

Board Performance Report

For the period ended 31st August 2018

	Status	Trend	Comments
Blood Components	Red	Red	Although stocks improved during August, low collections in September have seen stocks fall back towards 21k units (and close to red status at present). Collection levels are well below those required to hit target stock levels and there is a risk they will be at red status by end December. Costs are running well in excess of budget as a result of the pressure on collections / stock.
DTS	Green	Green	DTS income is 5.1% higher than plan year to date, resulting in an income and expenditure surplus of £1.2m. BBMR and cord blood activity continue to be lower than planned, with 92 adult donor provisions versus 100 planned, and 18 cords issued versus 26 planned. Cornea stocks were at 275 units by the end of August.
ODT	Green	Yellow	There were 131 donors in August. As a result, there have been 648 donors in the year to date, 4.7% lower than target, although 7% better than last year. The number of deceased transplants is 14% lower than target in the year to date, although 3% higher than last year. Living Donors (reported one month in arrears) were 34% lower than target for year to date July 2018.
Corporate	Yellow	Yellow	Sickness absence and safety trends are adverse with absence being a significant contributor to blood collection performance.
Finance	Green	Yellow	NHSBT is reported a year to date surplus of £5.5m, £1.0m better than plan. The forecast for the year is a surplus of £3.0m, versus a budget deficit of £0.6m, reflecting a lower spend on CSM. The 5-year projection for Blood, however, remains very uncertain as a result of increased blood collection / marketing spend and the forward assumptions regarding CSM.
Change Programme	Red	Yellow	The overall Transformation Programme status remains at "red" with 3 projects at red status. CSM remains at red status pending a review of the options for PULSE replacement.

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NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 AUG 2018

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			2017-18 Actual £k	Full Year Budget £k	Forecast £k	Forecast variance vs Budget £k
			Budget	Actual	Variance				
			£k	£k	£k				
Revenue Cash Limit - Organ Donation & Transplantation			25,890	25,890	0	61,927	62,137	62,137	0
Revenue Cash Limit - Diagnostic and Therapeutic Services			1,948	1,948	0	4,173	4,675	4,675	0
Revenue Cash Limit - Blood & Blood Components - National			807	807	0	0	2,188	2,188	(0)
Blood & Components Income			110,101	109,270	(830)	256,910	258,681	261,029	2,348
Diagnostic and Therapeutic Services Income			30,062	31,684	1,621	71,011	72,516	74,773	2,257
Research & Development			405	526	122	1,686	971	920	(51)
Organ Donation & Transplantation Other Income			4,901	4,945	44	12,011	11,762	11,846	84
All Other Income			2,172	2,218	45	7,230	5,174	5,707	533
Total Income			176,286	177,288	1,002	414,949	418,103	423,275	5,172

Expenditure

Cost of Sales - Blood Component Stock Movement			3,120	243	(2,877)	(1,288)	0	1,096	1,096
Cost of Sales - Tissues Stock Movement			0	(211)	(211)	(85)	0	(296)	(296)
Organ Donation & Transplantation: Operational Expenditure	416	408	(26,317)	(25,722)	595	(60,097)	(60,295)	(60,547)	(252)
Organ Donation & Transplantation: Change Programme	7	17	(2,030)	(1,825)	205	(4,829)	(5,701)	(6,052)	(351)
Blood Supply: Manufacturing, Testing & Issue	711	741	(27,992)	(28,217)	(225)	(68,140)	(65,745)	(66,535)	(790)
Blood Supply: Blood Donation	1,375	1,375	(29,254)	(29,589)	(335)	(72,103)	(70,465)	(72,323)	(1,858)
Blood Supply: Logistics	336	343	(8,460)	(8,860)	(401)	(21,010)	(20,049)	(20,442)	(393)
Diagnostic and Therapeutic Services: Operational Expenditure	849	841	(27,054)	(27,310)	(256)	(62,224)	(64,692)	(65,941)	(1,249)
Diagnostic and Therapeutic Services: Change Programme	1	1	0	(47)	(47)	0	(963)	(963)	(0)
Quality	83	81	(2,045)	(2,036)	9	(5,006)	(4,873)	(4,873)	(0)
Chief Executive and Board	3	4	(260)	(254)	6	(627)	(623)	(615)	8
Communications	65	70	(3,176)	(3,194)	(18)	(7,409)	(6,593)	(6,686)	(93)
Estates & Facilities	76	76	(15,937)	(16,118)	(181)	(39,592)	(38,903)	(39,268)	(365)
Finance	88	90	(2,194)	(2,204)	(10)	(5,581)	(5,266)	(5,384)	(118)
Business Transformation Services	25	22	(649)	(570)	79	(1,391)	(1,557)	(1,397)	160
People	114	115	(3,006)	(2,988)	19	(7,204)	(7,213)	(7,135)	78
Information Communication Technology	180	168	(10,197)	(10,136)	60	(23,714)	(24,805)	(25,306)	(501)
Clinical Directorate	172	162	(5,877)	(5,787)	90	(13,779)	(13,914)	(14,064)	(150)
Research & Development	34	43	(1,537)	(1,588)	(51)	(5,127)	(4,214)	(4,214)	0
Change Programme (Blood & Corporate)	8	32	(7,819)	(4,945)	2,874	(24,196)	(20,263)	(17,174)	3,089
Miscellaneous and Capital Charges			(1,061)	(391)	669	(1,745)	(2,546)	(2,196)	350
Total Expenditure	4,542	4,587	(171,743)	(171,749)	(6)	(425,145)	(418,680)	(420,315)	(1,635)

Surplus/(Deficit)	4,543	5,540	997	(10,197)	(577)	2,960	3,537
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Statutory Accounts Presentation						
NHSBT Surplus/(Deficit) as above	4,543	5,540	997	(10,197)	(577)	2,960
Add back Notional Cost of Capital	2,957	2,957	0	7,422	7,176	7,176
Remove Revenue Cash Limit	(27,838)	(27,838)	0	(66,100)	(66,812)	(66,812)
Deduct Capital Charges Cash Payment	(7,270)	(7,270)	0	(17,544)	(17,441)	(17,441)
Net Expenditure	(27,609)	(26,612)	997	(86,419)	(77,654)	(74,117)

A deficit of £1.1m was reported in August, £0.2m worse than plan.

Year to date NHSBT is reporting a surplus of £5.5m, £1.0m better than plan. Income is marginally better than plan with higher DTS/other income (£1.6m) offsetting lower volumes across Blood Components (£0.8m). Expenditure is close to plan with an adverse blood components stock movement (low red cell stocks - £2.9m), higher costs across Blood (£0.6m) and logistics (£0.4m), broadly offset by lower change programme spend (£2.9m), favourable ODT costs (£0.8m) and a higher than expected VAT return (£0.4m).

The current forecast for the year is a £3.0m surplus versus a budget of a £0.6m deficit. This primarily reduced programme costs as a result of the closure of CSM. There is, however, a continuing and highly adverse cost pressure in Blood with a currently anticipated overspend versus budget of £1.9m in Blood Donation and £1.2m in M&L. The overspend in Blood Donation reflects additional headcount and overtime being applied to address the current collection shortfall and stock shortage, and is in addition to the additional £3m for marketing that is being funded from transformation fund. The adverse cost in M&L reflects higher headcount than planned with plans in place to reduce around 50% of the adverse cost position. It also reflects higher transport costs driven by the low stock position and the need to move limited stock around SHUs to where it is needed.

Balance sheet - current assets were £52.9m at the end of August 2018 with a cash balance of £43.3m (including capital charges payable of £7.3m).

Debtor days were at 21 in August, higher than last month (19), although better than target (22).

NHSBT CASH FLOW - FORECAST 2018/19

	Actual Apr-18 £k	Actual May-18 £k	Actual Jun-18 £k	Actual Jul-18 £k	Actual Aug-18 £k	Forecast Sep-18 £k	Forecast Oct-18 £k	Forecast Nov-18 £k	Forecast Dec-18 £k	Forecast Jan-19 £k	Forecast Feb-19 £k	Forecast Mar-19 £k	Total £k
Opening bank balance	23,479	27,318	47,842	38,137	40,053	43,270	53,905	46,777	52,679	54,903	60,212	65,038	23,479
Receipts													
Debtors & Other Receipts	24,817	35,821	27,772	32,516	31,586	32,504	27,811	27,979	31,398	25,358	27,146	28,974	353,682
Revenue Cash Limit	0	16,525	0	5,508	5,508	5,508	5,508	5,508	5,508	5,508	5,508	8,408	69,000
Capital Cash Limit	0	0	0	0	0	2,500	0	2,500	0	2,500	0	5,500	13,000
Total income	24,817	52,346	27,772	38,024	37,094	40,513	33,320	35,988	36,907	33,366	32,654	42,882	435,682
Payments													
Staff Expenses	9,928	16,465	16,455	16,758	17,571	16,092	16,815	16,827	16,829	16,810	16,853	25,486	202,887
Other Revenue Payments	10,734	15,223	20,691	18,840	16,012	12,786	13,913	12,259	16,853	9,747	9,476	43,740	200,274
Capital Charges	0	0	0	0	0	0	8,720	0	0	0	0	8,721	17,441
Capital Payments	317	134	331	510	294	1,000	1,000	1,000	1,000	1,500	1,500	4,414	13,000
Total costs	20,979	31,822	37,477	36,108	33,877	29,878	40,447	30,086	34,682	28,057	27,828	82,361	433,602
Closing bank balance	27,318	47,842	38,137	40,053	43,270	53,905	46,777	52,679	54,903	60,212	65,038	25,559	25,559

Debtor Days (Target is 22 days)	26	19	22	19	21
YTD BPPC By Value % (Target is 95%)	95.6%	94.0%	94.0%	97.1%	93.2%
YTD BPPC By Number % (Target is 95%)	92.0%	92.9%	93.2%	92.7%	94.4%

Top 5 & Other 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	1,728	598	121	355	654	Invoices not authorised for payment
University Hospitals Birmingham NHS Foundation Trust	631	436	119	(2)	78	Invoices not authorised for payment
County Durham & Darlington NHS Foundation Trust	571	148	131	130	162	Invoices not authorised for payment
Guy's and St Thomas NHS Foundation Trust	545	409	56	7	73	Invoices not authorised for payment
Imperial College Healthcare NHS Trust	457	288	22	83	64	Invoices not authorised for payment
Total 5 Overdue Debtors	3,932	1,879	449	573	1,031	
Other Debtors	8,906	3,880	1,971	827	2,228	
Total Overdue Debtors	12,838	5,759	2,420	1,400	3,259	

>90 DAYS OVERDUE Target £0.95m for over 90 days by 31 Mar 2019	Profile by Month											
	Actual Apr-18 £000s	Actual May-18 £000s	Actual Jun-18 £000s	Actual Jul-18 £000s	Actual Aug-18 £000s	Forecast Sep-18 £000s	Forecast Oct-18 £000s	Forecast Nov-18 £000s	Forecast Dec-18 £000s	Forecast Jan-19 £000s	Forecast Feb-19 £000s	Forecast Mar-19 £000s
	3,343	2,281	1,953	2,060	3,259	1,780	1,640	1,500	1,360	1,220	1,080	950

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 AUGUST 2018

Year to date Actual £m	Blood & Components	Diagnostics				TES	Stem Cells				TAS	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB			
Income													
Prices	110.5	6.0	5.5	0.7	0.8	6.0	3.8	-	1.8	0.4	4.1	-	139.6
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	4.9	4.9
Grant in Aid	-	-	-	-	-	-	-	-	0.8	0.9	-	25.8	27.5
Other	2.4	0.2	0.3	0.0	0.0	0.0	0.1	1.2	0.1	0.4	0.4	0.1	5.3
Total Income	112.9	6.3	5.8	0.7	0.8	6.0	4.0	1.2	2.7	1.7	4.4	30.8	177.3
Expenditure													
<u>Variable Costs</u>													
Consumables	(16.7)	(0.5)	(1.5)	(0.2)	(0.1)	(0.8)	(0.8)	(0.3)	(0.3)	(0.2)	(1.5)	(1.4)	(24.2)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(16.7)	(0.5)	(1.5)	(0.2)	(0.1)	(0.8)	(0.8)	(0.3)	(0.3)	(0.2)	(1.5)	(1.4)	(24.2)
Variable Contribution	96.2	5.7	4.3	0.5	0.7	5.2	3.1	1.0	2.4	1.5	2.9	29.5	153.0
<u>Direct Costs</u>													
Pay	(36.0)	(3.3)	(2.7)	(0.3)	(0.5)	(2.9)	(1.9)	(0.4)	(0.6)	(0.9)	(1.2)	(10.9)	(61.7)
Non Pay	(8.5)	(0.2)	(0.4)	(0.0)	(0.1)	(1.1)	(0.5)	(0.2)	(0.4)	(0.3)	(0.3)	(13.7)	(25.8)
Total Direct Costs	(44.6)	(3.5)	(3.1)	(0.4)	(0.6)	(4.1)	(2.3)	(0.6)	(1.0)	(1.2)	(1.5)	(24.6)	(87.6)
Direct Contribution	51.6	2.2	1.2	0.2	0.1	1.2	0.8	0.4	1.4	0.3	1.3	4.8	65.5
<u>Direct Support</u>													
Operational Directorate costs	(2.6)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.7)	(3.7)
Logistics	(8.7)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	-	(0.0)	(0.1)	(0.0)	(0.0)	(8.8)
Clinical	(3.6)	(0.2)	-	-	-	(0.1)	(0.0)	-	(0.1)	(0.0)	(0.1)	(0.4)	(4.5)
Attributable Estates costs	(9.0)	(0.5)	(0.4)	(0.1)	(0.2)	(0.6)	(0.6)	(0.0)	(0.1)	(0.1)	(0.1)	(0.5)	(12.1)
Attributable IT costs	(2.2)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(1.0)	(3.4)
Depreciation / Cost of Capital	(0.8)	(0.1)	(0.2)	(0.0)	(0.1)	(0.1)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	(0.2)	(1.9)
Total Direct Support	(26.9)	(1.0)	(0.7)	(0.1)	(0.3)	(0.8)	(0.9)	(0.0)	(0.2)	(0.3)	(0.3)	(2.9)	(34.4)
Notional Internal Income Uplift	(0.9)	(0.0)	0.9	0.1	0.2	0.0	0.0	(0.0)	(0.2)	0.0	0.0	(0.0)	(0.0)
Cost of Sales	0.2	-	-	-	-	(0.2)	-	-	-	-	-	-	0.0
Contribution to Unallocated Costs	24.1	1.2	1.4	0.2	(0.0)	0.1	(0.1)	0.3	0.9	0.0	1.0	1.9	31.1
Total Allocated Costs	(88.8)	(5.0)	(4.4)	(0.6)	(0.8)	(5.9)	(4.0)	(0.9)	(1.8)	(1.7)	(3.4)	(28.9)	(146.2)
<u>Unallocated Costs Apportioned</u>													
Directorate costs	(8.6)	(0.5)	(0.4)	(0.1)	(0.1)	(0.5)	(0.4)	(0.1)	(0.2)	(0.2)	(0.3)	(2.8)	(14.0)
Estates costs	(2.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.2)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.8)	(4.0)
Depreciation / Cost of Capital	(0.4)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.7)
Total Unallocated Costs	(11.5)	(0.6)	(0.5)	(0.1)	(0.1)	(0.7)	(0.5)	(0.1)	(0.2)	(0.2)	(0.4)	(3.8)	(18.7)
Operating Net Surplus / (Deficit)	12.6	0.6	0.8	0.1	(0.1)	(0.6)	(0.6)	0.2	0.7	(0.2)	0.6	(1.8)	12.4
Transformation Costs	(4.9)	-	-	-	-	-	-	-	-	-	-	(1.8)	(6.8)
Total Allocated Costs Inc Transformation	(93.7)	(5.0)	(4.4)	(0.6)	(0.8)	(5.9)	(4.0)	(0.9)	(1.8)	(1.7)	(3.4)	(30.7)	(153.0)
Net Surplus / (Deficit) Inc Transformation	7.7	0.6	0.8	0.1	(0.1)	(0.6)	(0.6)	0.2	0.7	(0.2)	0.6	(3.7)	5.5
RAG Calculation - YTD BUD	8.8	0.2	0.8	0.1	(0.4)	(0.6)	(0.4)	0.1	0.5	(0.0)	0.3	(4.8)	4.5
RAG STATUS (Actuals V Plan)	R	G	G	G	G	G	R	G	G	R	G	G	G
R&D PROGRAMME COSTS	(1.6)	(0.4)	(0.1)	-	-	(0.1)	(0.2)	-	-	-	-	(0.0)	(2.4)

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	78% of blood donors scoring => 9/10 for satisfaction.	R	-	73.3% vs plan of 78% – Chart 11.
		No. of complaints per million donations	R	-	0.60% vs plan of 0.49% – Chart 12
		% of whole blood donations in donor centres – 2018/19 target of 23%	G	-	At 22.9% (vs 20.6%)
		Blood Donation Productivity: units/FTE/year	A	-	1.45 vs plan of 1,504 – charts 27/28.
		Number of Donors Donating over the last 12 months (000's) – 2018/19 target of 820k	G	-	832k in August (vs requirement of 820k) – Chart 17.
		Frequency of Donation (overall) – target of 1.71	G	--	1.82 (vs target of 1.801) - (Chart 17).
		Number of O- neg Donors donating last 12 months (000's) 2018/19 target of 106.7k	R	-	106.3k in August (vs requirement of 110.5) – Chart 18.
		Frequency of Donation (O neg donors) – 2018/19 target of 1.90.	G	-	1.901 (vs target of 1.946) – Chart 18.
		R ₀ donors donating over the last 12 months.	R		20.0k in August (vs 35k targeted)
		A neg CD donors donating over the last 12 months.	-		To be reported from next month – target TBC
	Supply- Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	None in August 2018 (vs zero target for the year)
		Platelet Demand vs. Stock levels	R	-	Stocks below target on two occasions in the month.
		Number of 'critical' and "major" regulatory non-compliances	G	-	None reported in the month.
		97% of Products Issued on Time	A	-	Lower than target at 96.87% (vs 97%) – chart 3.
		Manufacturing Productivity (units/FTE/year)	A	-	August at 10.684k (10.981k) and worse than plan
		Testing Productivity (units/FTE/year)	A	-	35.625k vs plan of 36.201k

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

- Red cell issues in August were 1.7% higher than plan. In the year to date, red cell issues are now 0.3% higher than plan. At a group level, O neg issues were 13.7% and are now at 13.4% in the year to date (versus 13.1% last year).
- Whole blood collections improved in August (although 1.4% lower than plan) with stocks heading up towards 5.5 days and O negative and B negative stocks both well in excess of 5 days. As noted last month this reflects a re-engineering of collection away from recruitment and with much more focus on retention and returning lapsed donors, especially in the priority groups. This can also be seen in the sharp increase in O negative donors which saw the biggest increase in active donors for the last 3 years.
- Collection performance has unfortunately deteriorated in September with collection levels over 29,000 per week in August unexpectedly falling to just over 27,000 in late August and into September, and stocks now falling back to 20k units and close to red status (4.5 days). In order to deliver target stock levels by end December collections need to be at around 29,800 units. **At current levels there is a major risk that stocks will be at red levels after xmas.**
- Three things have changed with regard to collection in September, a further significant increase in NHSBT cancellations (ie generally driven by staff sickness/availability), role out of capillary HemoCue to a further 10 mobile teams and the temporary closure/relocation of the WEDC to the RCN. The primary driver for the adverse collection performance is NHSBT cancellations, which have recently increased to levels equivalent to those seen in March during the poor weather, with increasing sickness absence and turnover being the underlying cause. Three teams contributed 27% of the cancellations (all with absence over 10%) and hence the initial focus is on supporting these teams to get back to capacity.
- In addition to the above, the further role out of capillary HemoCue has been suspended until the New Year, so as not to take any further risk of increasing Hb deferrals. With regard to the temporary relocation of the WEDC this has also contributed to lower collections although, again, the underlying issue is staff availability, reflected in the very low utilisation of the 3 beds in the WEDC first floor pop up capacity. The focus will be on completing the work by end November, as the additional capacity generated (subject to sufficient team resources being in place) will see the collection shortfall being quickly recovered during December.
- Driven by the response to the above, and the ongoing low level of stock, operating costs are anticipated to be around £4m higher than budget, albeit this is subject to recruitment plans in blood donation delivering the increased headcount. In addition, £3m has been allocated from transformation funds to support donor recruitment / retention and a new account team at the NCC focused on reactivation of lapsed donors in the priority groups. As such, Blood is currently carrying around £7m of excess operating costs. These are not yet reflected in the forward plan, although much of this cost should be temporary in nature. A price rise of 2% was, however, agreed by the NCG (plus 1.5% for the NHS 3 year pay award) with an indication that further 2% increases may be required over the following two years at least. Given the cost increase above, plus the uncertainty regarding CSM, the cost/pricing profile remains very uncertain. The income/expenditure position, and supporting cash reserves, remain manageable over the next 3 years, pending stability / clarity being established.

- Donor satisfaction was lower in the month at 70.4% and remains below target (78%). Donor complaints (excluding those related to consolidation / team closures and cancellation of sessions) reduced to 5.6k (versus plan of 4.9k). The primary drivers for complaints continue to be “not seen at appointment time”, “slot availability”, “appointment cancelled” and “cancellation of session”. This reflects the pressure that is being put on collection as a result of the sharp increase in new donor attends and also the increasing trend in NHSBT cancellations.
- Despite supply/stock issues OTIF in August, excluding R₀ fails, was stable at 98.1% and remains above the target of 98%.
- Overall waste ie “whole blood donations not generating a validated red cell” was marginally higher in August at 4.56% with the year to date at 4.77% higher than plan (4.0%) and also the previous year (4.64%). The trend in red cell expiries is very positive driven by both the impact of low stocks and focused attention within M&L. Expiries in August were 0.21%, massively below the 1.8% target and also the year to date (0.58%). Excluding the impact of A negative, expiries in August were the lowest on record. 32 O negative units were expired in the month, one third of the levels recorded one year ago.
- Platelet demand was 1.1% lower than plan in the year to August with demand for A negative 15.3% of the total (and issues 17.6% of the total). Platelet stocks came under pressure during the month, with two days below the alert level. The platelets issued / produced ratio was higher in August at 93.65% with the year to date at 91.96% higher than in the previous year (90.52%) and also plan (90.66%). As with red cells the platelet expiry trend is very positive, with expiries in August at 4.88%. well below the 6.0% target.
- Plasma stock levels continue to be low with the initial supply from Poland failing on labelling issues. Stocks will therefore continue to be vulnerable to any demand spike over the next few months until supply from Poland is stabilised. As noted previously the previous supplier has extended to cover the gap with the contract further extended through to mid-2019.
- The number of faints saw a significant rise in the month to 205 and remains significantly higher than target of 160. The number of re-bleeds remained at 30 this month (equal to target).
- Sickness absence increased in the month with logistics worse at 6.5%, and also M&L (4.7%) and Blood Donation (4.9%). As noted above the overall average for Blood Donation masks some very high levels at individual teams and the impact being seeing as a result on collection performance.
- There were no inspections during August, the forward look, however, includes MHRA inspections at Liverpool (17th – 20th September) and Southampton (25th – 27th September).
- Following the demand review the forecast for red cells in 2018/19 has been increased to 1.408m units (vs 1.398m last month). There will be a further update in November to the long term demand forecast.

Year	2017-18 outturn	2018-19 forecast	2019-20 forecast	2020-21 forecast	2021-22 forecast	2022-23 Forecast
Red cell issues (million)	1.445	1.408	1.359	1.315	1.265	1.224
% change vs 2017/18		-2.6%	-6.0%	-9%	-12.5%	-15.3%

- Platelet demand continues to be as below.

Year	2017-18 outturn	2018-19 forecast	2019-20 forecast	2020-21 forecast	2021-22 forecast	2022-23 Forecast
Platelet issues (million)	0.259	0.253	0.249	0.244	0.240	0.236
% change vs 2017/18		-2.4%	-3.9%	-5.6%	-7.2%	-8.9%

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
Core Systems Modernisation	Delivery	R	R	3.8	8.8	N/A	Jan 20	Oct 18
Euro Blood Pack 2	Delivery	G	G	0.4	0.2	0.6	Aug 18	Sep 18
Leicester Mobile Team Base & Donor Centre Relocation	Delivery	G	G	1.2	1.2	0.1	May 18	Nov 18
HEV Universal Screening	Delivery	G	G	N/A	N/A	N/A	Jul 18	Nov 18
SotF – Continuous Care	Delivery	A	G	0.8	0.8	1.5	Apr 19	Apr 19
SotF – Unconstrained Supply Plan	Delivery	G	G	0.5	0.5	N/A	Nov 18	Nov 18
E-Rostering	Delivery	G	G	0.2	0.2	N/A	Apr 18	Nov 19
NTMRL Database Upgrade	Delivery	G	G	0.1	0.1	N/A	Jan 18	Oct 18
West End Donor Centre Expansion	Delivery	G	G	1.0	1.0	0.4	Jan 19	Jan 19
Logistic Review Programme	Delivery	A	G	6.0	6.0	4.7 ⁽ⁱ⁾	N/A	Oct 21
Frozen Plasma Import	Start-Up	A	G	N/A	N/A	N/A	N/A	Feb 19
Apheresis Procurement Contract	Start-Up	G	G	N/A	N/A	N/A	N/A	Dec 19
Arm Cleansing Contract	Start-Up	G	G	N/A	N/A	N/A	N/A	Oct 19
New Donor Pathway & PDT	Start-Up	G	G	0.2	N/A	N/A	N/A	Nov 19
Warehouse Optimisation 2	Delivery	G	G	0.4	N/A	0.2	Aug 19	Aug 19
Implementation of Alinity_s Serology Analyser	Start-Up	G	N/A	N/A	N/A	N/A	N/A	Sep 19

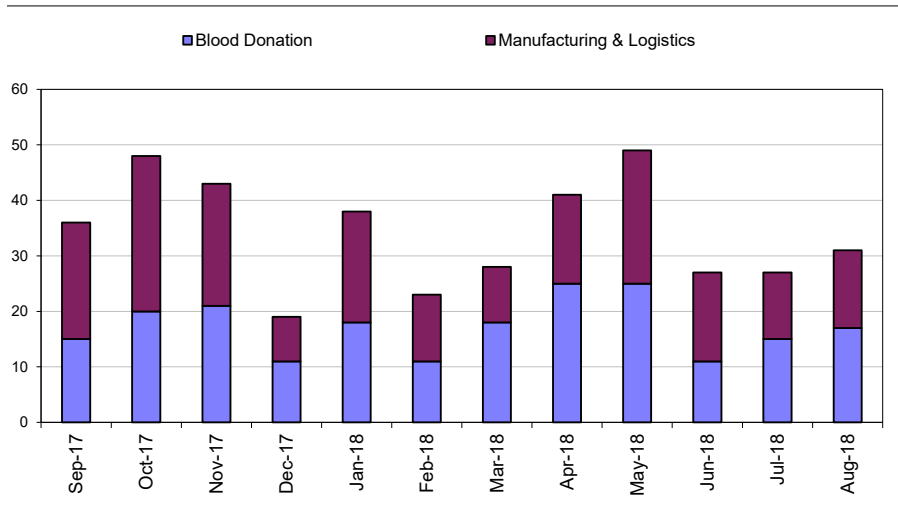
Notes:

- Total Forecast Benefits also includes Warehouse Optimisation 2 figure.

Monthly Performance Report - As at the end of August 2018

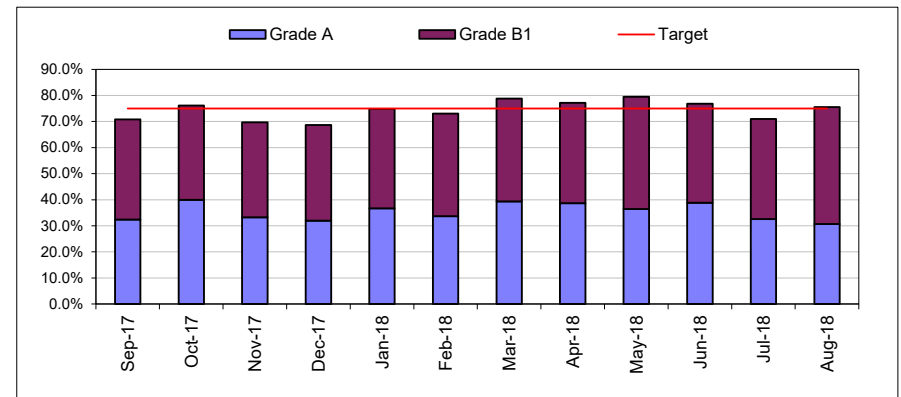
Blood Components - Safety and Compliance

1. Major ☐s raised per month - Blood Supply Directorate



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

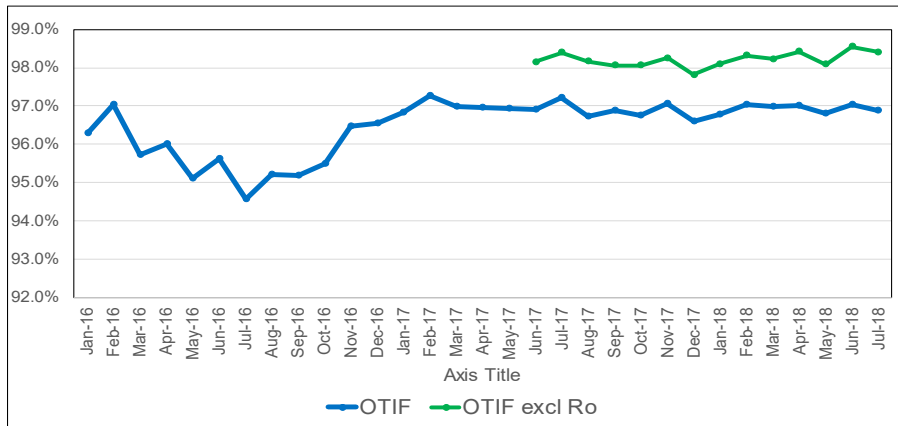
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	75.9%	G	-



Blood Components - Customer Service

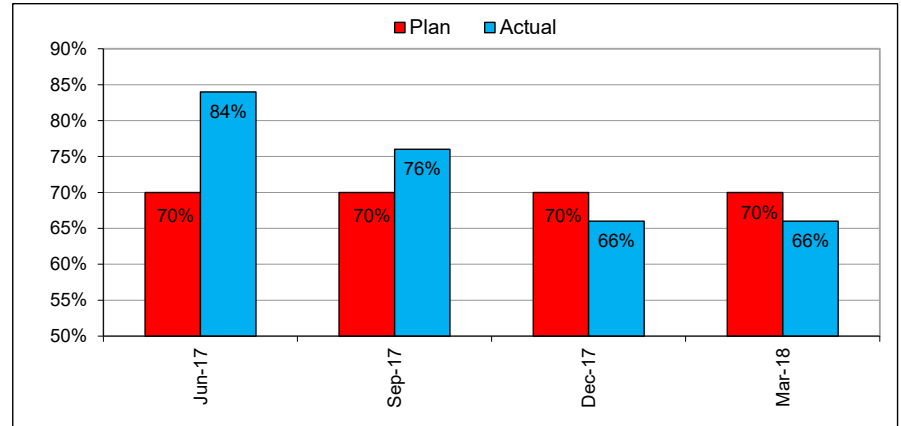
3. Percentage of Products Issued OTIF (including Ro in full fails)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	97.00%	97.00%	96.87%	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	-



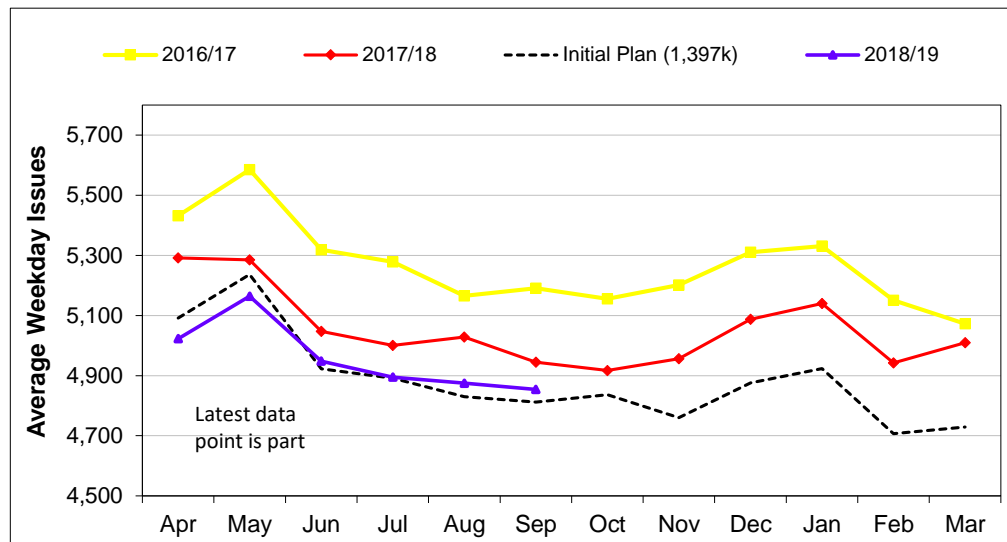
Monthly Performance Report - As at the end of August 2018

Blood Components - Red Cell Issues & Demand

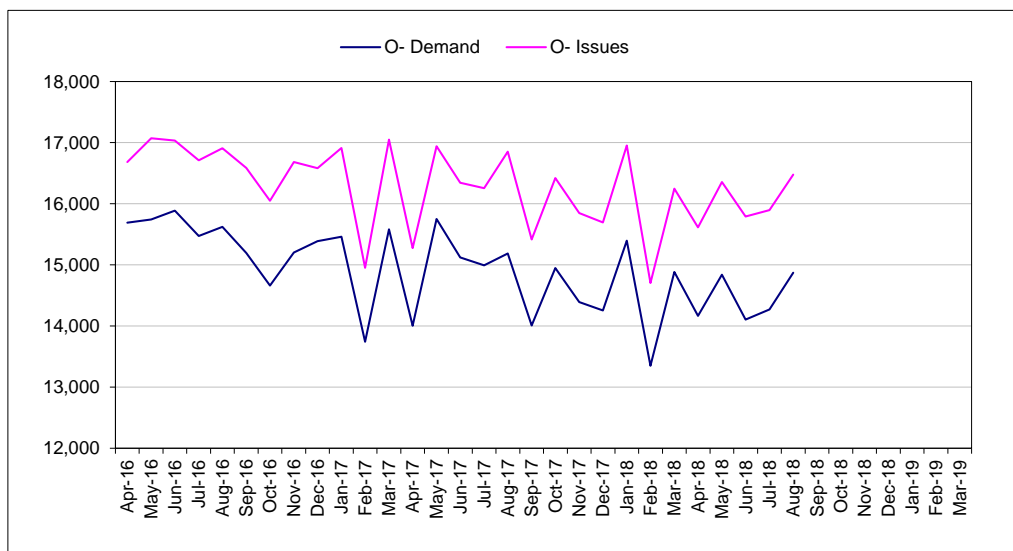
5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2018/19 - YTD Aug 2018	2017/18 - YTD Aug 2017	Change
O Pos	213,960	216,709	-1.3%
A Pos	178,691	180,401	-0.9%
O Neg	80,191	81,590	-1.7%
A Neg	47,383	49,244	-3.8%
B Pos	47,345	47,611	-0.6%
B Neg	15,191	15,165	0.2%
AB Pos	12,896	13,261	-2.8%
AB Neg	4,204	4,856	-13.4%
Total	599,860	608,837	-1.5%

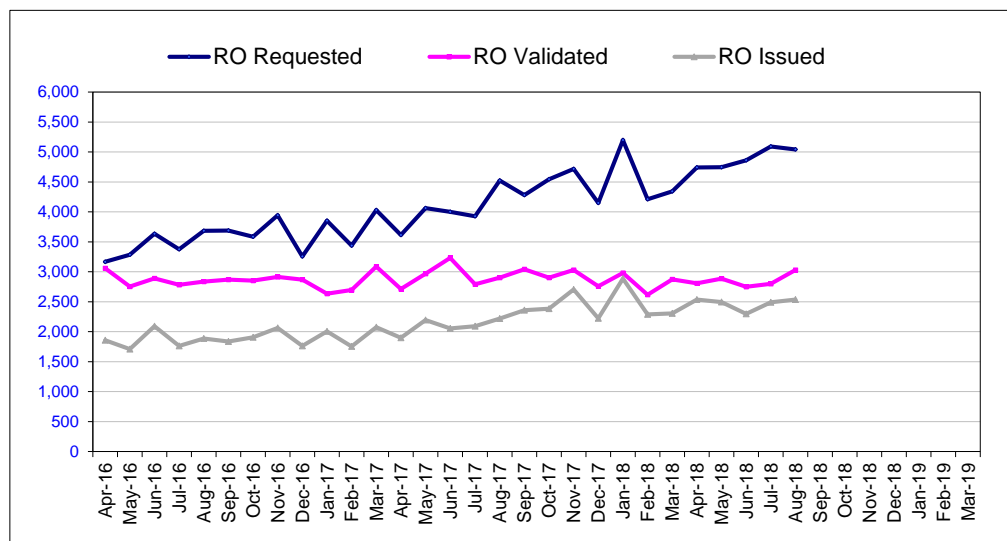
6. Average Weekday Red Cell Issues By Month - from April 2016



7. O neg RC Demand and Issues



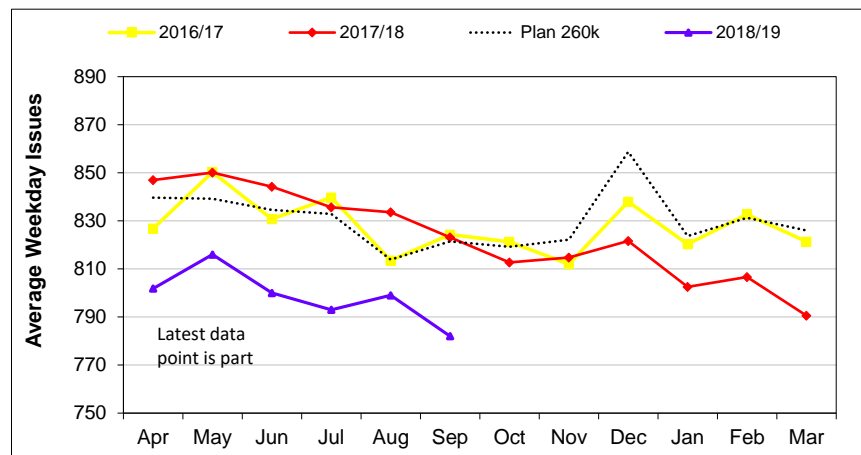
8. RO Red Cells Demand, Validated and Issued



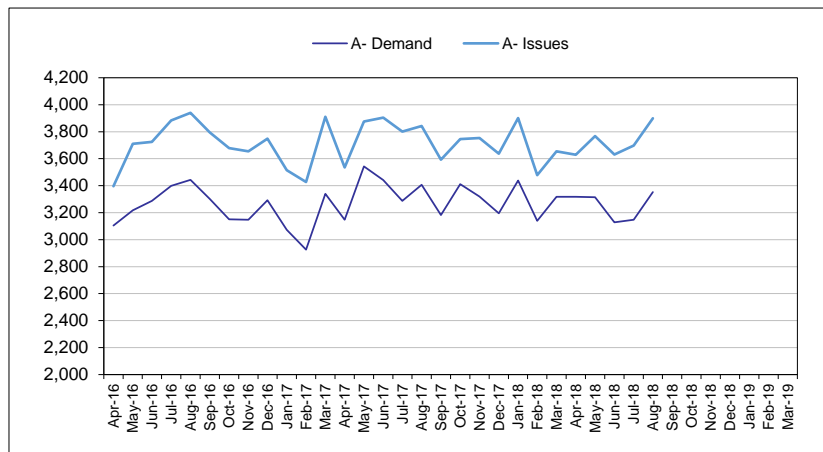
Monthly Performance Report - As at the end of August 2018

Blood Components - Donor Base

9. Average Weekday Platelet Issues By Month - from April 2016



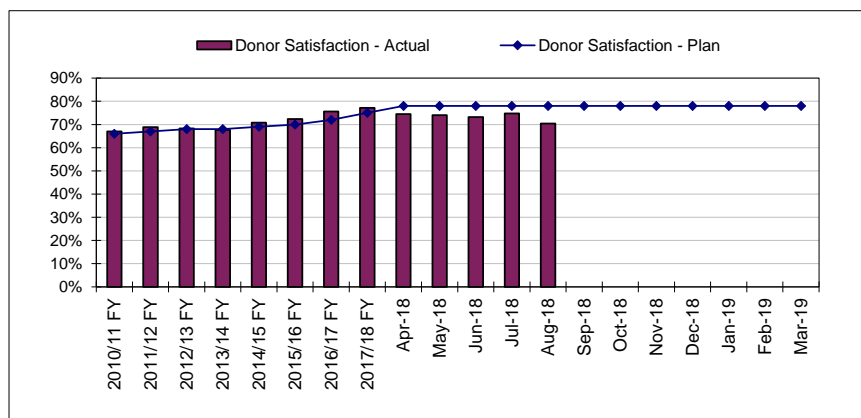
10. A neg Platelet Demand and Issues



Blood Components - Donor Service

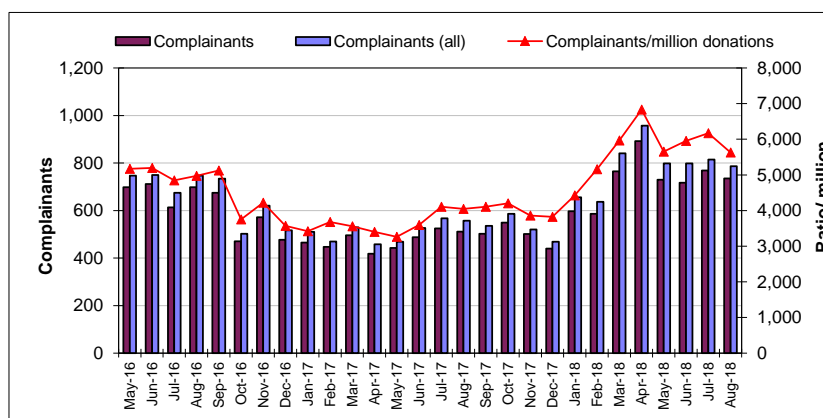
11. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	78.0%	78.0%	73.3%	R	-



12. Donor Complaints

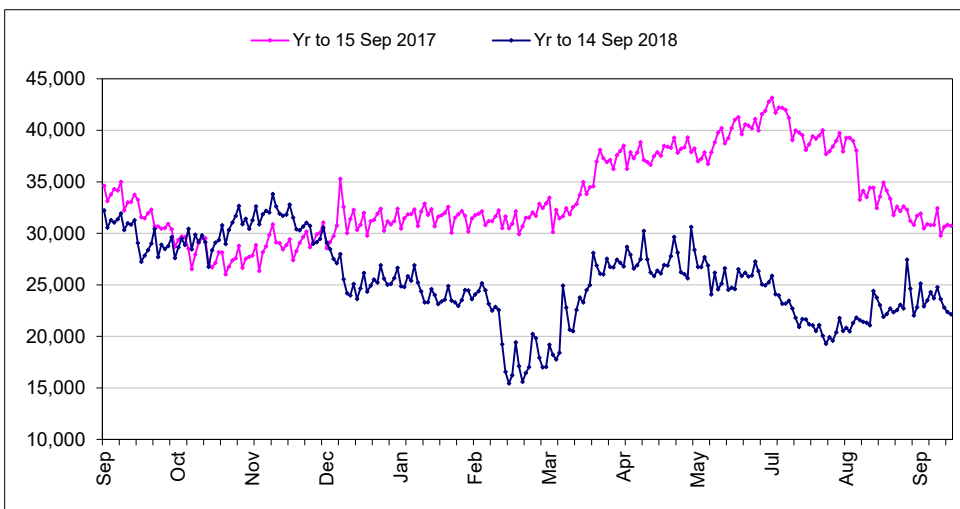
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations (excludes team consolidation related session cancellation complaints)	4,900	4,900	6,048	R	-



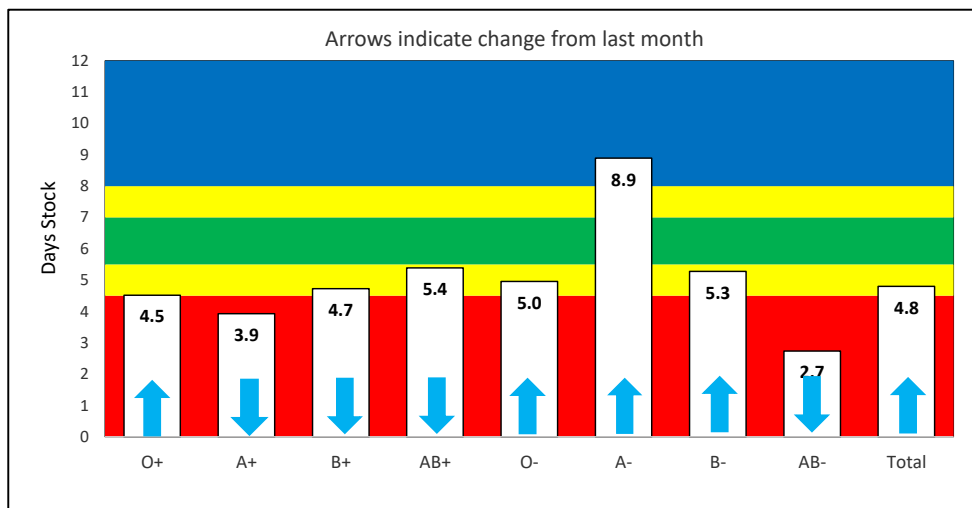
Monthly Performance Report - As at the end of August 2018

Blood Components - Stocks

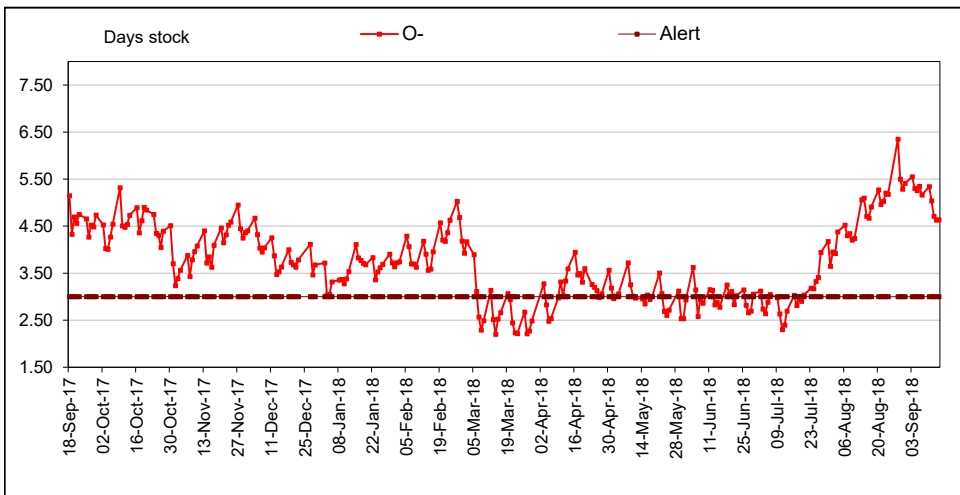
13. Red Cell - Blood Stocks (Units)



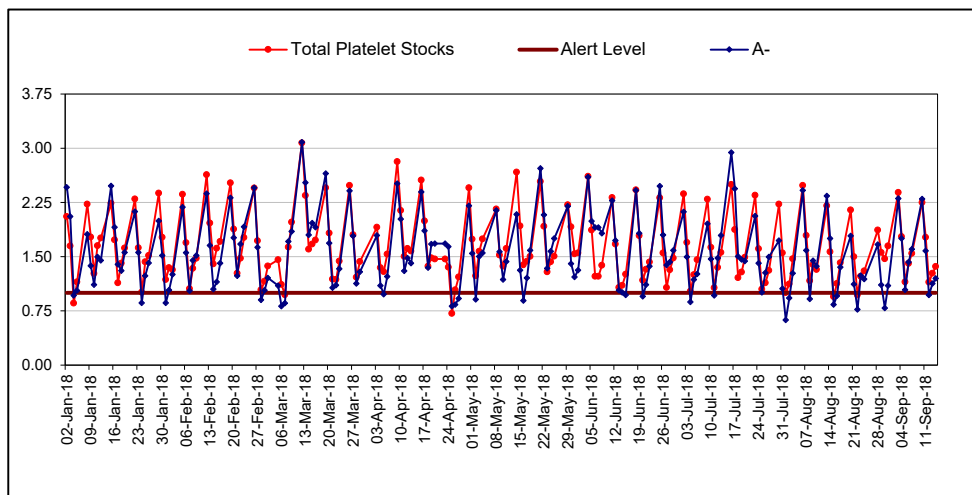
14. Average Red Cell Stock Levels for the month by blood group



15. Red Cell - O neg : weekday stock levels



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

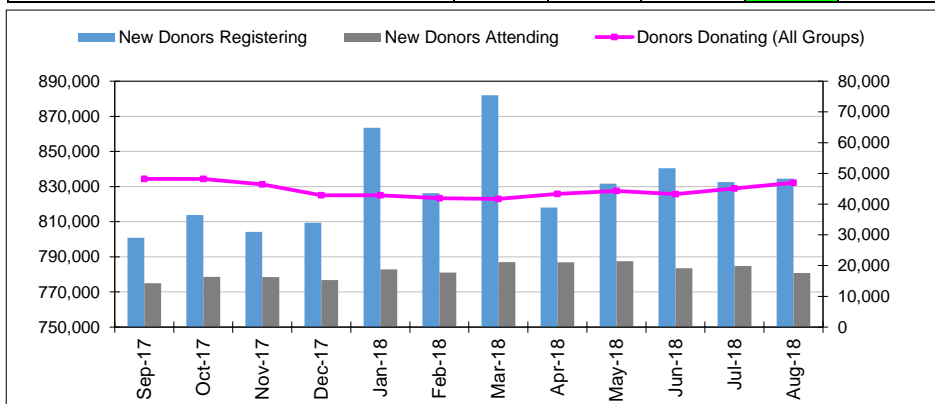


Monthly Performance Report - As at the end of August 2018

Blood Components - Donor Base

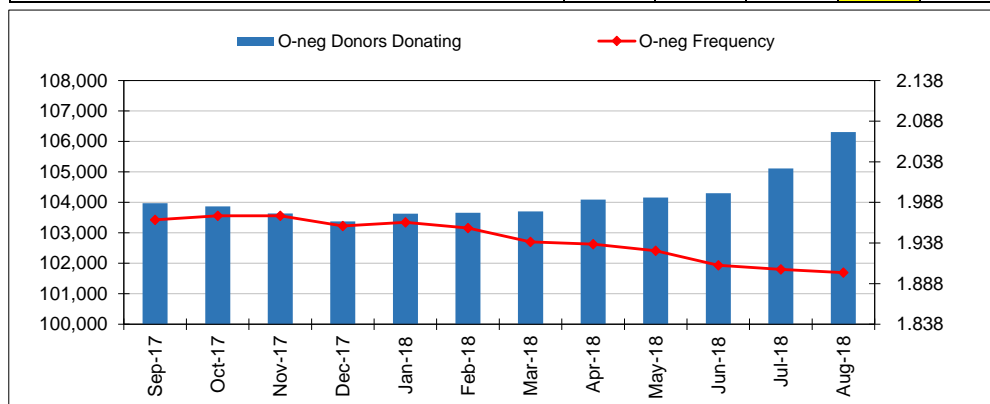
17. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 mths	820,000	820,000	832,110	G	-
Frequency of donation (overall)	1.712	1.801	1.818	G	-

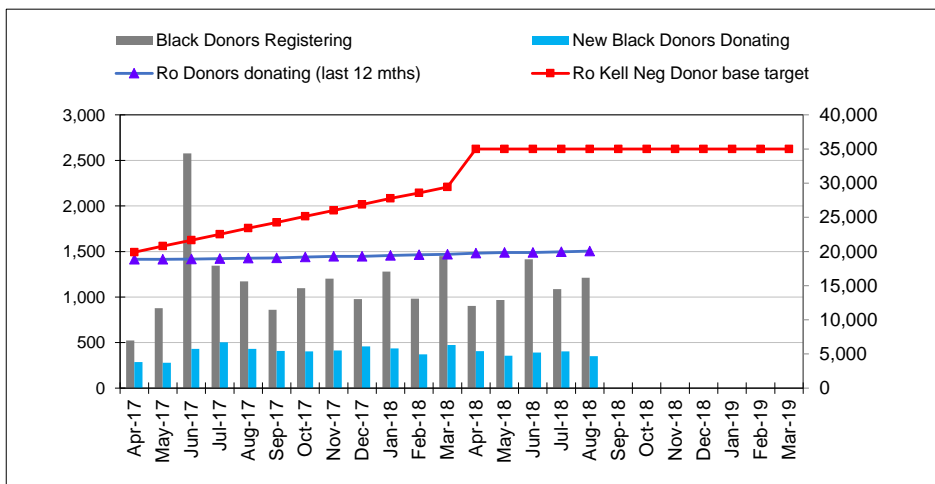


18. O Neg: Donorbase and Frequency of Donation

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	110,500	110,500	106,312	R	-
Frequency of donation (O neg donors)	1.897	1.946	1.901	A	Worse



19. Ro Donor Base and Black Donor Recruitment



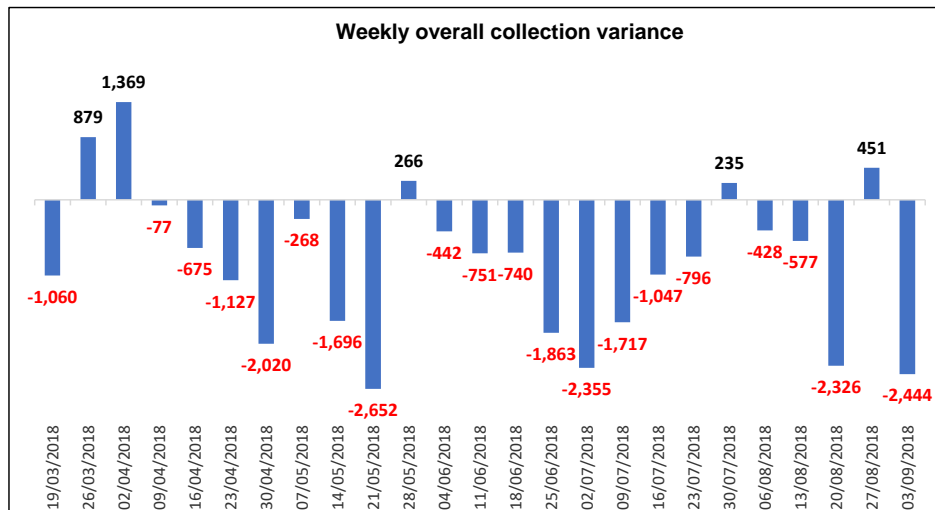
20. Apheresis Donor Base

	Donor Base August 18	Change vs. July 18	Gap to Target
Total	10,427	-62	-292
A Neg	2,409	+27	+58
A Pos	3,648	+10	-459
AB Neg	163	-1	-8
AB Pos	301	+4	-1

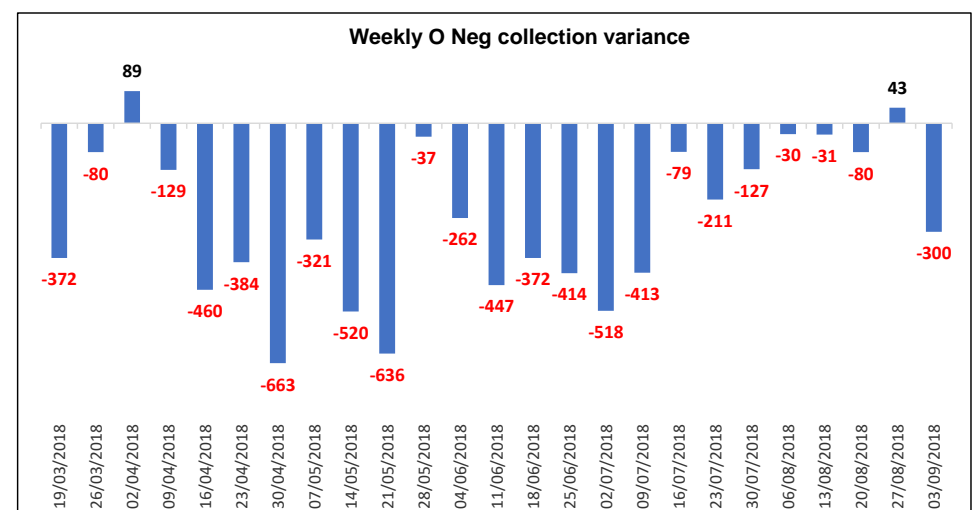
Monthly Performance Report - As at the end of August 2018

Blood Components - Blood Collection Adherence to plan

21. Weekly Collection Variance to plan

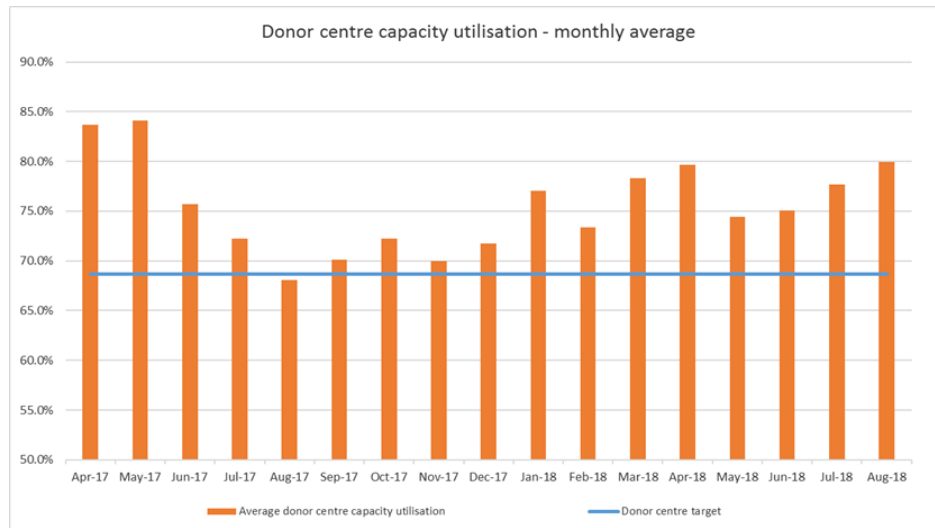


22. Weekly Collection Variance to plan - O Neg

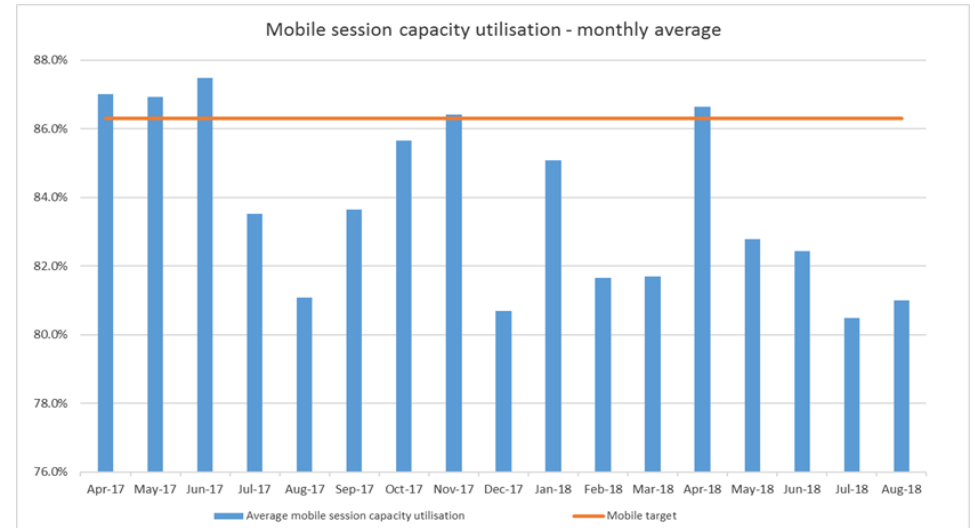


Blood Components - Collection Capacity Utilisation

23. Capacity Utilisation - Donor Centres



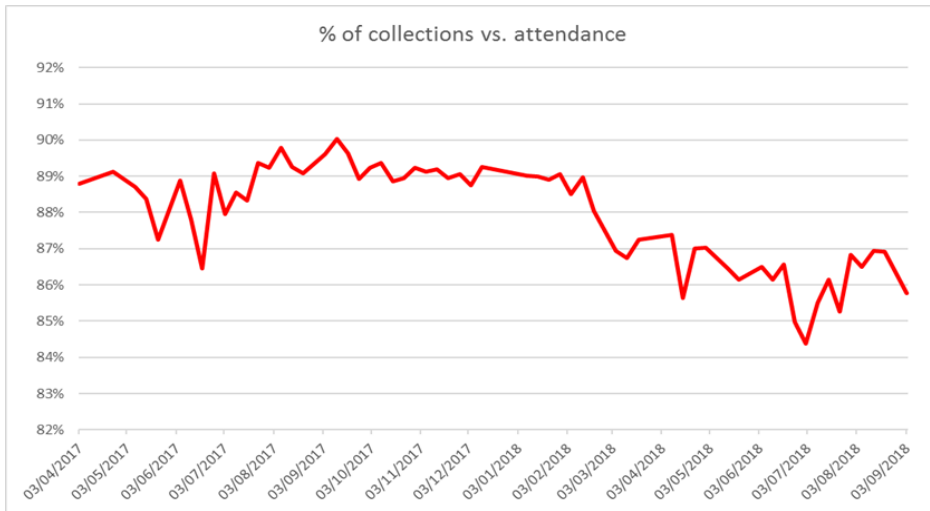
24. Capacity Utilisation - Mobile Teams



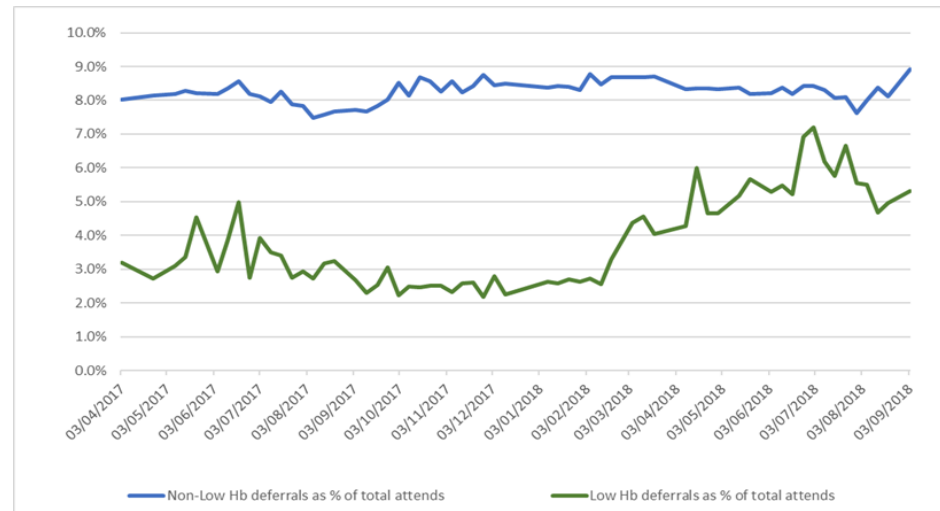
Monthly Performance Report - As at the end of August 2018

Blood Components - Session Performance and Productivity

25. % of actual collections vs. donors attending (excluding BH and snow weeks)

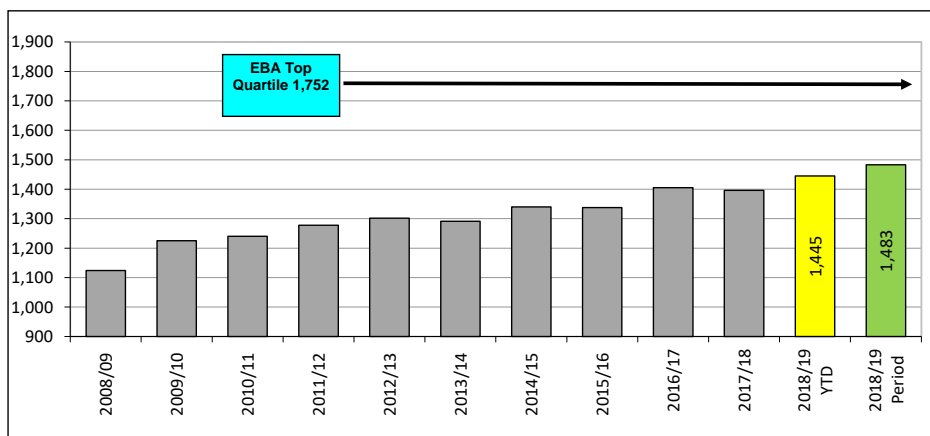


26. % deferrals (excluding BH and snow weeks)

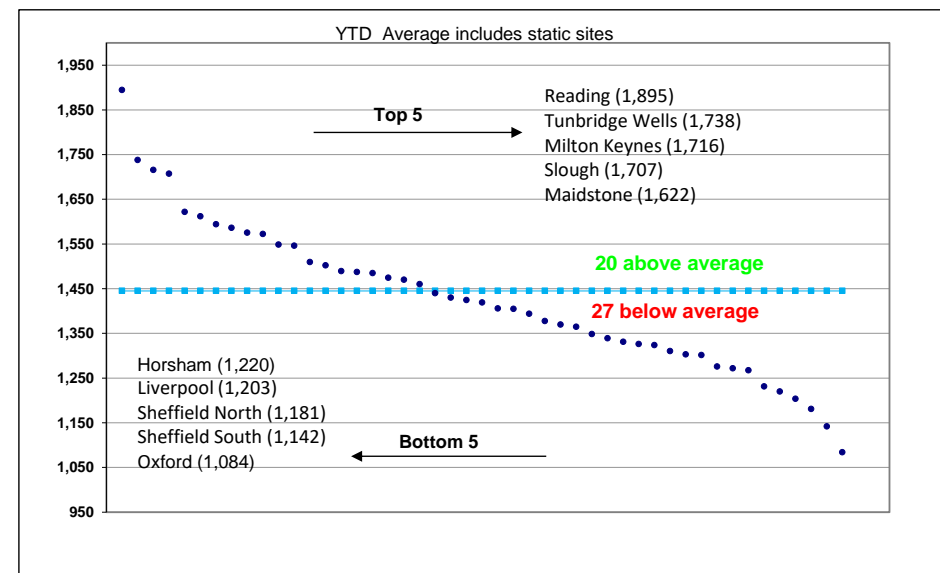


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,470	1,504	1,445	A	-



28. Blood Donation Productivity - Distribution Mobile Teams

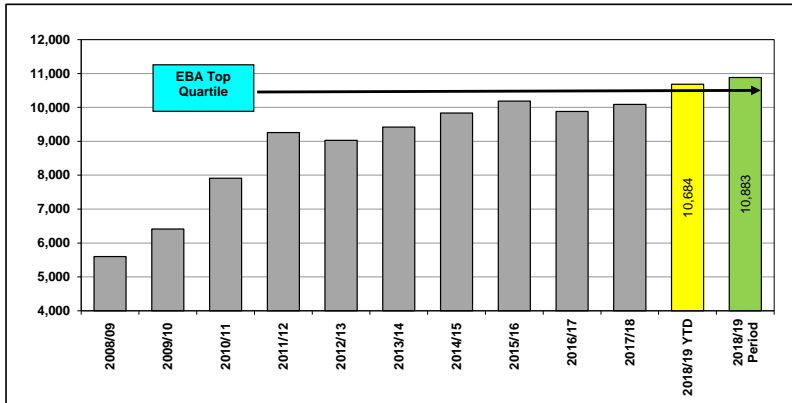


Monthly Performance Report - As at the end of August 2018

Blood Components - Processing and Testing Productivity and Overall Supply Chain Losses

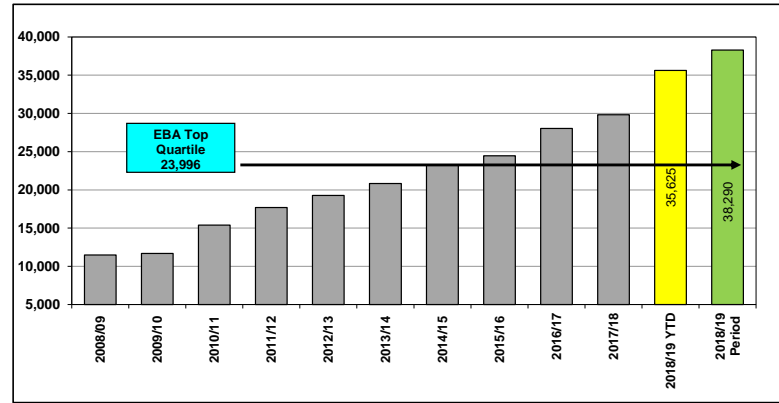
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,610	10,981	10,684	A	-



30. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	34,950	36,201	35,625	A	-



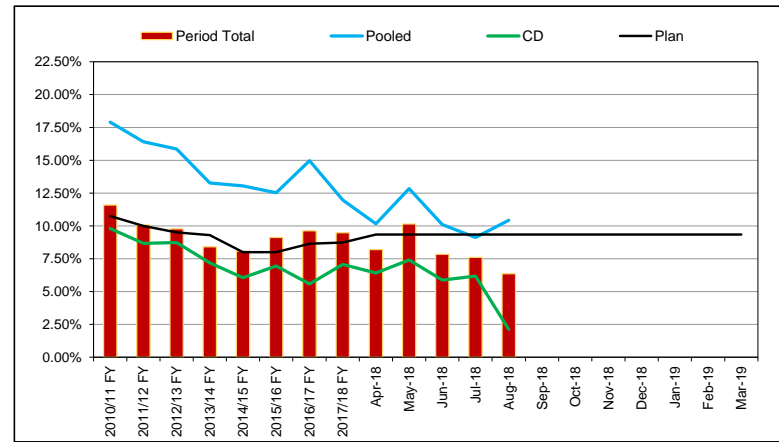
31. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Red Cell Process losses as % of Whole Blood Donations	4.00%	4.00%	4.77%	R	-
Red Cell Expiries as % of Issuable Red Cells	2.03%	2.03%	0.58%	G	-



32. Percentage of Platelets Produced NOT Issued

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Total Platelets Produced but not Validated	3.40%	3.40%	2.28%	G	-
Platelet Expiries	5.94%	5.94%	5.96%	A	Better



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£76.7m)	G	-	£33.4m (vs plan of £31.8m).
		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	G	-	None reported in the month
	Tissue & Eye Services	Sales income achieved - £13.9m (chart 33)	G	-	Better than plan at £5.9m (vs £5.6m).
		70% percent of customers scoring \geq 9/10 for satisfaction with TES	-	-	March 2018 - 60%.
		98.0% of Product issued on time	G	-	99.6% vs plan of 98.0%
		Number of Corneas in stock (month end) – target 250	G		275 in stock at the end of August.
	H&I	Sales Income achieved - £13.5m (chart 34)	G	-	£5.75m vs plan of £5.66m.
		% of patients receiving A or B1 platelets	G	-	76% vs plan of 75% - Chart 2.
		Time to type deceased organ donors	G	-	Reporting monthly in arrears - at 82% vs target of 80%.
		Turnaround time vs SLA (chart 38)	G	-	Better than plan at 97.0% (vs 95% target).
	RCI	£15.2m Sales income achieved (chart 34)	G	-	£6.2m vs plan of £5.9m.
		Sample turnaround time vs SLA (chart 37)	A	-	94.9% vs plan of 95.0%.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	CMT	£12.2m sales income achieved (chart 35)	G	-	£5.2m vs plan of £5.0m.
		CBC sales (£m's) – target £1.7m	G		Sales at £1.2m (vs £1.0m).
		% of hospitals scoring \geq 9/10 for satisfaction – target 62%	-		Date of next survey to be confirmed
		On time in full – target 100%	G		Continues to remain at target.
	SCDT	£9.7m sales income achieved (chart 35)	G	Better	Sales at £4.3m (vs £4.1m)
		1,404 increase to Banked Cords TNC > 140	R	-	518 vs plan of 625.
		40% BAME Cord Blood units add to the bank	G	-	46% in the year to date (> 40).
		Issue 63 Cord Blood units	R	-	18 units issued in the year to date (vs plan of 26).
		Adult Donor Provisions (240)	R	-	92 vs plan of 100
		Donors recruited to fit panel – 10k	R	Worse	6,772 vs plan of 7,750
	Therapeutic Apheresis Services	£10.0m sales income achieved (chart 36)	G	-	£4.5m vs plan of £4.2m
		68% of hospitals scoring \geq 9/10 for satisfaction	G	-	74% vs 62% at June 2018.
		90% of Patients rating patient experience \geq 9/10	-	-	December 2017 at 97% (vs 95%)

- Year to date August DTS reported an I&E surplus of £1.2mt. With the exception of Cellular and Molecular Therapies and the Cord Blood Bank, all business units are reporting an I&E contribution at, or better than, plan for the year to date.
- Sickness absence in DTS was worse this month at 3.69% although it remains better than the NHSBT target (4%).

DTS Income by SBU – YTD August 2018	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	5.6	6.0	0.3	5.3	14%
TAS	4.1	4.4	0.3	3.8	16%
H&I	5.7	5.7	0.1	5.7	0%
RCI	6.6	6.9	0.3	6.4	8%
IBGRL & DD	0.6	0.8	0.2	0.5	72%
CMT	4.0	3.9	-0.1	4.1	-3%
CBC	1.0	1.2	0.2	0.6	92%
SCDT	4.1	4.3	0.2	4.4	-1%
Customer Services	0.0	0.0	0.0	0.1	-45%
Total (£m's)	31.8	33.4	1.6	30.8	8%

- **Tissue and Eye Services** - income was 6.0% better than plan in the year to date and 13.6% higher than the previous year with good growth in ASE / AlloSE, Tendons, Skin and Sclera. The finished goods stock movement has continued to fall due to a planned reduction in retrieval of skin and femoral heads (reflecting lower demand). Eye bank stocks were marginally lower in August at 275. NHSBT has been approached by Moorfields Eye Hospital with a request to increase supply of corneal grafts to the Trust from October 2018. A proposal has also been received to establish a supply of islets for autologous transplantation out of Newcastle.
- **RCI** income was ahead of plan at August month end, with all service areas ahead of plan except for Antenatal Screening/MoD contract work, which are both only marginally below plan. There is also a favourable position on expenditure resulting in a surplus contribution in the year to date of £0.4m. Sample turnaround times were better than plan in the month, although continue to be marginally lower than plan in the year to date (94.9% vs 95%).
- **H&I** income is broadly flat over last year. Turnaround times continue to be better than plan (97% vs 95%). The provision of A and B1 matched platelets recovered to 74% from the low seen last month and year to date is at 76% (versus target of 75%).
- **Stem Cell Donation & Transplantation** income is reporting a £0.2m favourable for the year to date. There have been 18 cord issues in the year to date (vs 26 planned) with UK issues 4 below plan. As such the longer term trend continues to be highly adverse with the moving annual total for UK issues now falling to 10 (versus close to 40 in mid-2016) and International issues falling to around 25 (versus 50 in late 2017). BBMR donors are also behind plan in the year to date (92 vs 100) with the UK 21 behind plan and International 13 above plan.
- 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, with the number of cord units banked again running behind plan this year (9%). BAME cord donations banked are ahead of target year to date and reporting at 46% versus 40% planned.

- **Cellular and Molecular Therapies** - service income for the year continues to be marginally worse than budget, although this is more than offset by CBC / ACT income which are both better than plan. However, with expenditure worse than plan CMT, in total, is reporting a deficit of income and expenditure position for the year to date (£0.1m).
- **Therapeutic Apheresis Services** income was 7.4% ahead of target in the year to date, and 16.1% higher than the previous year, primarily due to strong performance on ECP (21% ahead of plan) only partially offset by lower Stem Cell Harvest income. The income surplus (£0.3m), along with expenditure close to plan in the year to date, is driving a favourable contribution surplus of £0.3m.
- An inspection of RCI by UKAS was performed on 2nd July- 24th August. No majors were reported.

DTS – Status of Strategic Projects per TPB reporting:

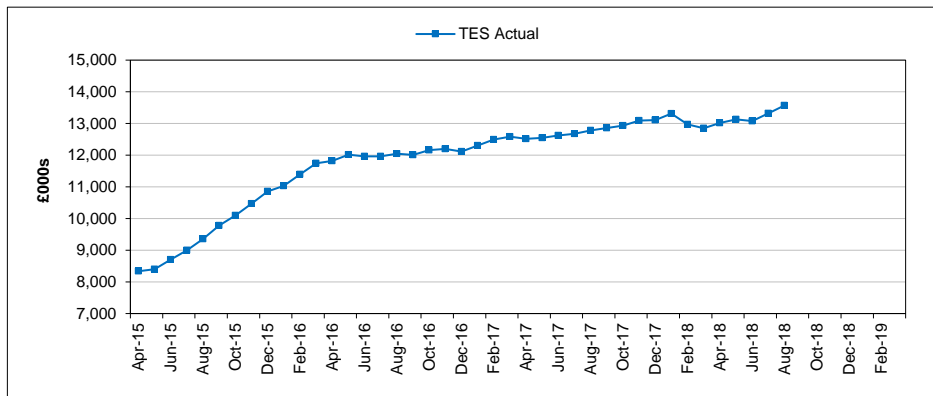
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Filton Extension	Delivery	A	A	7.4	7.4	N/A	Jan 21	Oct 21
Automated Software Testing	Delivery	G	G	0.2	0.2	N/A	Nov 18	Jan 19
Automated Results Transfer	Start-Up	G	G	0.1	0.1	N/A	Jun 19	Jun 19

Monthly Performance Report - As at the end of August 2018

Diagnostic and Therapeutic Services - Income

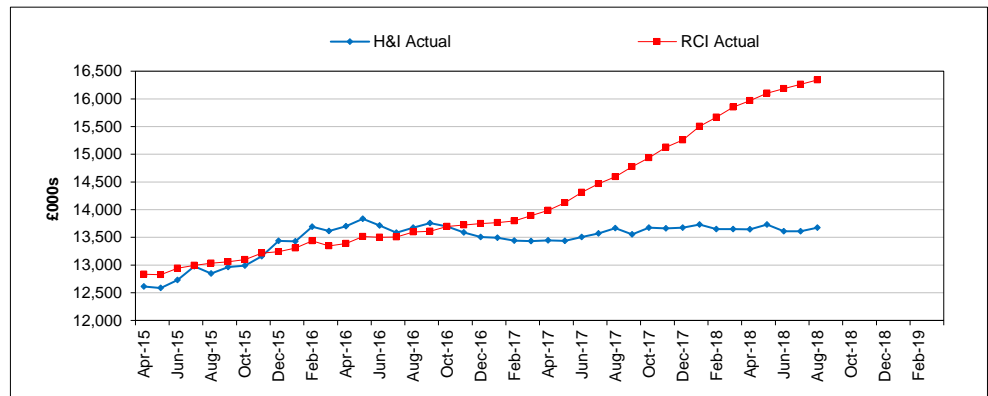
33. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.699	5.636	5.983	G	-



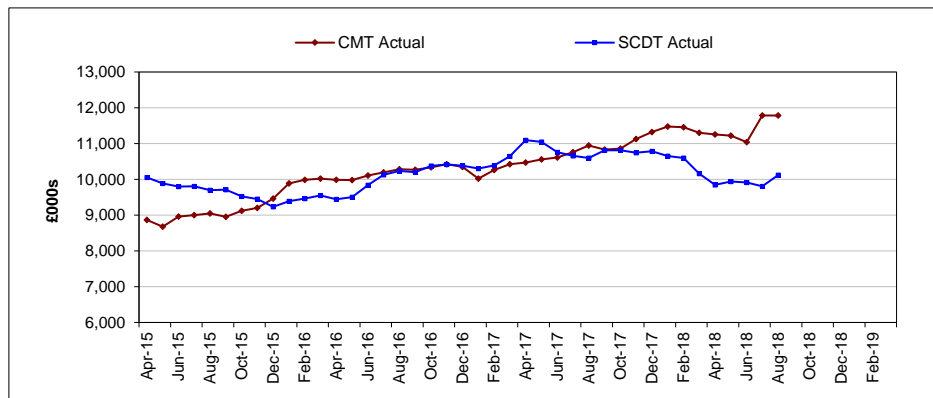
34. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	15.903	6.634	6.922	G	-
Income (£m's) - H&I	13.513	5.662	5.748	G	-



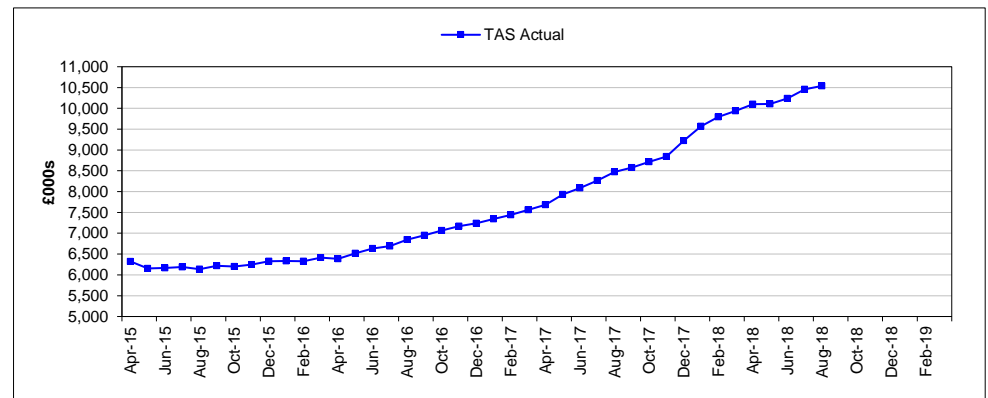
35. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	12.235	5.025	5.160	G	-
Income (£m's) - SCDT	9.696	4.095	4.333	G	Better



36. Therapeutic Apheresis Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	10.011	4.112	4.407	G	-

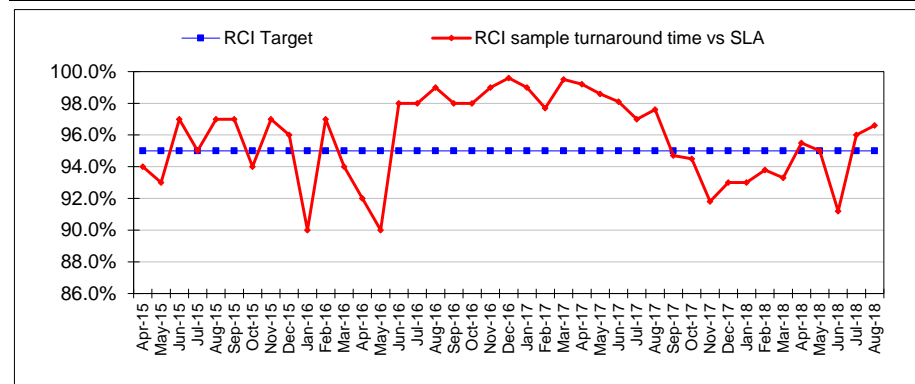


Monthly Performance Report - As at the end of August 2018

Diagnostic and Therapeutic Services - Customer service and safety

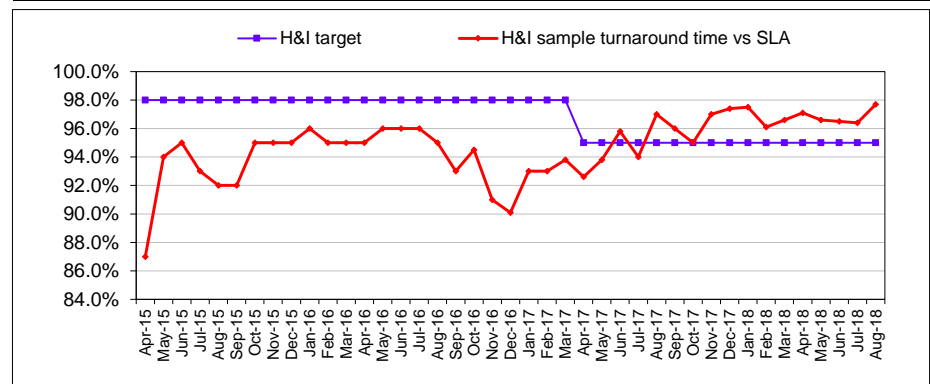
37. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	94.9%	G	-



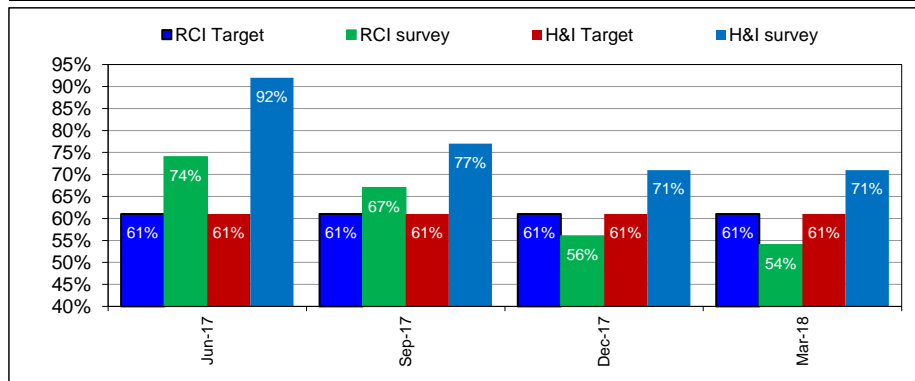
38. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	96.8%	G	-

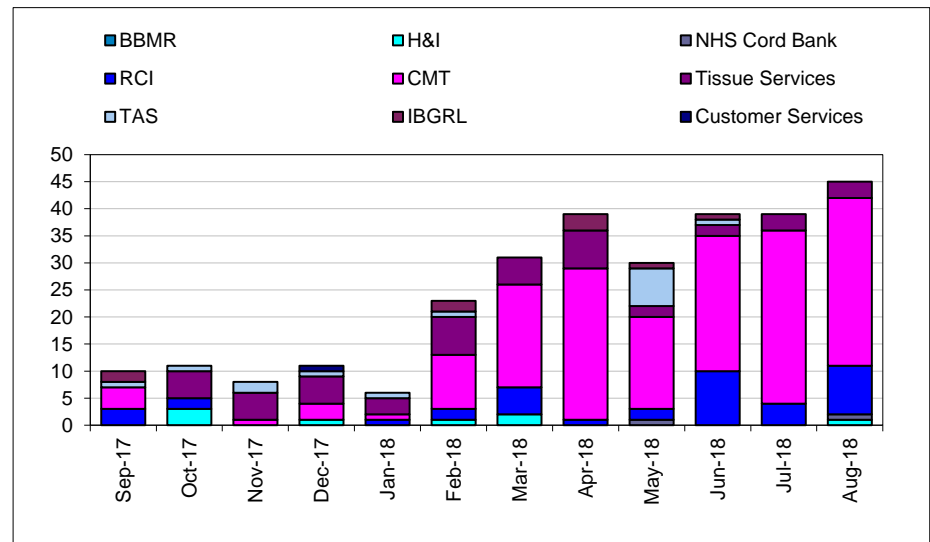


39. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring $\geq 9/10$ for satisfaction with RCI - RCI	61%	61%	54%	A	-
Percent of hospitals scoring $\geq 9/10$ for satisfaction with H&I - RCI	61%	61%	71%	G	-



40. Major QI's raised per month - DTS

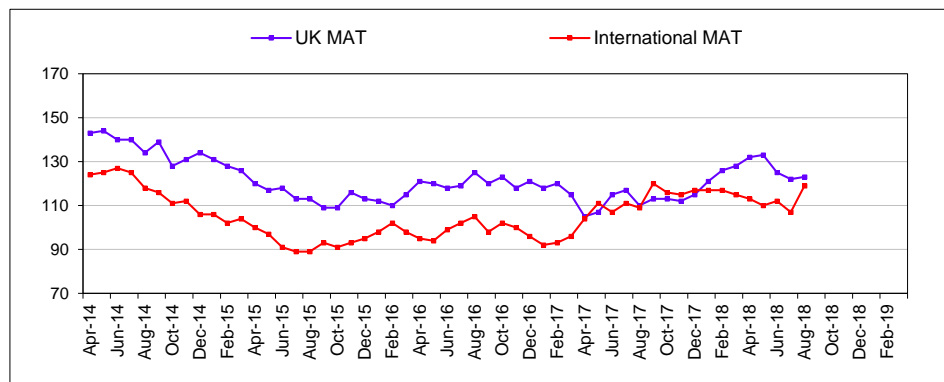


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Stem Cell Donation and Transplantation, and Tissue and Eye Services : Corneas - Strategic Targets

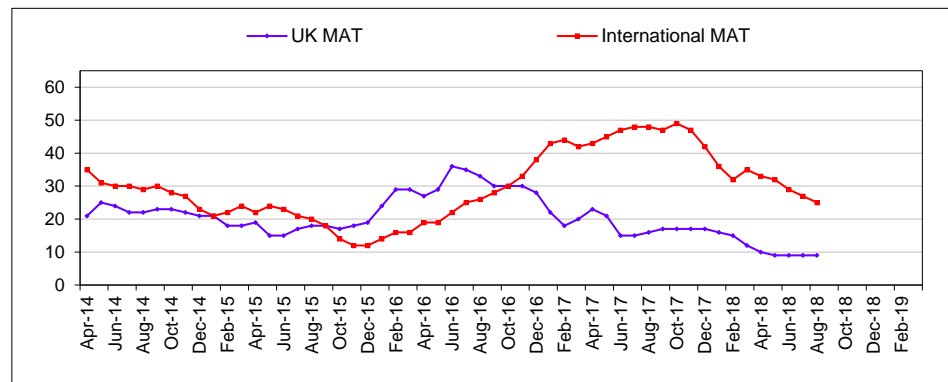
41. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	240	100	95	R	-

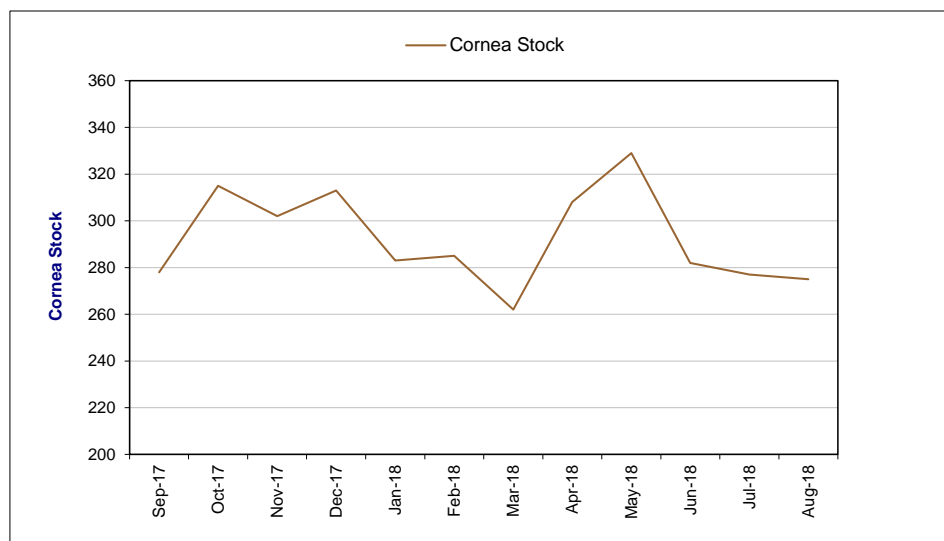


42. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	63	25	18	R	-

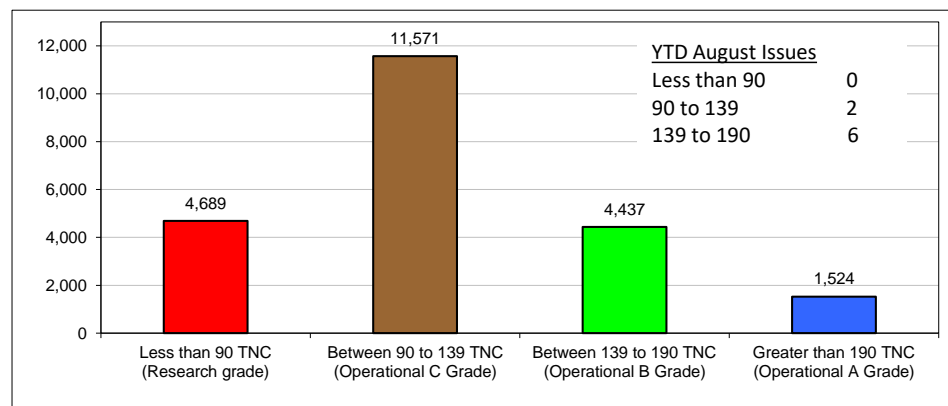


43. Suitable Cornea Donations - Cornea stocks



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

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Clinical Bank Size (A, B and C)	19,307	17,820	17,518	A	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	66.8% in August vs plan of 69% - chart 47.
		Increase % Consent/Authorisation rate (Overall) – DBD	A	-	72.6% in August and behind plan (vs 78%).
		Increase % Consent/Authorisation rate (Overall) - DCD	R	-	61.7% and behind plan (vs 72.0%).
		Deceased donors - 2018/19 target – 1618	A	-	August at 648 vs target of 680 – chart 45.
		Deceased Organ Donors per million population – 2018/19 target – 24.3	-	-	Q1 – 24.4m vs plan 24.5m. Next report Q2 2018/19.
		Number of Living donors 2017/18 (1,392) – reported one month in arrears	R	-	Below target at 336 (vs 508) – chart 48.
		Living Donors per million population – 21.0 per/m	-	-	June 2018 - 15.6m vs plan 21.0m (next update October).
		Organ Transplants – Deceased (4,423)	R	-	1,624 in August vs plan of 1,895 – chart 46.
		Deceased Organ Transplants per million population - 2018/19 target – 66.5	-	-	Q1 at 62.2m vs plan 64.2m. Next report Q2 2018/19.
		Proportion of population who have had a conversation about their donation decision (target 49%)	G	-	At target - February 2018.
		NHSBT Cost per Transplant - £16.4k (2018/19 target)	G	-	June at £16.3k. Next update September 2018.

- There were 131 deceased donors in August. This brings the year to date total to 648, 7% higher than last year although 4.7% lower than the TOT2020 target (680). Broken down by eligible donor type, there were 53 more eligible DBD donors but 97 fewer eligible DCD donors. The moving 12 month trend in deceased donors has, however, flattened since April, at around 1,615 donors, and with some challenging comparatives to come over the winter months.
- August was another low month for missed referral opportunities, with 26 recorded (as in July). Year to date there have been 159 missed referral opportunities; 132 fewer than the same five months last year, equating to a 45% decrease.
- There were just 13 occasions where a SNOD was not present in August, the lowest month ever (versus an average of 29 per month in the previous 4 months of 2018/19). However, of the 13 occasions, there was only one consent and this patient was on the ODR. Year to date, there have been six more occasions where a SNOD was not present despite the patient having opted in on the ODR (23 compared with 17 in the same five months last year).

Of the 23 there were 8 overrides, equating to a 65% consent rate which is much lower than the 96% consent rate achieved when a SNOD is present for ODR opt-in patients. Year to date, there has been 127 occasions, which is 16 fewer than the same five months last year (an 11% decrease).

- August was a very good month for DBD consent (78%). However, with a DCD consent rate of 61%, the overall consent rate in August was 69%. The overall consent rate year to date has increased to 67%, versus 64% at this point last year. There has been no change when comparing DBD consent rate with this point last year but a 5pp increase in the DCD consent rate. Year to date the consent rate breakdown for SNOD presence and ODR opt-in status is:
 - Opted in and SNOD present: 96% / Opted in but SNOD not present: 65%
 - Not opted-in and SNOD present: 58% / Not opted-in and SNOD not present: 19%.
- August was a good month for consent for patients from black and Asian communities (16 out of 29=55%), increasing the year to date consent rate to 37%. However, this is still much lower than the 44% achieved in the same five months last year.
- There were four opt-in overrides in August, bringing the year to date total to 26. In the same five months last year there were 38 (a 32% decrease).
- 328 patients received a deceased donor transplant in August, bringing the year to date total to 1,624. Year to date, 47 more patients have received a deceased donor transplant compared with the last year, representing growth of 3%, although this is now 14% lower than the TOT2020 target. The 12 month moving trend is declining for deceased transplants and is now at 4,087 versus the 12 months to March 2018. It is unlikely but there is a risk that deceased transplants could fall below the 2017/18 outturn.
- Given 44 more deceased donors in the year to date, 47 more transplants is a poor conversion of the extra donors. Although deceased donors per million population (pmp) remains on track the number of deceased donor transplants pmp (currently 62pmp) is unlikely to recover and hit the target of 68.4pmp by March 2019. The communication of risk and consent project continues. A pilot Transplant Collaborative Meeting is being planned for November within the London renal and pancreas community and a UK perfusion and preservation strategy meeting will take place in October.
- Year to date there have been 0.527m opt-in registrations (versus target of 0.458m) and ~95k opt-out.
- Sickness absence fell to 3.3% and well below the %4 NHSBT target.
- Turnover is now in target range following a steady decline since April. Voluntary turnover is 10.8%. ODN SN-OD turnover remains above target at 15.9% with Eastern, Northern and South Wales turnover in excess of 20% (based on previous 12 month rolling period).

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	A	G	2.7 ⁽ⁱ⁾ (0.6)	N/A	N/A	Mar 20	Mar 20
Donor Pathways Enhancement	Delivery	R	A	0.6	0.6	N/A	Mar 19	Sep 19
iPad Replacement	Initiation	G	G	0.3	0.3	N/A	Oct 18	Jan 19

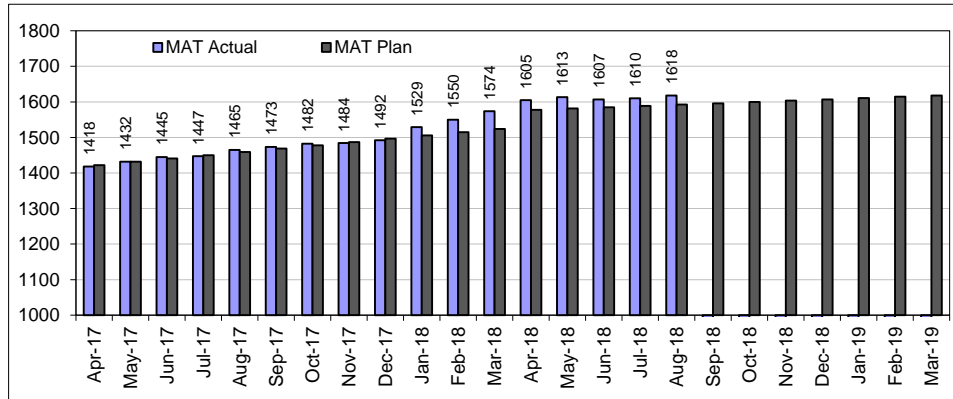
Note: i) This is the non-recurring figure for 2018/19. Recurring figure in brackets.

Monthly Performance Report - As at the end of August 2018

Organ Donation and Transplant - Outcomes

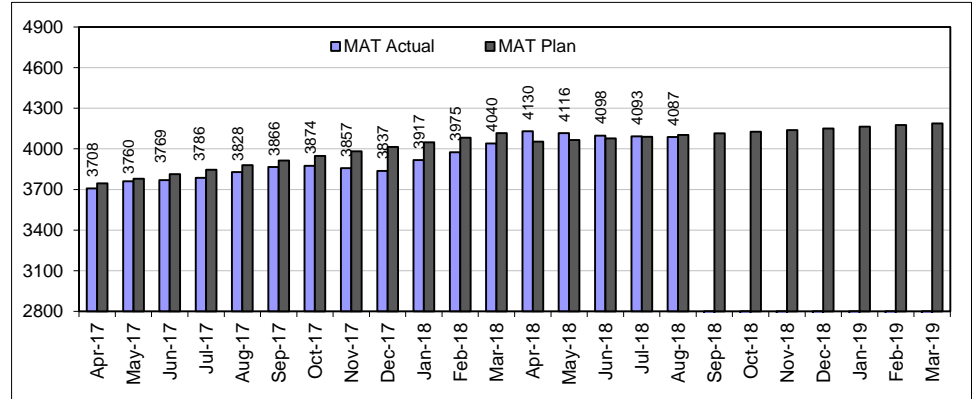
45. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1,618	675	648	A	-



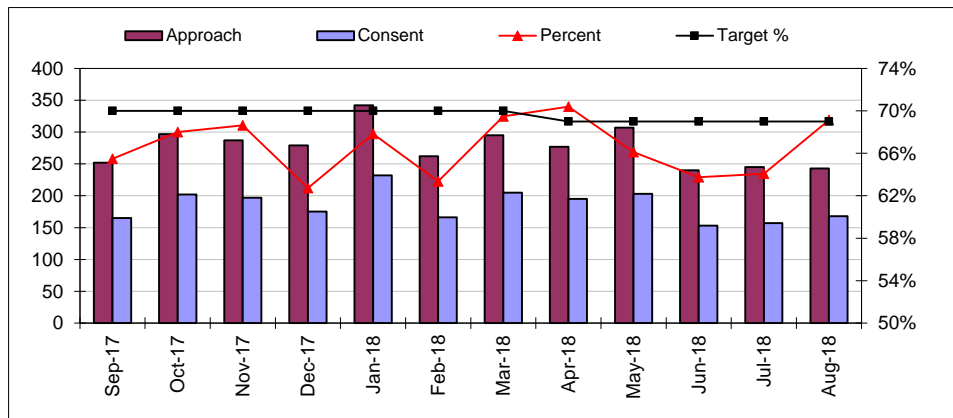
46. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4,188	1,745	1,624	A	Better



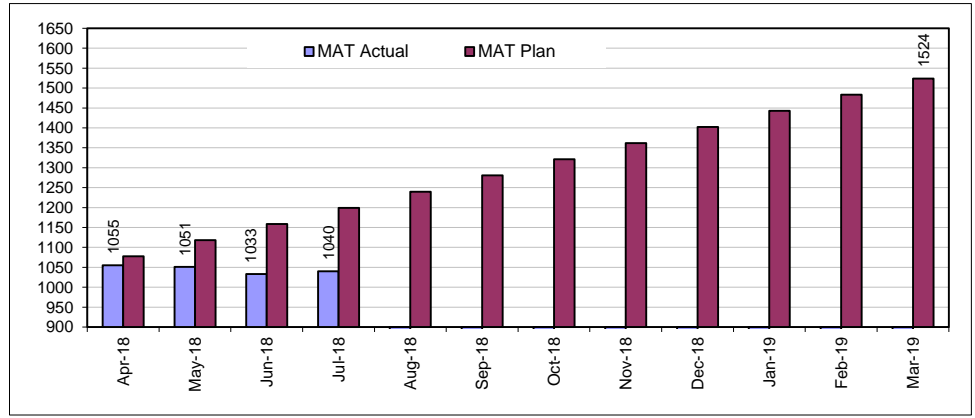
47. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	69.0%	69.0%	66.8%	A	-



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

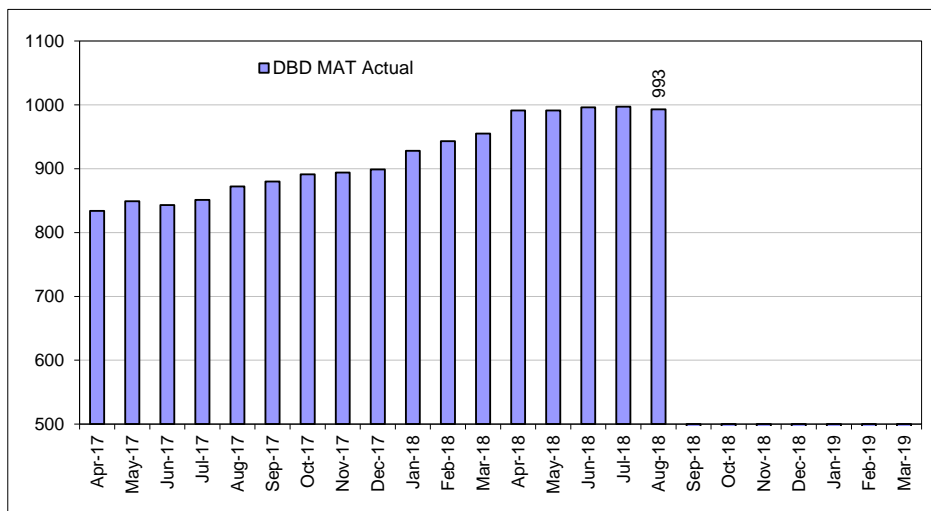
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1,524	508	336	R	-



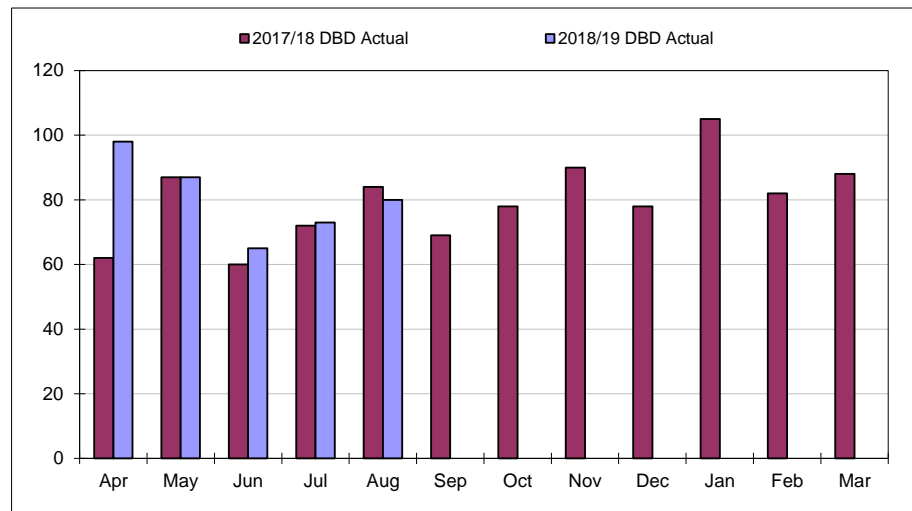
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Organ Donation and Transplant - DBD Activity

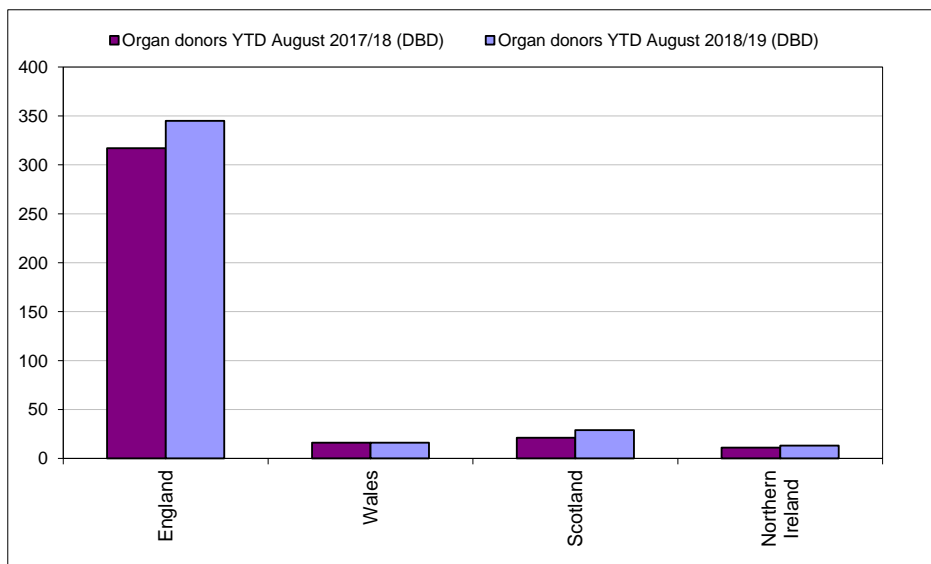
49. MAT number of Deceased Organ Donors (DBD)



50. Deceased Organ Donors - Monthly (DBD)

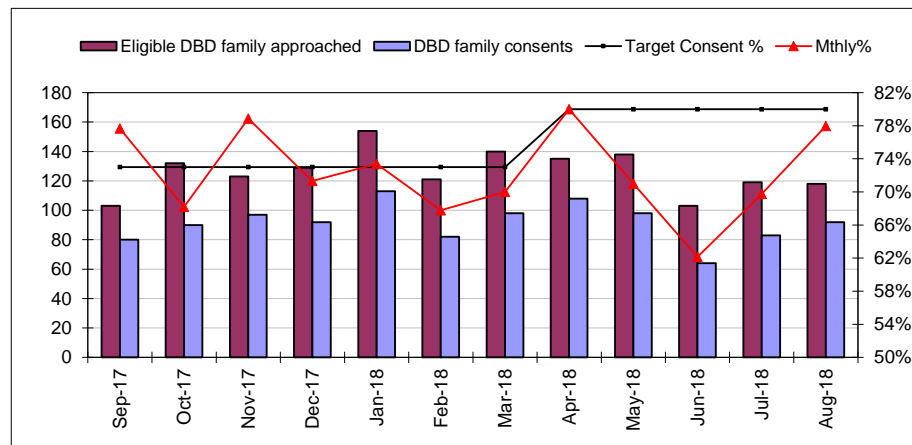


51. Deceased Organ Donors - By Nation (DBD)



52. Consent/Authorisation rate (DBD) per month

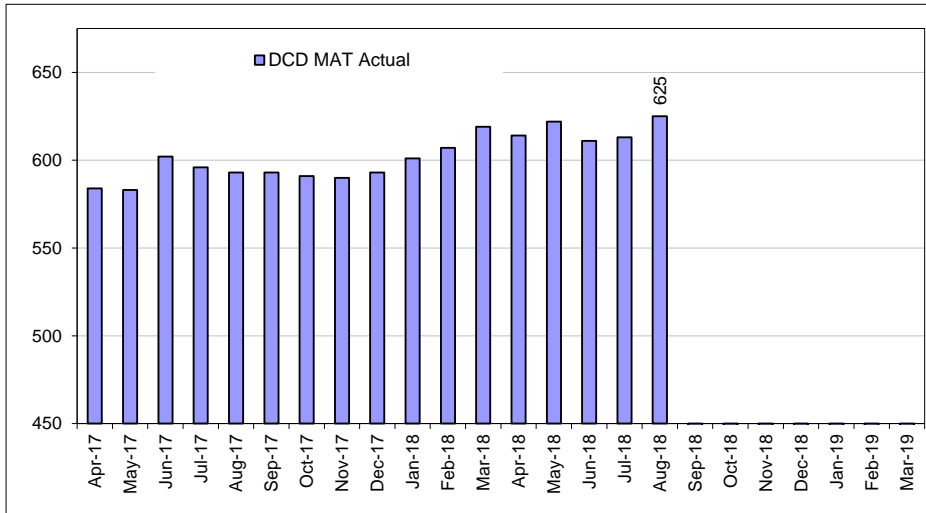
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	80.0%	80.0%	72.6%	A	Better



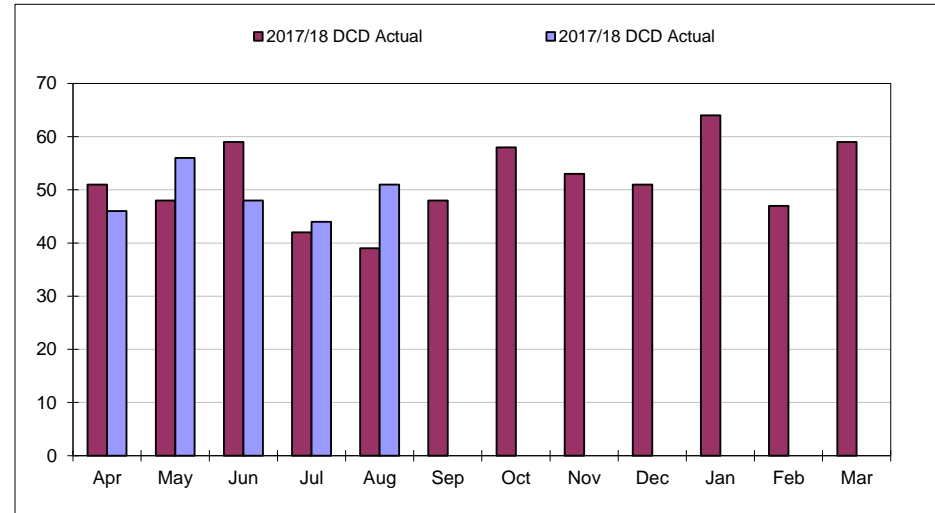
Monthly Performance Report - As at the end of August 2018

Organ Donation and Transplant - DCD Activity

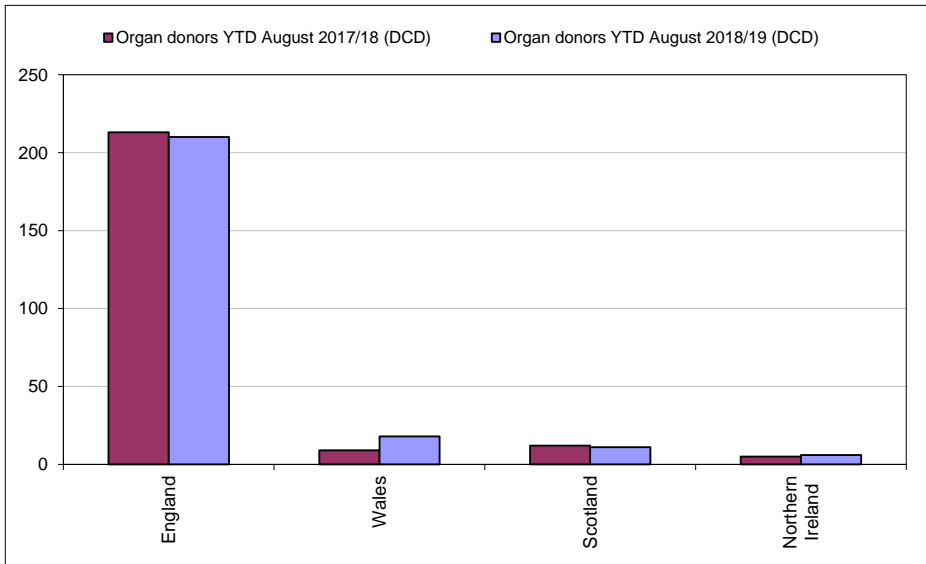
53. MAT number of Deceased Organ Donors (DCD)



54. Deceased Organ Donors - Monthly (DCD)

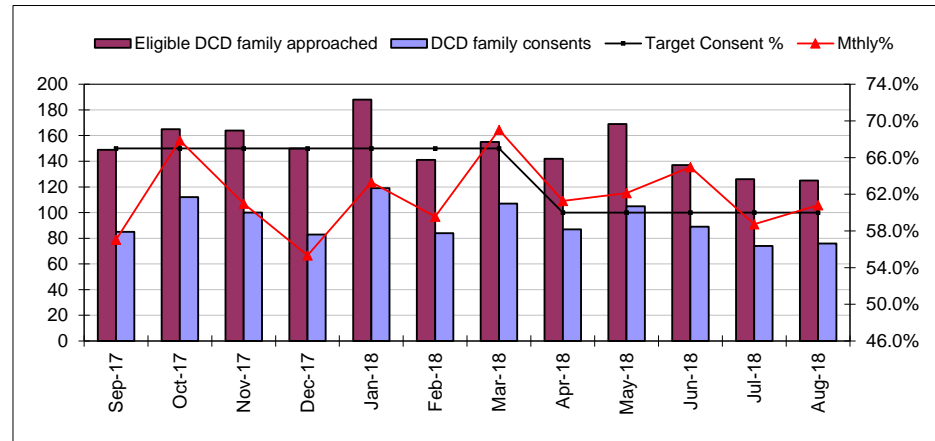


55. Deceased Organ Donors - By Nation (DCD)



56. Consent/Authorisation rate (DCD) per month

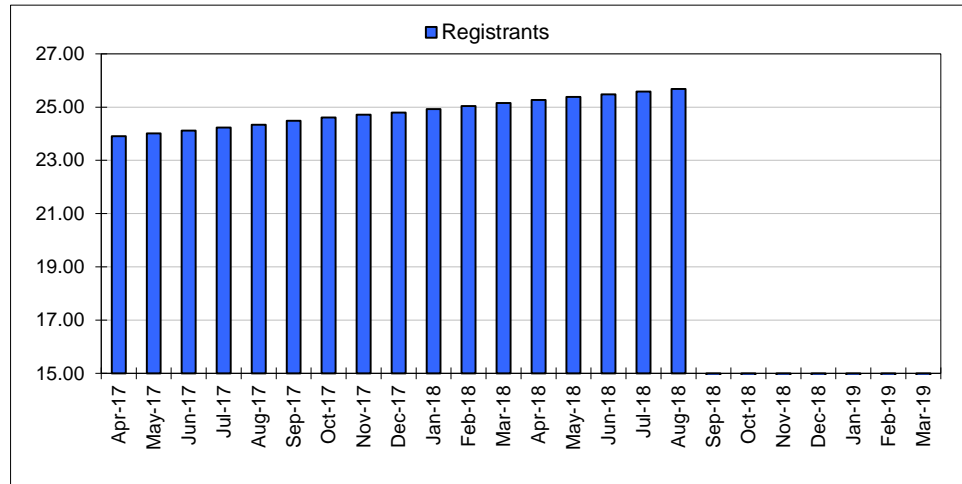
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	60.0%	60.0%	61.7%	G	-



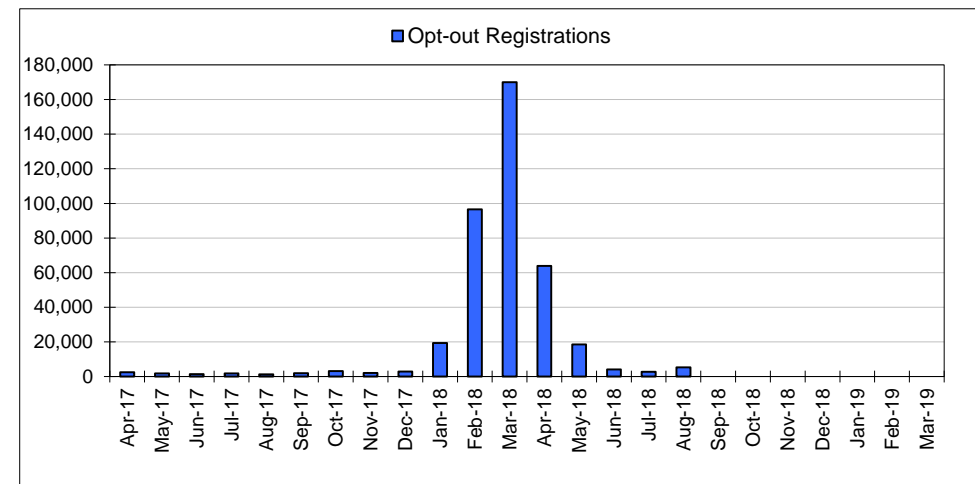
Monthly Performance Report - As at the end of August 2018

Organ Donation and Transplant - Consent / ODR

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

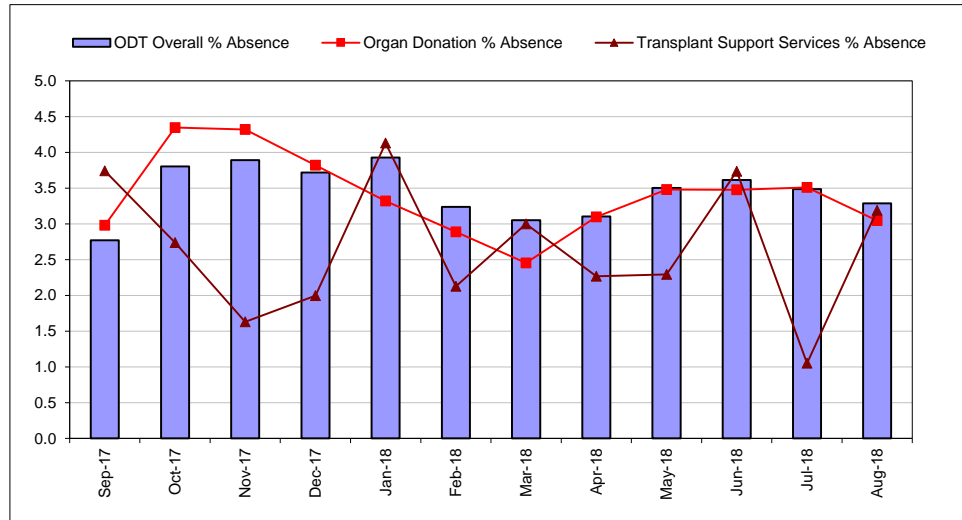


58. Opt-out Registrations by month

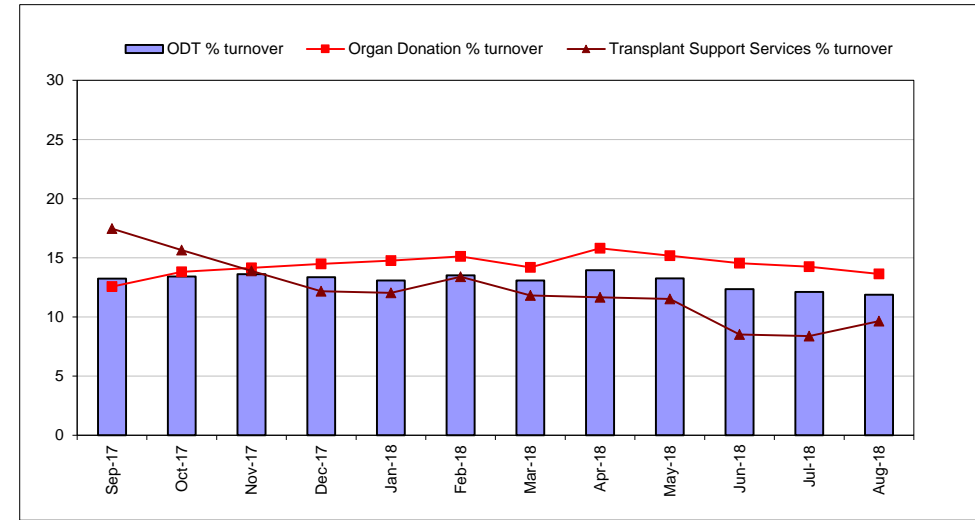


Organ Donation and Transplant - Absence/Turnover

59. ODT Absence rate (%)



60. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
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NHSBT Corporate	<p>Sickness absence was increased in the month to 4% (3.47% year to date) with some adverse (and non-seasonal) trends apparent in Blood.</p> <p>Health and Safety – the incidence rate (12 months to July 2018) for all work related lost time is 1.1 (a decrease of 0.1 from last month). With regard to incidents, however, the number of level 1 and 2 incidents in M&L is at red status as is the number of level 1-3 incidents in Blood Donation and DTS.</p> <p>Focus continues on reducing the level of overdue QA documentation, albeit with only a marginal decrease seen in the month.</p>
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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	G	R	1.5	1.5	N/A	Dec 18	Dec 18
Barnsley Project (Leeds Sheffield)	Delivery	A	A	17.5	17.5	1.1	Jan 21	Jan 21
Exchange On-Line Migration	Delivery	A	A	0.6	N/A	N/A	Jul 18	Feb 19 ⁽ⁱ⁾
Pulse GUI/Middleware Server Upgrade	Delivery	A	R	0.6	N/A	N/A	Jul 18	Oct 18
General Data Protection Regulations	Start-Up	R	R	0.1	0.1	N/A	N/A	Nov 18
Site Server Replacement	Initiation	G	N/A	0.1	N/A	N/A	N/A	Mar 19
Telephony Upgrade	Delivery	G	N/A	0.9	N/A	N/A	Jun 19	May 19

Note: i) End date change request to be approved at TPB September 2018.

The change to the networks and telephony status reflects the closure of the networks project whilst a new project for future telephony services (was red status) is to be worked up (with extension of the existing contract in the interim).

Monthly Performance Report - As at the end of August 2018

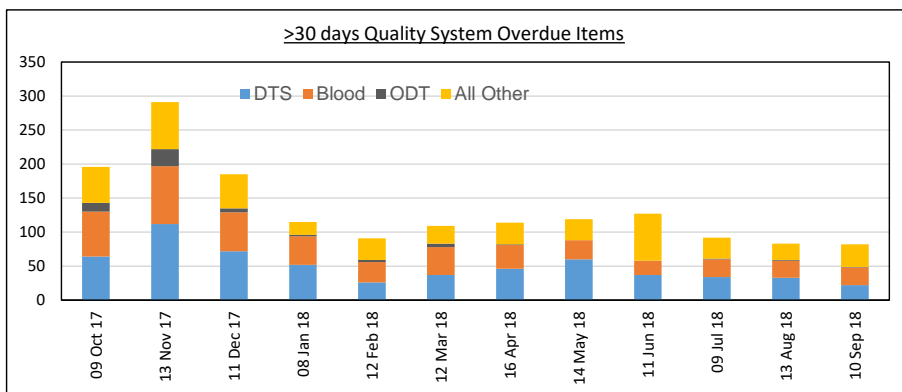
NHSBT Corporate - ICT / Workforce

61. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.73%	A	Better
Pulse	99.95%	99.81%	A	-
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	100.00%	G	-

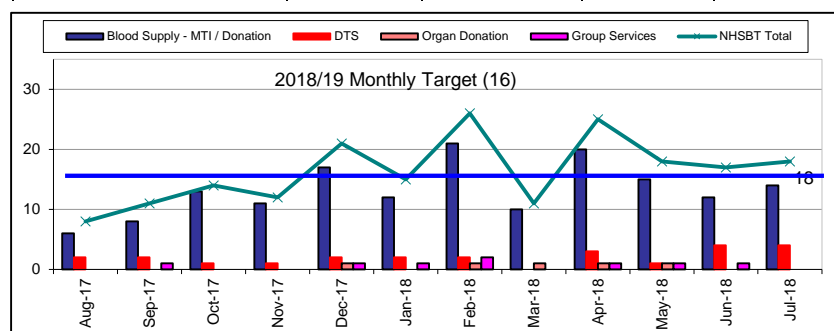
63. Quality System >30 days Overdue Items

Directorate (as at 10 Sep)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
DTS	0	12	1	6	3	22
M&L	2	5	1	6	7	21
ICT	3	3	0	11	1	18
CLINICAL	6	0	0	0	0	6
All Other	5	1	1	4	4	15
Total	16	21	3	27	15	82

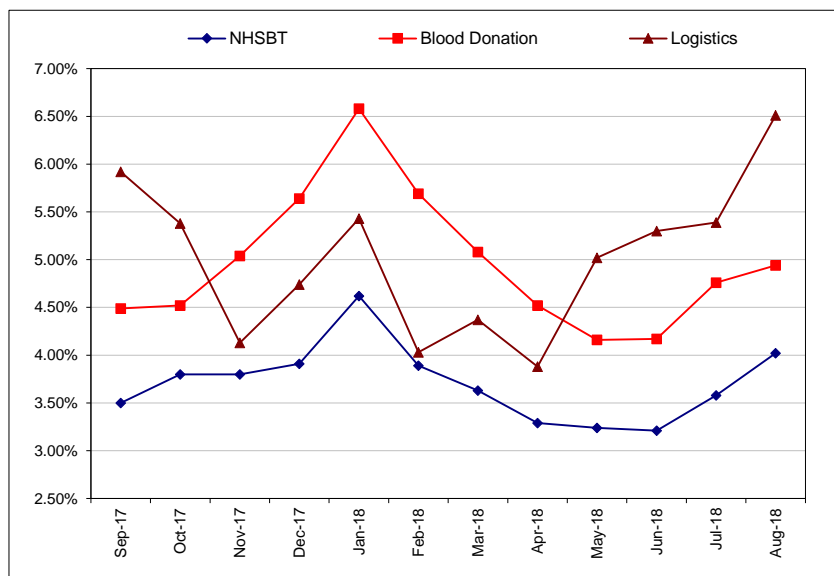


62. Health and Safety - Accident Reporting

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	<=13	13	<=9	14
M&L	<=4	6	<=3	0
DTS/SpS	<=1	1	<=2	4
Organ Donation	0	0	<=1	0
Group Services	0	1	<=1	0
NHSBT	<=18	21	<=16	18



64. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
87	9	73	5

The ability to supply in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (eg Pulse, Hematos, etc), for whatever reason. The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new infrastructure, CSM etc.) and the complexity and inter-dependency between them. The risk to supply that is represented by Pulse will increase over time as its constituent components age (subject to any mitigating investments in replacing its components).

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)
- poor execution of plans to recruit / retain donors and get them to session.

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 and, in particular, the need to rebuild stocks and active donors in Blood.

The ability to maintain blood prices remains highly dependent on our ability to manage the combined impact of :

- the need to fund the significant investment in the replacement of Pulse (as per the objective of the CSM programme) 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 other BAU efficiency improvements
- ongoing reduction in red cell and platelet demand and the loss of the related income and contribution
- being able to generate significant productivity improvements in Blood Donation (given the productivity gap to best in class performers and its high contribution to overall costs).

Ongoing reduction in demand will require significant changes to the configuration of blood collection services in order to maintain productivity and 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. It may also exacerbate the current challenges being seen around unfilled appointments, cancellations and donor attrition.

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, impacting on the outcomes and therefore the future viability of these services. In particular, in Cord Blood where a significant downturn in issues being seen (international issues especially).

The risks that derive from the impact of Brexit, namely:

- inability to import critical consumables and therapeutic products (eg stem cell donations)
- impact of the changing regulatory regime
- increasing cost of consumables driven by adverse currency movements
- reduced access to EU funding streams in support of R&D