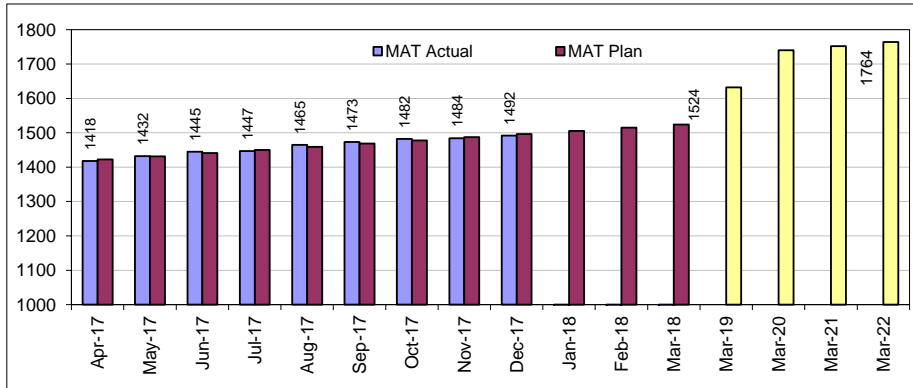
- i) This is non-recurring figure for 2017/18, recurring figure in brackets.
- ii) Now an under spend of £403k.

Monthly Performance Report - As at the end of December 2017

Organ Donation and Transplant - Outcomes

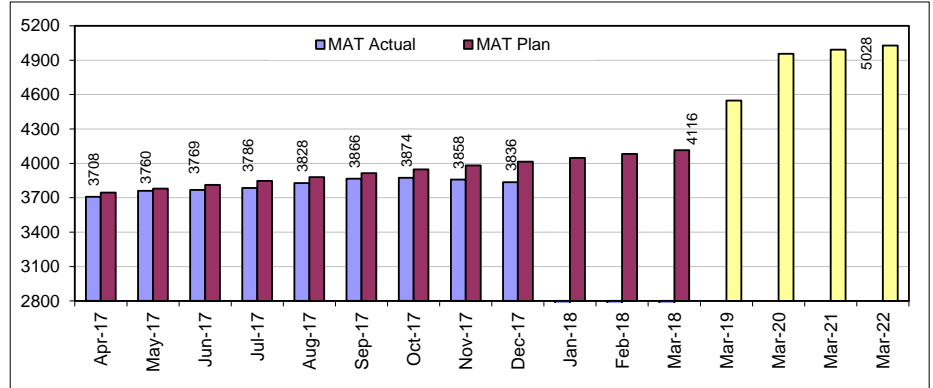
43. MAT number of Deceased Organ Donors

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---------------------------------|---------------|------------|------------|---------|---------------|
| Number of Deceased Organ Donors | 1,524 | 1,143 | 1,129 | G | - |



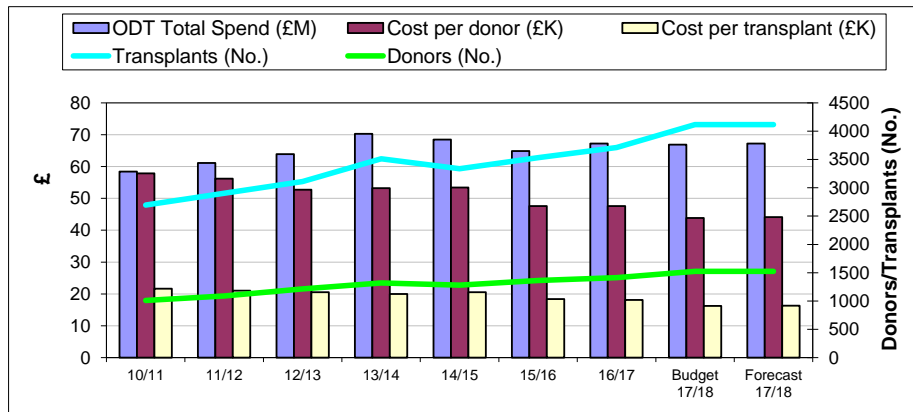
44. MAT number of Deceased Donor Organ Transplants

| YTD Performance | Annual Target | YTD Target | YTD Actual | RAG | YTD RAG Trend |
|--------------------------------------|---------------|------------|------------|-----|---------------|
| Number of Deceased Donor Transplants | 4,116 | 3,087 | 2,887 | A | - |



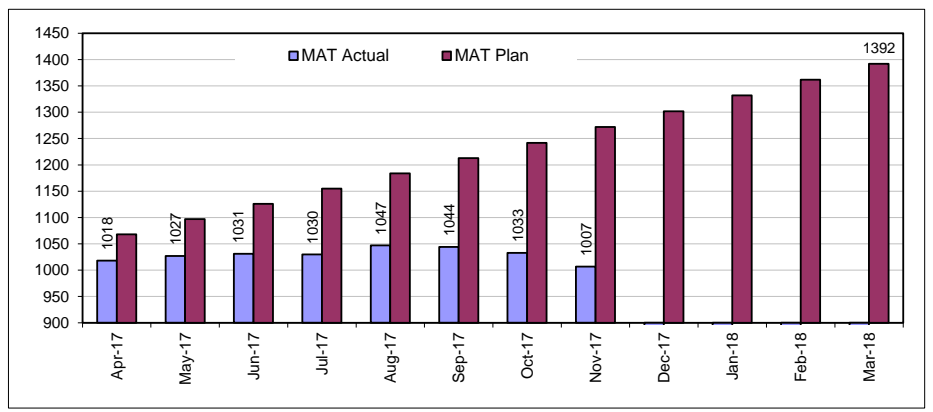
45. ODT Cost per Donor/Transplant

| YTD Performance | Annual Target | Forecast for the year | YTD RAG | YTD RAG Trend |
|----------------------------------|---------------|-----------------------|---------|---------------|
| NHSBT Cost per Transplant (£k's) | 16.2 | 16.4 | G | - |



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

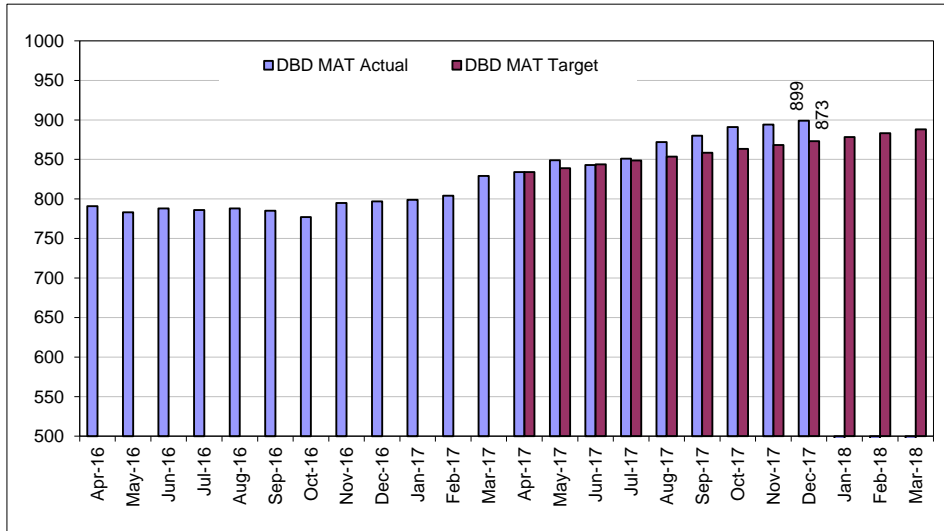
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|---------------------------------------------------------------|---------------|------------|------------|---------|---------------|
| Number of Living Organ Donors (reported one month in arrears) | 1,392 | 928 | 691 | R | - |



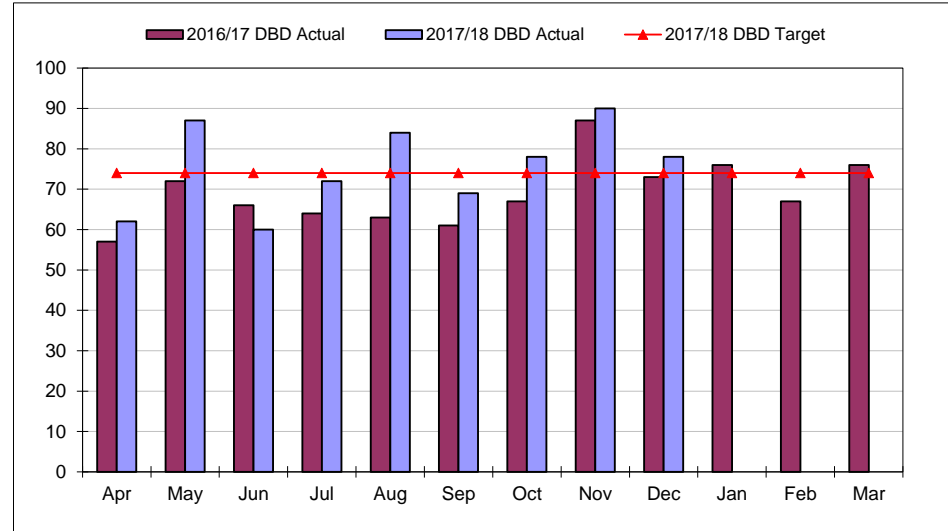
Monthly Performance Report - As at the end of December 2017

Organ Donation and Transplant - DBD Activity

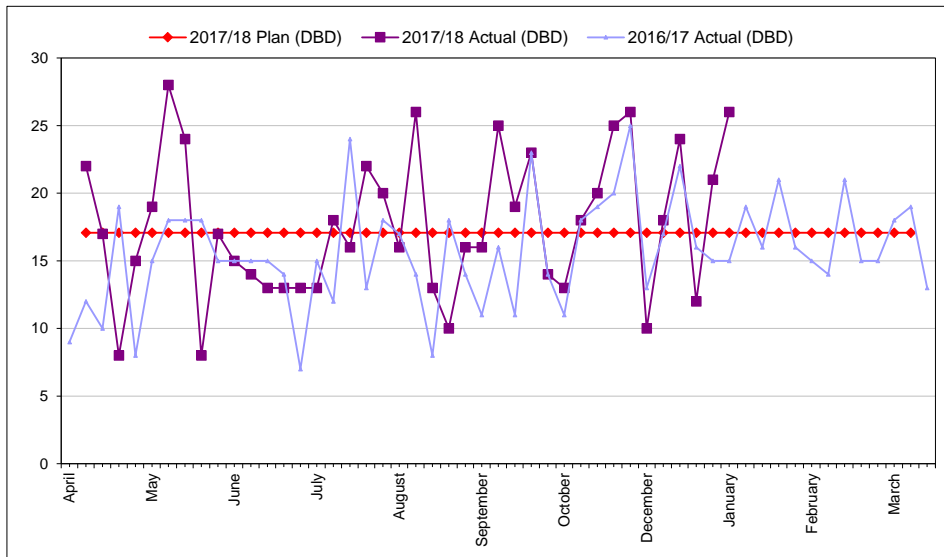
47. MAT number of Deceased Organ Donors (DBD)



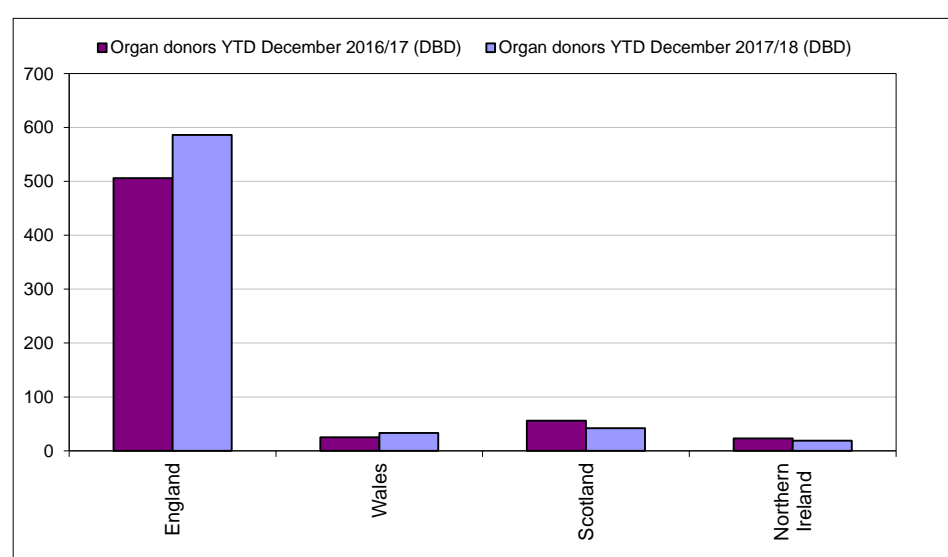
48. Deceased Organ Donors - Monthly (DBD)



49. Deceased Organ Donors - Weekly (DBD)



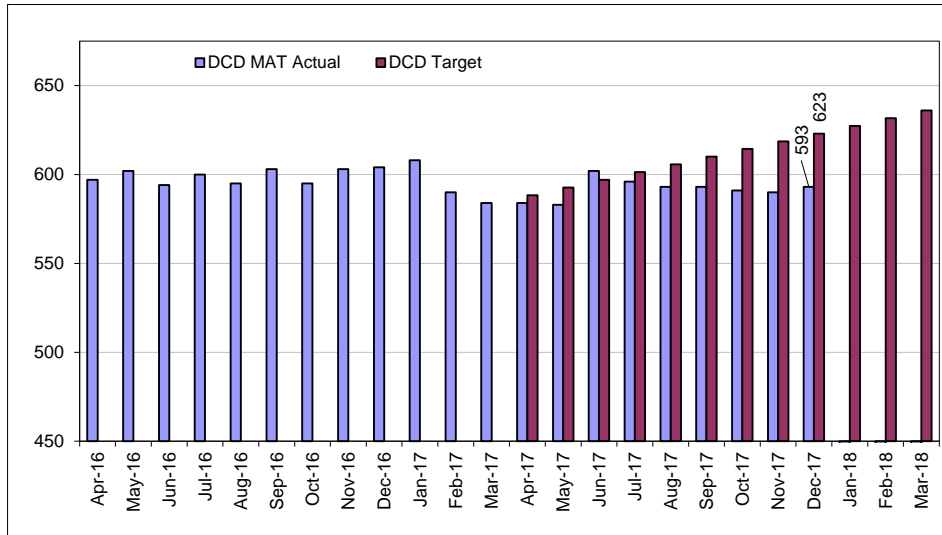
50. Deceased Organ Donors - By Nation (DBD)



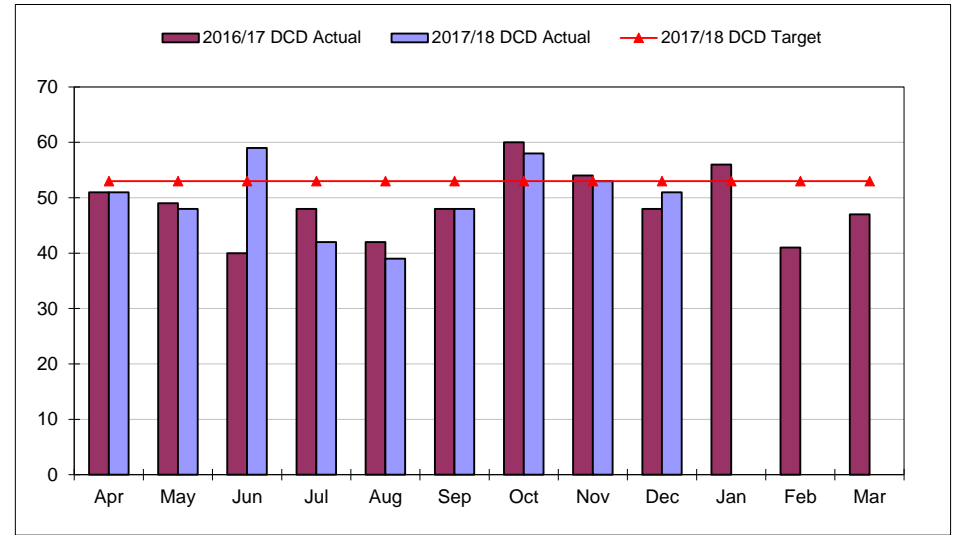
Monthly Performance Report - As at the end of December 2017

Organ Donation and Transplant - DCD Activity

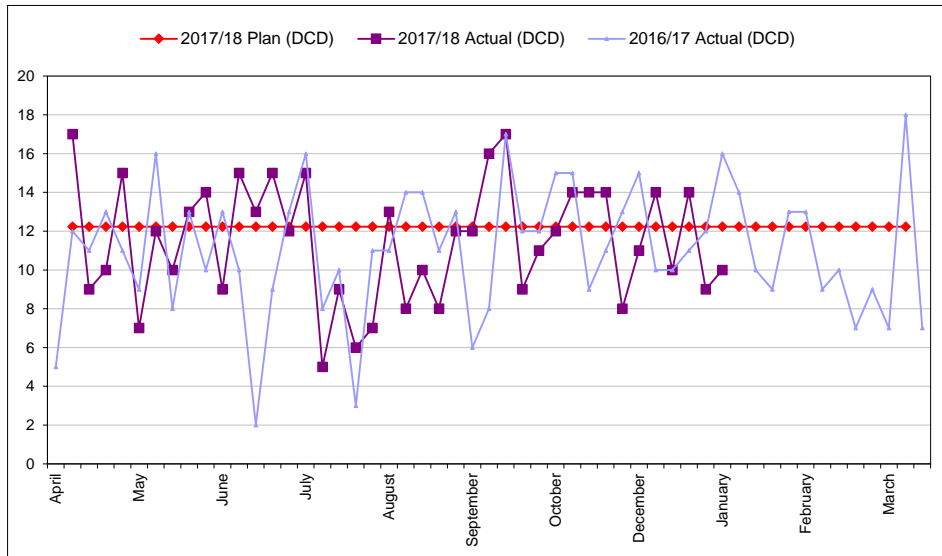
51. MAT number of Deceased Organ Donors (DCD)



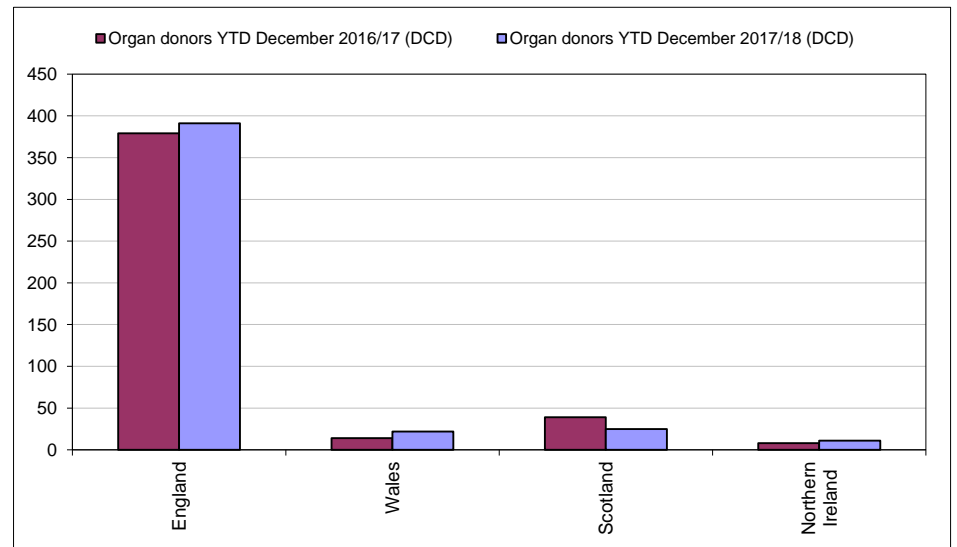
52. Deceased Organ Donors - Monthly (DCD)



53. Deceased Organ Donors - Weekly (DCD)



54. Deceased Organ Donors - By Nation (DCD)

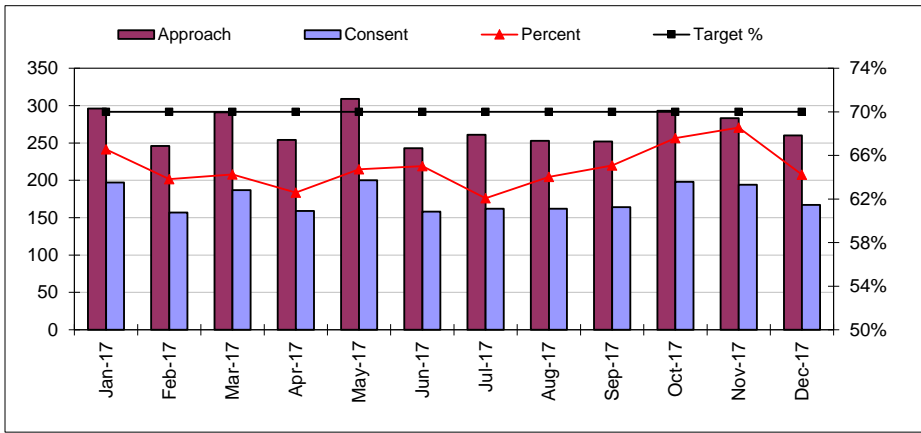


Monthly Performance Report - As at the end of December 2017

Organ Donation and Transplant - Consent / ODR

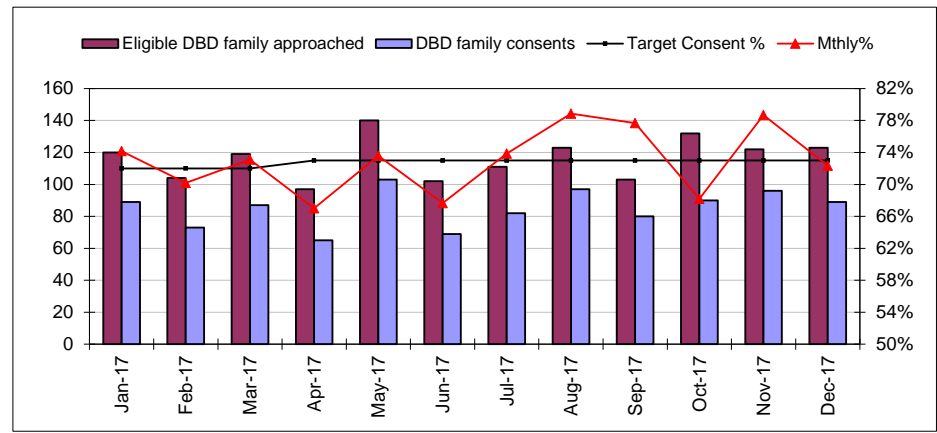
55. Consent / Authorisation rate (DBD & DCD)

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|--------------------------------|---------------|------------|------------|---------|---------------|
| Consent/Authorisation rate (%) | 70.0% | 70.0% | 65.0% | A | - |



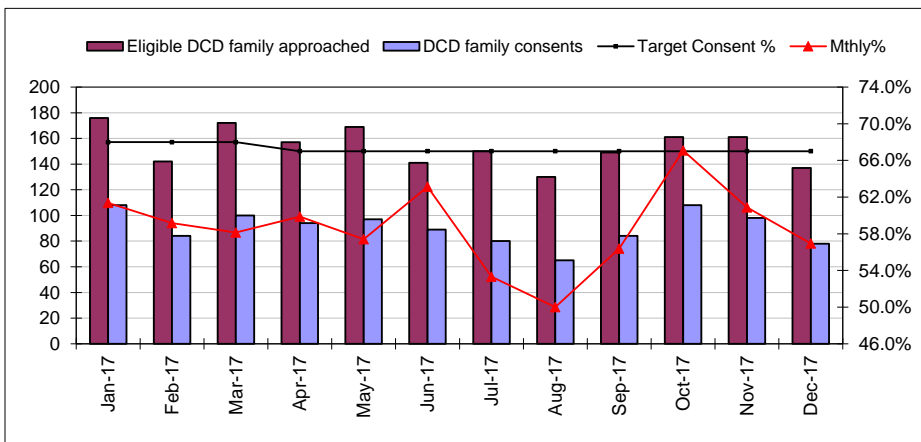
56. Consent/Authorisation rate (DBD) per month

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|------------------------------------|---------------|------------|------------|---------|---------------|
| DBD Consent/Authorisation rate (%) | 73.0% | 73.0% | 73.2% | G | - |



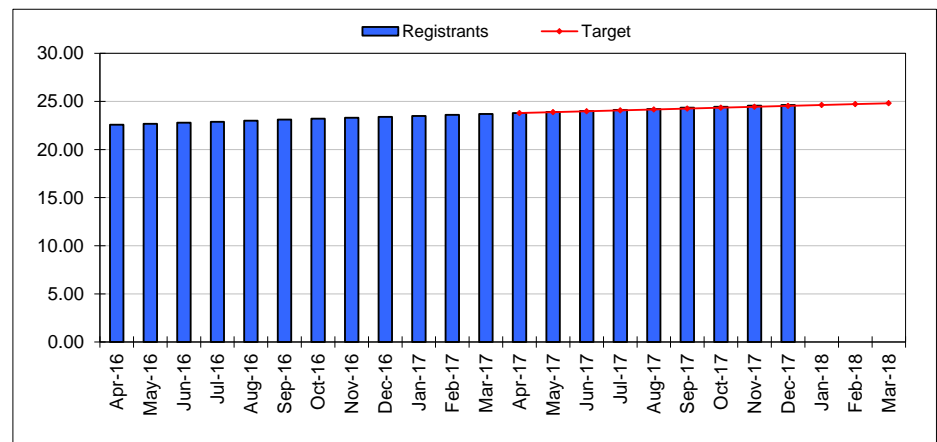
57. Consent/Authorisation rate (DCD) per month

| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|------------------------------------|---------------|------------|------------|---------|---------------|
| DCD Consent/Authorisation rate (%) | 67.0% | 67.0% | 58.5% | R | - |



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

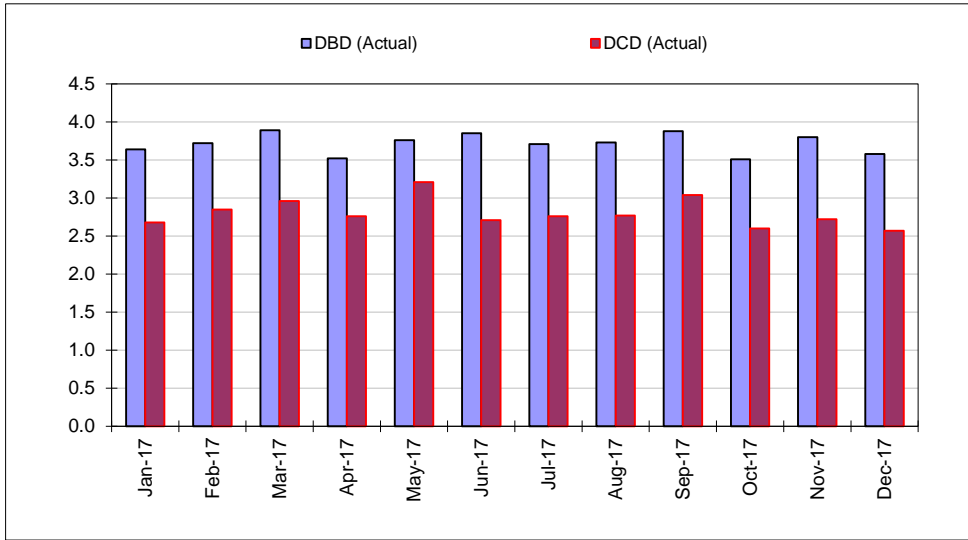
| YTD Performance | Annual Target | YTD Target | YTD Actual | YTD RAG | YTD RAG Trend |
|------------------------------------------|---------------|------------|------------|---------|---------------|
| Opt-in registrants on the ODR (millions) | 1.100 | 0.825 | 0.913 | G | - |



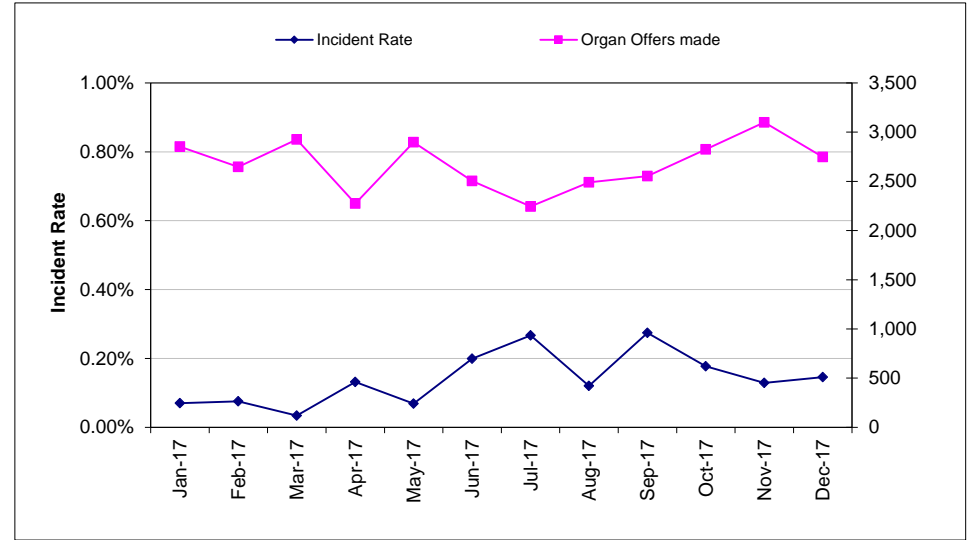
Monthly Performance Report - As at the end of December 2017

Organ Donation and Transplant - Transplantable Organs and Duty Office Incidents

59. Transplantable Organs per Donor

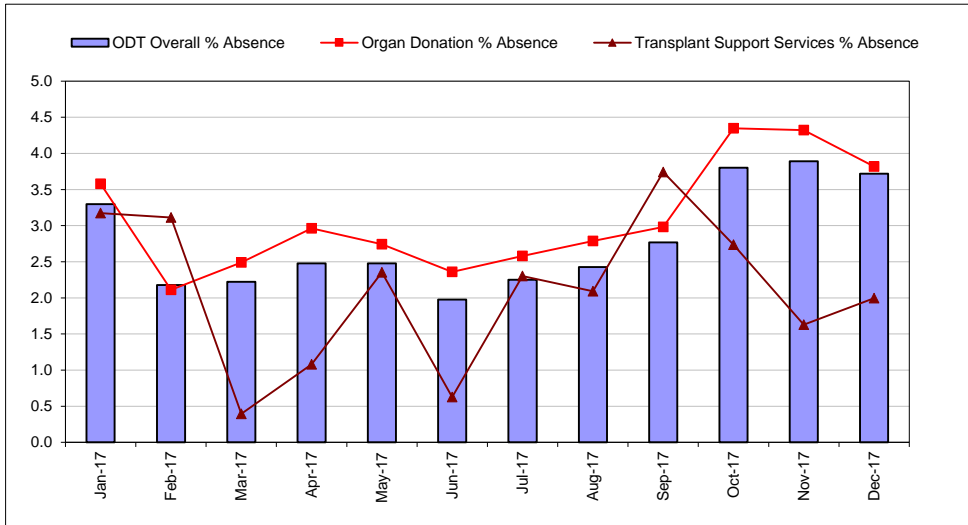


60. ODT Hub Operations - Incidents per Organ Offer

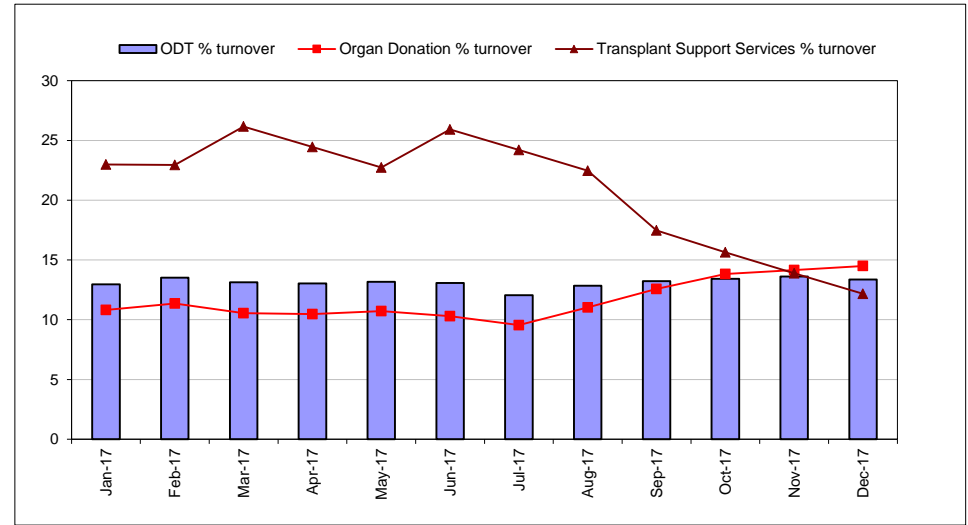


Organ Donation and Transplant - Absence/Turnover

61. ODT Absence rate (%)



62. Annual Turnover rate (%)



| SECTOR | NOTES/UPDATE REPORT |
|--------|---------------------|
|--------|---------------------|

| | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| NHSBT Corporate | <p>Sickness absence was a slightly higher this month at 3.6% but equal to last year. As previously noted a sustained and significant improvement within logistics is supporting the overall performance seen in NHBST.</p> <p>Health and Safety – the Lost Time Incidence Rate (12 months to November 2017) is at 1.7 (a welcome decrease from last month of 0.2).</p> <p>Exercise “Fulcrum”, designed for the National Emergency Team (NET), will be held in January or February. The aim of the exercise is to run a NET in as realistic a manner. The date is therefore confidential and staff will be asked to take part in the exercise via teleconference.</p> <p>In response to the NHS marking its 70th birthday in 2018, building to a national celebration on 5th July, NHSBT will be putting NHS70 branding on our websites and other materials. We hope to involve the B Positive choir in national events, celebrate with our donors and align our staff awards with the birthday year.</p> |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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 |
|----------------------------------------------------|----------|----------|----------|----------------------|--------------------|-----------------------|---------------------|--------------------|
| Networks & Telephony Contract | Delivery | R | A | 1.6 | 1.4 | 0.1 | Apr 17 | May 18 |
| Barnsley Project (Leeds Sheffield) | Delivery | G | G | 16.5 | 16.5 | 1.1 | Jan 21 | Jan 21 |
| Desktop Modernisation – Infrastructure Improvement | Delivery | G | G | 3.5 | 2.2 | N/A | Apr 17 | Feb 18 |
| QPulse Performance Remediation & Upgrade | Delivery | G | G | 0.1 | 0.1 | N/A | TBC | Feb 18 |
| Exchange On-Line Migration | Delivery | G | G | 0.6 | N/A | N/A | TBC | Jul 18 |
| Pulse GUI/Middleware Server Upgrade | Delivery | G | G | 0.6 | N/A | N/A | TBC | Apr 18 |
| Portfolio and Resource Management | Start-Up | G | G | N/A | N/A | N/A | TBC | May 18 |
| Robotic Process Automation | Start-Up | G | G | N/A | N/A | N/A | TBC | Feb 18 |
| Tooting 2 nd Floor | Delivery | G | G | 0.4 | 0.4 | 0.3 | Jan 18 | Jan 18 |
| Pager Replacement ⁽¹⁾ | Start-Up | N/A | N/A | 0.1 | 0.1 | N/A | Aug 18 | Feb 18 |

Notes: i) Not reported this month as this project will be covered under the Hub Programme Pack and will go to Hub PgM Board & ODT CPB..

Monthly Performance Report - As at the end of December 2017

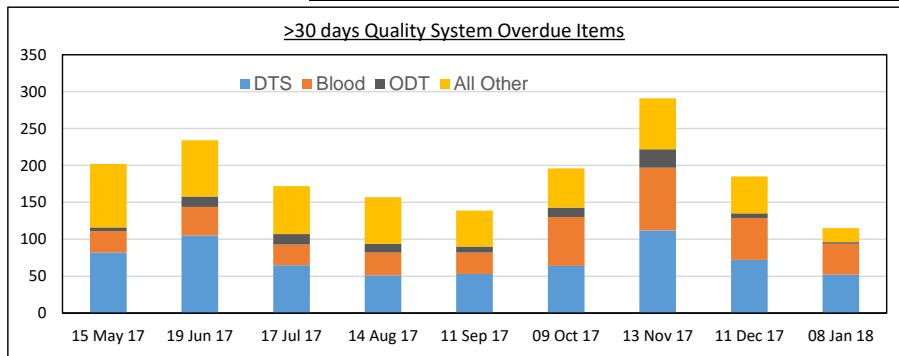
NHSBT Corporate - ICT / Workforce

63. IT system performance

| System availability | Period Target | Period Actual | Period RAG | RAG Trend |
|---------------------|---------------|---------------|------------|-----------|
| Donor Portal | 99.95% | 100.00% | G | Better |
| Pulse | 99.95% | 99.77% | A | Worse |
| OBOS | 99.95% | 99.02% | R | Worse |
| Hematos | 99.95% | 100.00% | G | Better |
| EOS | 99.95% | 100.00% | G | - |
| NtXD | 99.95% | 100.00% | G | Better |
| TMS | 99.95% | 100.00% | G | Better |

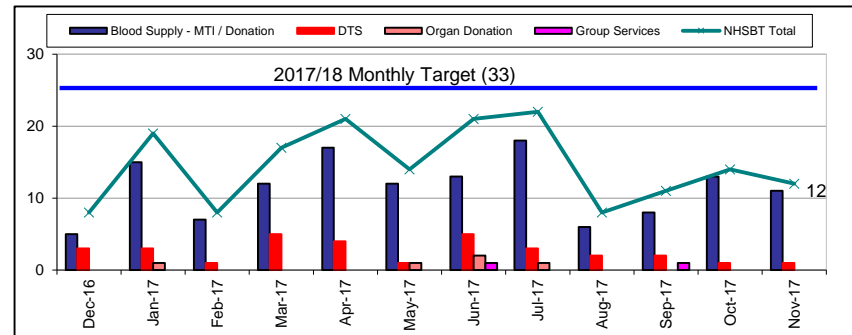
65. Quality System >30 days Overdue Items

| Directorate (as at 08 Jan) | Documents | Quality Incidents | Adverse Events | Change Control | Audit Findings | TOTAL |
|----------------------------|-----------|-------------------|----------------|----------------|----------------|------------|
| DTS | 12 | 20 | | 2 | 18 | 52 |
| M&L | 3 | 22 | 4 | 4 | 4 | 37 |
| ICT | | 4 | | 3 | | 7 |
| QA | | | | | 5 | 5 |
| BD | | 3 | 2 | | | 5 |
| All Other | | 2 | 4 | 2 | 1 | 9 |
| Total | 15 | 51 | 10 | 11 | 28 | 115 |

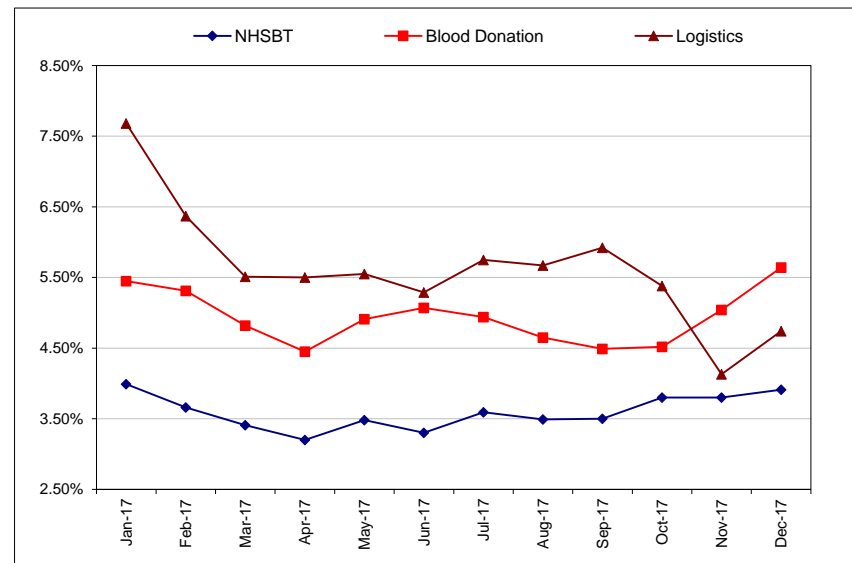


64. Health and Safety - Accident Reporting

| 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 | 12 | <=24 | 9 |
| M&L | <=6 | 4 | <=4.5 | 2 |
| DTS/SpS | <=1 | 1 | <=2 | 1 |
| Organ Donation | 0 | 0 | <=1 | 0 |
| Group Services | 0 | 0 | <=1 | 0 |
| NHSBT | <=24 | 17 | <=32.5 | 12 |



66. Sickness Absence



**RISK
MANAGEMENT**

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

| | | | |
|---------------------------------|-----|-------|-------|
| Corporate Risk Register Summary | Red | Amber | Green |
| 130 | 12 | 112 | 6 |

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 avoid blood price rises is highly dependant on our ability to manage the combined impact of :

- the increased cost of 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 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.
- the marketing costs needed to re-build / re-balance the blood donor base

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 organ 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, may impact on the outcomes and therefore the future viability of these services.

There are no new high/extreme risk's this month: There is a risk that significant numbers of donors may need to be deferred as a result of the impact of the Interval/Compare trials which has not yet been formally escalated through the risk register. If this risk were to materialise it would represent a threat to supply and mitigation would require a significant increase in active donor numbers (with a resulting increase in marketing costs) and introduction of more accurate iron testing (also at increased cost).