

Board Performance Report

For the period ended 31st October 2018

	Status	Trend	Comments
Blood Components	Red	Yellow	Blood collection at/above plan in October and November and, with lower demand, WIP pull through and imports from Wales, has seen stocks overall, and for all blood groups, recover to green status. Costs are running well in excess of budget as a result of the pressure on collections / stock and full year effect will have a significant impact on 2019/20 budget.
DTS	Green	Green	DTS income is 3.9% higher than plan year to date, resulting in an income and expenditure surplus of £0.7m. SCDT activity continues to be adverse with BBMR provisions and cord blood issues at red status. Cornea stocks, however, increased to 387 units by the end of October.
ODT	Red	Yellow	There were 129 deceased donors in October. As a result, there have been 900 donors in the year to date, 5.5% lower than target, although 5% better than last year. The number of deceased transplants is 16.3% lower than target in the year to date, and marginally lower than last year. Living Donors (reported one month in arrears) were 32% lower than target for year to date September 2018.
Corporate	Yellow	Yellow	Sickness absence was marginally higher at 4.1% in the month, and 3.64% year to date, albeit this masks high levels of sickness in certain areas (eg within some individual blood donation teams).
Finance	Green	Yellow	NHSBT is reporting a year to date surplus of £6.6m, £1.8m better than plan. The forecast for the year is a surplus of £6.3m versus a budget deficit of £0.6m. This reflects lower spend on CSM and lower activity than plan in ODT. CSM costs have now been removed from the 5-year projection for Blood but have been broadly replaced increased recurring costs (headcount increases in blood donation and marketing).
Change Programme	Red	Yellow	The overall transformation programme status remains red with GDPR, Filton Extension and Continuous Care at red status.

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NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 OCT 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			36,246	36,246	0	61,927	62,137	62,137	0	YTD we are reporting a surplus of £6.6m, which is better than plan by £1.8m, reflecting surpluses in DTS (£0.5m) and ODT (£1.2m) plus an underspend in Transformation (£5.0m - mostly re CSM) which is offsetting adverse cost variances in Blood (driven by the challenges with managing the low stock position and improving collection performance).
Revenue Cash Limit - Diagnostic and Therapeutic Services			2,727	2,727	0	4,173	4,675	4,675	0	
Revenue Cash Limit - Blood & Blood Components - National			1,130	1,130	0	0	2,188	2,188	(0)	
Blood & Components Income			153,237	152,307	(930)	256,910	258,681	260,855	2,174	
Diagnostic and Therapeutic Services Income			42,580	44,337	1,757	71,011	72,516	75,633	3,117	
Research & Development			566	886	319	1,686	971	920	(51)	
Organ Donation & Transplantation Other Income			6,861	6,918	57	12,011	11,762	11,781	19	
All Other Income			3,043	3,427	384	7,230	5,174	5,928	754	
Total Income			246,390	247,978	1,587	414,949	418,103	424,117	6,014	
Expenditure										The 2018/19 forecast position is a surplus of £6.3m. This reflects much lower transformation spending with projects stopped (CSM, CCM) or progressing more slowly than planned (Session Solution) offsetting the growing adverse cost variances in Blood - M&L (-£2.0m) and BD (£-3.4m). Balance sheet - current assets were £54.4m at the end of October 2018 with a cash balance of £39.4m (including capital charges payable of £1.5m and Programme Funding drawn down in advance - £1.4m). The £2.9m cost of the NHS Pay Award was settled by DHSC in early November. A cash balance of around £28m is forecast at the end of March 2019. Debtor days were at 24 in October (September 22), higher than last month, and also above target (22 days).
Cost of Sales - Blood Component Stock Movement			3,195	(18)	(3,213)	(1,288)	0	709	709	
Cost of Sales - Tissues Stock Movement			0	(214)	(214)	(85)	0	(214)	(214)	
Organ Donation & Transplantation: Operational Expendi	416	413	(36,013)	(34,965)	1,048	(60,097)	(60,295)	(59,527)	768	
Organ Donation & Transplantation: Change Programme	7	20	(3,083)	(3,019)	64	(4,829)	(5,701)	(5,868)	(167)	
Blood Supply: Manufacturing, Testing & Issue	711	747	(38,490)	(38,630)	(140)	(68,140)	(65,745)	(67,045)	(1,300)	
Blood Supply: Blood Donation	1,372	1,438	(41,118)	(42,135)	(1,017)	(72,103)	(70,465)	(73,824)	(3,359)	
Blood Supply: Logistics	336	336	(11,769)	(12,261)	(492)	(21,010)	(20,049)	(20,759)	(710)	
Diagnostic and Therapeutic Services: Operational Exper	849	839	(38,078)	(38,897)	(819)	(62,224)	(64,692)	(66,628)	(1,936)	
Diagnostic and Therapeutic Services: Change Programr	1	1	0	(199)	(199)	0	(963)	(348)	614	
Quality	83	80	(2,862)	(2,833)	30	(5,006)	(4,873)	(4,870)	3	
Chief Executive and Board	3	4	(364)	(353)	11	(627)	(623)	(629)	(6)	
Communications	64	66	(4,635)	(4,618)	17	(7,409)	(6,602)	(6,847)	(245)	
Estates & Facilities	76	78	(22,604)	(22,939)	(335)	(39,592)	(38,903)	(39,456)	(553)	
Finance	88	91	(3,072)	(3,098)	(26)	(5,581)	(5,266)	(5,335)	(69)	
Business Transformation Services	25	22	(908)	(812)	96	(1,391)	(1,557)	(1,387)	170	
People	114	116	(4,214)	(4,160)	53	(7,204)	(7,213)	(7,130)	84	
Information Communication Technology	180	172	(14,265)	(14,187)	77	(23,714)	(24,796)	(25,310)	(514)	
Clinical Directorate	172	164	(8,211)	(8,058)	153	(13,779)	(13,914)	(14,390)	(476)	
Research & Development	34	44	(2,259)	(2,503)	(243)	(5,127)	(4,214)	(4,214)	0	
Change Programme (Blood & Corporate)	8	17	(11,587)	(6,558)	5,029	(24,196)	(20,263)	(11,951)	8,312	
Miscellaneous and Capital Charges			(1,315)	(902)	413	(1,745)	(2,546)	(2,745)	(199)	
Total Expenditure	4,540	4,650	(241,650)	(241,357)	293	(425,145)	(418,680)	(417,770)	911	
Surplus/(Deficit)			4,740	6,621	1,881	(10,197)	(577)	6,347	6,924	

Statutory Accounts Presentation						
NHSBT Surplus/(Deficit) as above	4,740	6,621	1,881	(10,197)	(577)	6,347
Add back Notional Cost of Capital	4,139	4,139	0	7,422	7,176	7,176
Remove Revenue Cash Limit	(38,974)	(38,974)	0	(66,100)	(66,812)	(66,812)
Deduct Capital Charges Cash Payment	(10,174)	(10,174)	0	(17,544)	(17,441)	(17,441)
Net Expenditure	(40,268)	(38,388)	1,881	(86,419)	(77,654)	(70,730)

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	Actual Sep-18 £k	Actual 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	45,459	39,404	41,948	46,620	48,081	51,472	23,479
Receipts													
Debtors & Other Receipts	24,817	35,821	27,772	32,516	31,586	31,357	31,715	28,124	31,543	26,501	27,310	25,962	355,024
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	0	2,500	0	2,500	0	2,500	3,500	11,000
Total income	24,817	52,346	27,772	38,024	37,094	36,865	39,724	33,633	39,552	32,009	35,318	37,871	435,024
Payments													
Staff Expenses	9,928	16,465	16,455	16,758	17,571	17,406	17,206	16,980	16,982	16,963	17,007	24,087	203,807
Other Revenue Payments	10,734	15,223	20,691	18,840	16,012	16,642	18,969	13,109	16,898	12,084	13,421	25,684	198,307
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	628	884	1,000	1,000	1,500	1,500	2,902	11,000
Total costs	20,979	31,822	37,477	36,108	33,877	34,676	45,779	31,089	34,880	30,547	31,927	61,395	430,555
Closing bank balance	27,318	47,842	38,137	40,053	43,270	45,459	39,404	41,948	46,620	48,081	51,472	27,948	27,948

Debtor Days (Target is 22 days)	26	19	22	19	21	22	24
YTD BPPC By Value % (Target is 95%)	95.6%	94.0%	94.0%	97.1%	93.2%	95.6%	93.9%
YTD BPPC By Number % (Target is 95%)	92.0%	92.9%	93.2%	92.7%	94.4%	93.8%	96.3%

	1-30 Days overdue £000's	31-60 Days overdue £000's	61-90 Days overdue £000's	>90 Days overdue £000's	Total Overdue £000's
Overdue Debtors NBS/ODT £000's					
Total Overdue Debtors	7,614	1,729	691	1,961	11,995

	Sep-18		Oct-18		
	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's	Comments
Top 5 Over 90 days Overdue Debtors £000's					
BIRMINGHAM WOMEN'S AND CHILDREN'S NHS FT	357	416			Not in "Top 5" / October 2018
CITY HOSPITALS SUNDERLAND FOUNDATION TRUST			240	495	Payment now expected 30/11/18 (Not in "Top 5" Sept. 2018).
UNIVERSITY COLLEGE LONDON (Academic)	200	203	199	202	All outstanding queries resolved, payment now expected 30/11/18
SPIRE HEALTHCARE LTD (Private)	89	223	134	268	In dialogue with the hospital to resolve outstanding queries - multiple requestors
EAST SUFFOLK AND NORTH ESSEX NHS FT	147	418			Not in "Top 5" / October 2018
IMPERIAL COLLEGE HEALTHCARE NHS TRUST	142	698	115	297	All outstanding queries are Po related - ongoing dialogue with the hospital
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST			94	285	As above - Po related (Not in "Top 5" Sept. 2018).
Total 5 Overdue Debtors	935	1,958	782	1,547	
Other Debtors	980	11,307	1,179	10,448	
Total Overdue Debtors	1,915	13,265	1,961	11,995	

>90 DAYS OVERDUE	Profile by Month											
Target £0.95m for over 90 days by 31 Mar 2019	Actual Apr-18 £000s	Actual May-18 £000s	Actual Jun-18 £000s	Actual Jul-18 £000s	Actual Aug-18 £000s	Actual Sep-18 £000s	Actual Oct-18 £000s	Forecast Nov-18 £000s	Forecast Dec-18 £000s	Forecast Jan-19 £000s	Forecast Feb-19 £000s	Forecast Mar-19 £000s
Ledger Balance at month end	3,343	2,281	1,953	2,060	3,259	1,915	1,961	1,500	1,360	1,220	1,080	950
Original target per April Board Report		3,208	2,983	2,757	2,531	2,305	2,079	1,853	1,627	1,401	1,175	950

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

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	154.0	8.5	7.7	1.0	1.1	8.5	5.4	-	2.4	0.5	6.0	-	195.2
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	6.8	6.8
Grant in Aid	-	-	-	-	-	-	-	-	1.1	1.3	-	36.1	38.6
Other	3.9	0.3	0.4	0.0	0.0	0.0	0.3	1.5	0.1	0.2	0.4	0.2	7.4
Total Income	157.9	8.8	8.1	1.0	1.1	8.6	5.7	1.5	3.7	2.1	6.5	43.1	248.0
Expenditure													
<u>Variable Costs</u>													
Consumables	(23.1)	(0.7)	(2.1)	(0.3)	(0.2)	(1.2)	(1.1)	(0.4)	(0.4)	(0.2)	(2.3)	(2.0)	(34.0)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(23.1)	(0.7)	(2.1)	(0.3)	(0.2)	(1.2)	(1.1)	(0.4)	(0.4)	(0.2)	(2.3)	(2.0)	(34.0)
Variable Contribution	134.8	8.1	6.0	0.7	1.0	7.4	4.6	1.1	3.3	1.8	4.2	41.2	214.0
<u>Direct Costs</u>													
Pay	(51.0)	(4.6)	(3.8)	(0.5)	(0.7)	(4.1)	(2.6)	(0.6)	(0.8)	(1.3)	(1.7)	(15.1)	(86.8)
Non Pay	(12.1)	(0.3)	(0.6)	(0.1)	(0.1)	(1.6)	(0.7)	(0.3)	(0.7)	(0.5)	(0.5)	(18.3)	(35.7)
Total Direct Costs	(63.1)	(5.0)	(4.4)	(0.5)	(0.8)	(5.7)	(3.3)	(0.8)	(1.6)	(1.7)	(2.2)	(33.4)	(122.5)
Direct Contribution	71.7	3.1	1.6	0.2	0.1	1.6	1.3	0.2	1.8	0.1	2.0	7.7	91.5
<u>Direct Support</u>													
Operational Directorate costs	(3.8)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(1.1)	(5.3)
Logistics	(12.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	-	(0.0)	(0.1)	(0.1)	(0.0)	(12.2)
Clinical	(5.0)	(0.2)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.0)	(0.1)	(0.6)	(6.3)
Attributable Estates costs	(12.9)	(0.8)	(0.5)	(0.1)	(0.3)	(0.8)	(0.8)	(0.0)	(0.1)	(0.1)	(0.1)	(0.7)	(17.2)
Attributable IT costs	(3.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(1.4)	(4.8)
Depreciation / Cost of Capital	(1.1)	(0.2)	(0.3)	(0.0)	(0.1)	(0.1)	(0.3)	(0.0)	(0.1)	(0.1)	(0.1)	(0.3)	(2.7)
Total Direct Support	(37.8)	(1.4)	(1.0)	(0.1)	(0.4)	(1.2)	(1.3)	(0.1)	(0.3)	(0.4)	(0.5)	(4.1)	(48.5)
Notional Internal Income Uplift	(1.2)	(0.0)	1.2	0.1	0.2	0.0	0.0	(0.0)	(0.3)	0.0	0.0	(0.0)	(0.0)
Cost of Sales	0.2	-	-	-	-	(0.2)	-	-	-	-	-	-	(0.0)
Contribution to Unallocated Costs	32.9	1.7	1.8	0.2	(0.1)	0.3	0.1	0.1	1.1	(0.3)	1.5	3.6	43.0
Total Allocated Costs	(125.0)	(7.1)	(6.3)	(0.8)	(1.2)	(8.3)	(5.6)	(1.3)	(2.6)	(2.4)	(4.9)	(39.5)	(205.0)
<u>Unallocated Costs Apportioned</u>													
Directorate costs	(12.3)	(0.7)	(0.6)	(0.1)	(0.1)	(0.8)	(0.5)	(0.1)	(0.2)	(0.2)	(0.5)	(4.0)	(20.0)
Estates costs	(3.5)	(0.2)	(0.2)	(0.0)	(0.0)	(0.2)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	(1.1)	(5.7)
Depreciation / Cost of Capital	(0.5)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.2)	(0.8)
Total Unallocated Costs	(16.3)	(0.9)	(0.8)	(0.1)	(0.1)	(1.0)	(0.7)	(0.2)	(0.3)	(0.3)	(0.6)	(5.3)	(26.6)
Operating Net Surplus / (Deficit)	16.5	0.8	1.0	0.1	(0.2)	(0.8)	(0.6)	(0.0)	0.7	(0.6)	0.9	(1.6)	16.4
Transformation Costs	(6.6)	-	-	-	-	-	-	-	-	-	-	(3.0)	(9.8)
Total Allocated Costs Inc Transformation	(131.6)	(7.1)	(6.3)	(0.8)	(1.2)	(8.3)	(5.6)	(1.3)	(2.6)	(2.4)	(4.9)	(42.5)	(214.8)
Net Surplus / (Deficit) Inc Transformation	10.0	0.8	1.0	0.1	(0.2)	(0.8)	(0.6)	(0.0)	0.7	(0.6)	0.9	(4.6)	6.6
RAG STATUS (Actuals V Plan)	G	G	G	G	G	G	R	G	G	R	G	G	G
R&D PROGRAMME COSTS	(2.4)	(0.6)	(0.1)	-	-	(0.2)	(0.3)	-	-	-	-	(0.0)	(3.6)

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	-	73.4% vs plan of 78% – Chart 11.
		No. of complaints per million donations	R	-	0.61% vs plan of 0.49% – Chart 12
		% of whole blood donations in donor centres – 2018/19 target of 23%	G	-	At 23.0%.
		Blood Donation Productivity: units/FTE/year	A	-	1,418 vs plan of 1,492 – charts 27/28.
		Number of Donors Donating over the last 12 months (000's) – 2018/19 target of 870k	R	-	832.9k in September – Chart 17.
		Frequency of Donation (overall) – target of 1.71	A	Worse	1.807 (vs target of 1.801) - (Chart 17).
		Number of O- neg Donors donating last 12 months (000's) 2018/19 target of 106.7k – revised to 110.5k.	R	-	107.3k in October – Chart 18.
		Frequency of Donation (O neg donors) – 2018/19 target of 1.90.	G	Better	1.876 (vs target of 1.946) – Chart 18.
		R ₀ donors donating over the last 12 months.	R		20.2k in October (vs 35k targeted)
		A neg CD donors donating over the last 12 months.	-		Target TBC
	Supply- Chain Operations	Red Cell Blood Stocks – Alert Levels	R	Worse	3 in October 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.
		98% of Products Issued on Time (excluding Ro's)	G	-	Higher than target at 98.3% – chart 3.
		Manufacturing Productivity (units/FTE/year)	A	-	October at 10.598k (plan 10.829k).
		Testing Productivity (units/FTE/year)	G	-	36.298k vs plan of 35.689k

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
9					
BLOOD	Supply Chain Operations	70 % hospitals scoring => 9/10 for satisfaction (chart 4).	-	-	September at 78%. Next survey December 2018 (report January 2019)

- Red cell issues in October were 123k and are now 0.4% higher than plan in the year to date, but 1.4% lower than last year.
- Collection performance recovered in October (and through November) back to levels in excess of 29,000 per week. Along with lower demand, pull through of WIP and imports from Wales stocks have recovered to 29,000 units overall, and at green status (along with all blood groups). This was a tremendous effort across the end to end supply chain and has dramatically reduced the risk of vulnerability to bad weather as we head towards xmas.
- Increased collection levels contributed to around 40% of the stock increase with around 65% of the improved collection delivered on the back of increased appointments (booked appointments versus bookable appointments increased from 82.2% to 85.2%).
- The number of O negative donors continues to improve on the back of the focus on lapsed donors (chart 18) and are expected to hit 111,000 by end year.
- The impact of the recently agreed nurse breaks will be to decrease the number of appointment slots by around 900/week. This will put pressure on collections during January to March 2019 with risk that collections may fall below target. It also suggests that further roll out of capillary HemoCue would be too great an additional risk to collection during this time, albeit this subject to further analysis and planning.
- Donor satisfaction was marginally lower this month at 73% with the year to date remaining unchanged at 73.4%. Complaints (excluding those related to consolidation / team closures and cancellation of sessions) decreased this month to 5,900. The primary drivers for complaints continue to be “not seen at appointment time”, “slot availability” and “appointment cancelled”.
- OTIF in October, excluding R_o ‘in full’ fails, improved to **98.3%**, only marginally below the record of 98.6%, driven by improved pick and pack performance (and therefore “on time” performance) in hospital services. In addition, record lows were seen in red cell expiries and record highs in both processing and testing productivity and hence an overall excellent performance in M&L overall. Red cell expiries in October were 0.15%, well below the 1.8% target, and with the year to date at 0.47%.
- Overall waste, “Whole Blood Donations not generating a Validated Red Cell” rate was also lower in October at 4.88% although the year to date (4.81%), remains higher than plan 4.00%, and also the previous year (4.64%).
- Platelets issued / produced, however, was lower in October at 91.86%, albeit the year to date (91.77%), remains higher than both the previous year (90.52%) and also plan (90.66%). Platelet expiries in October were 4.96%, below the 6.0% target and in the year to date are at 5.73%.
- Imports of plasma from Poland have now been received and signed off by QA with stocks expected to recover over the next 4-8 weeks. Manufacturing has been requested to make pooled cryo from initial consignments in order to address very low stocks at certain points during the month.

- No SABRE events were reported this month. Major QI's raised this month were higher at 39, the highest since May 2018 (41) and driven by high numbers in blood donation.
- The number of faints reduced again this month to 161. This takes the year to date to 184, higher than target of 160, and reflecting the hotter than normal summer. The number of re-bleeds was marginally higher this month at 24 but continues to be better than target (30).
- Sickness absence continues to be high at 6.1% in Logistics. Blood Donation was at 5.6% although the overall average for Blood Donation masks some very high levels at individual teams and the impact it is having on collection performance.
- The **MHRA** inspected Pulse/ICT in Birmingham in October with very good results overall.
- Due to issue with the building fabric, the expansion of the WEDC is running behind plan. We are working with the builder towards a handover on 14 December, which would allow it to re-open on Christmas Eve. This is critical for maintaining collections between Xmas and the New Year.
- 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.

. Blood Supply – Status of Strategic Projects per TPB Reporting

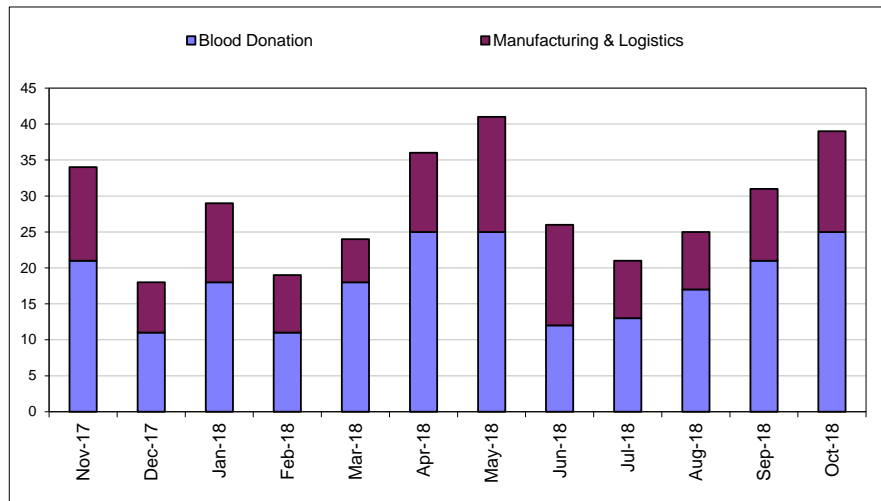
Project title	Status	This RAG	Last RAG	Approved Cost £m	F/Cast Cost £m	F/cast Benefit £m	Planned to complete	F/Cast to complete
Leicester – new DC & Team Base	Delivery	G	G	1.2	1.2	0.1	May 18	Nov 18
SotF – Continuous Care Model	Delivery	R	A	0.8	0.8	N/A	Apr 19	Apr 19
SotF – Unconstrained Supply Plan	Delivery	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	A	0.1	0.1	N/A	Jan 18	Dec 18
West End Donor Centre Expansion	Delivery	A	G	1.0	1.0	0.4	Jan 19	Jan 19
Logistic Review Programme	Delivery	A	A	6.0	6.0	4.7 ⁽¹⁾	N/A	Oct 21
Frozen Plasma Import	Start-Up	A	A	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
Post Donation Testing	initiation	A	G	0.1	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	Start-Up	G	G	N/A	N/A	N/A	N/A	Sep 19
Session Solution	Start-Up	G	G	N/A	3.5	N/A	N/A	Mar 20
Transfer of Red Blood Cells	Start-Up	G	N/A	TBC	TBC	N/A	TBC	Jan 19
London Bridge Donor Centre	Initiation	G	N/A	0.1	N/A	N/A	Apr 20	Apr 20

The CCM project is no longer being rolled out as planned and planned financial benefits will no longer be delivered.

Monthly Performance Report - As at the end of October 2018

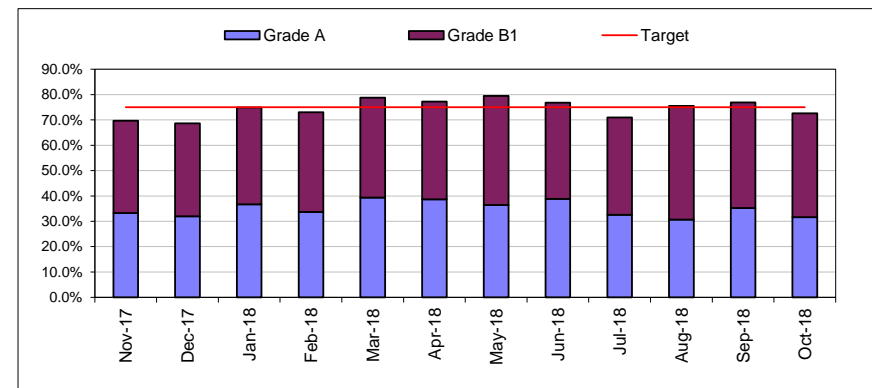
Blood Components - Safety and Compliance

1. Major QIs raised per month - Blood Supply Directorate



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

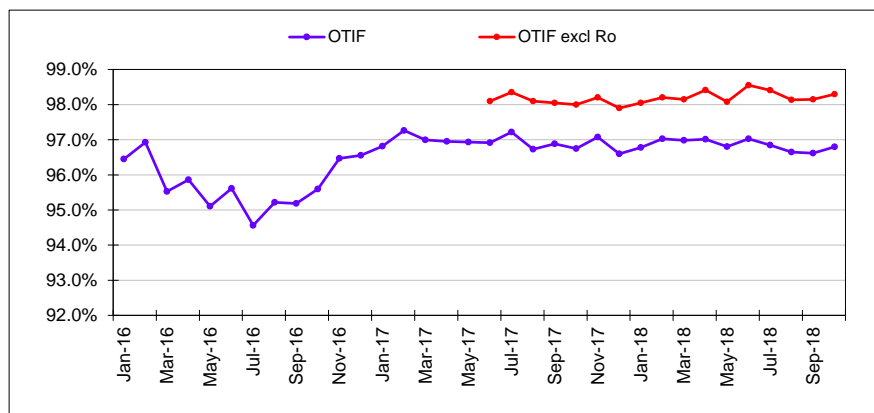
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	75.5%	G	-



Blood Components - Customer Service

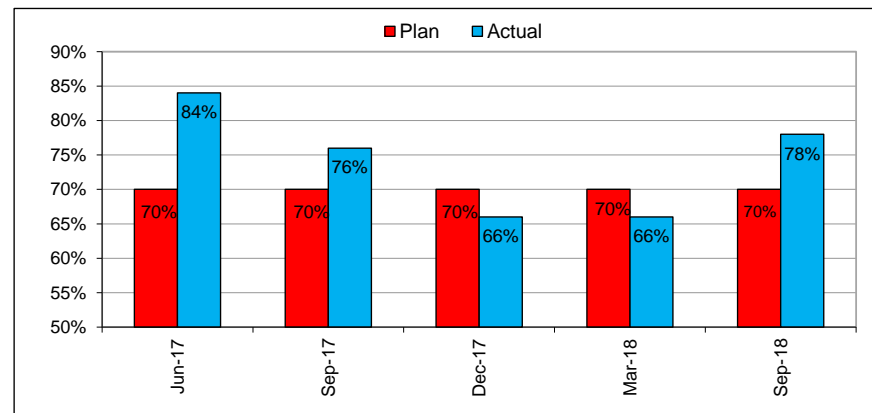
3. Percentage of Products Issued OTIF (excluding Ro 'in full' fails)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	98.00%	98.00%	98.29%	G	Better



4. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >=9/10	70%	70%	78%	G	-



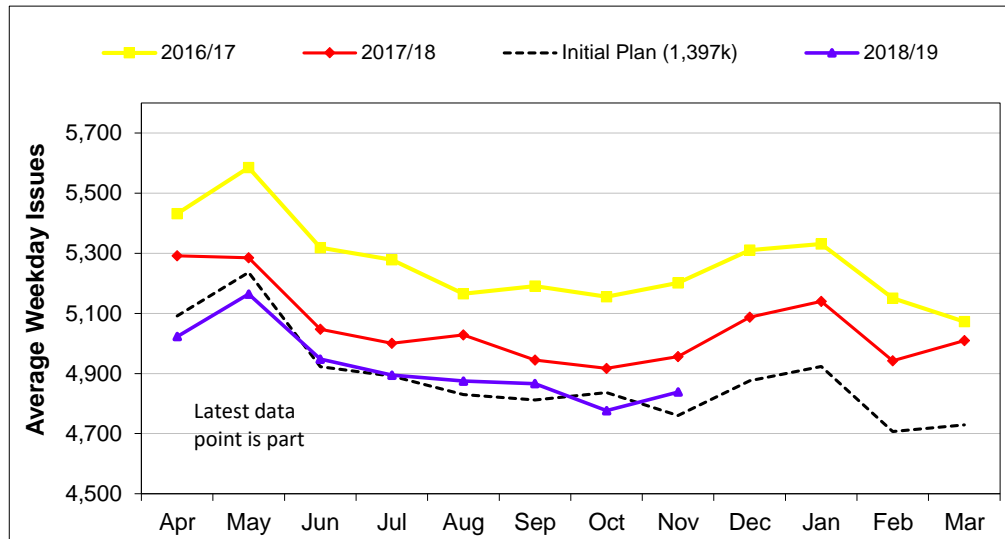
Monthly Performance Report - As at the end of October 2018

Blood Components - Red Cell Issues & Demand

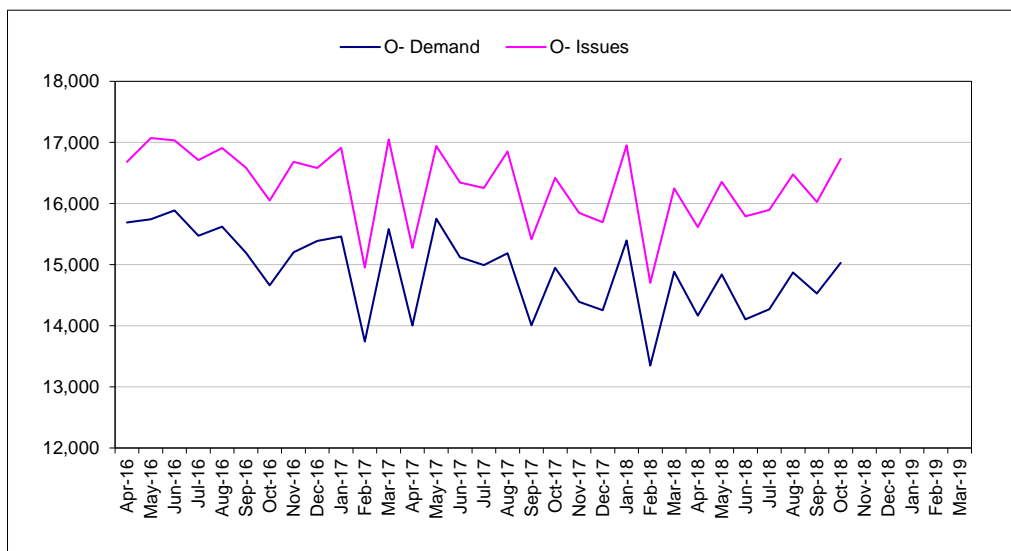
5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2018/19 - YTD Oct 2018	2017/18 - YTD Oct 2017	Change
O Pos	297,918	301,904	-1.3%
A Pos	247,443	251,383	-1.6%
O Neg	112,945	113,390	-0.4%
A Neg	66,323	67,910	-2.3%
B Pos	66,052	66,360	-0.5%
B Neg	21,235	21,028	1.0%
AB Pos	17,772	18,555	-4.2%
AB Neg	5,730	6,715	-14.7%
Total	835,417	847,245	-1.4%

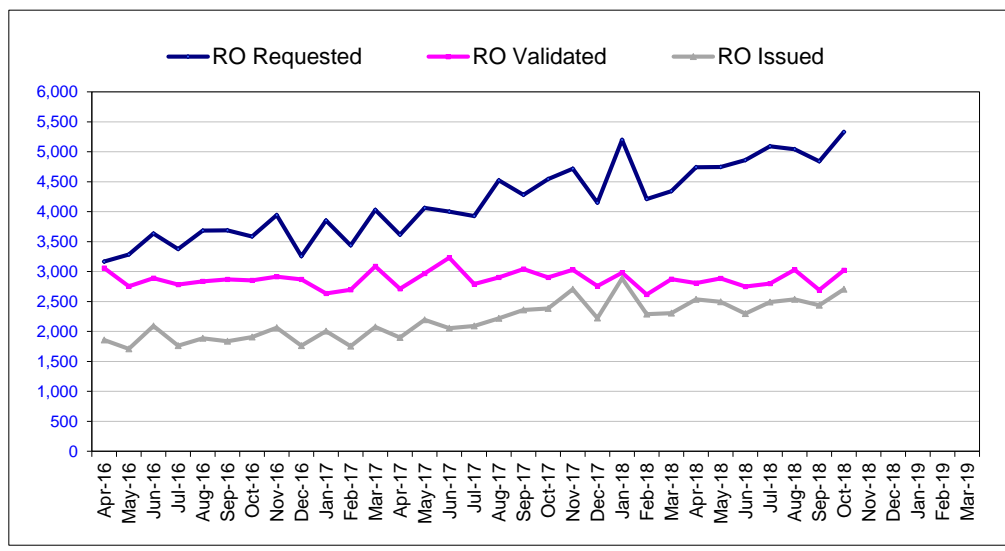
6. Average Weekday Red Cell Issues By Month - from April 2016



7. O neg RC Demand and Issues



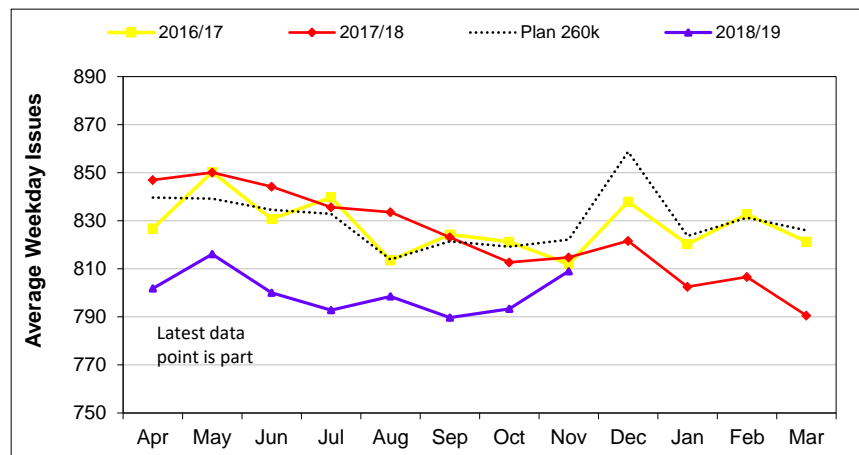
8. RO Red Cells Demand, Validated and Issued



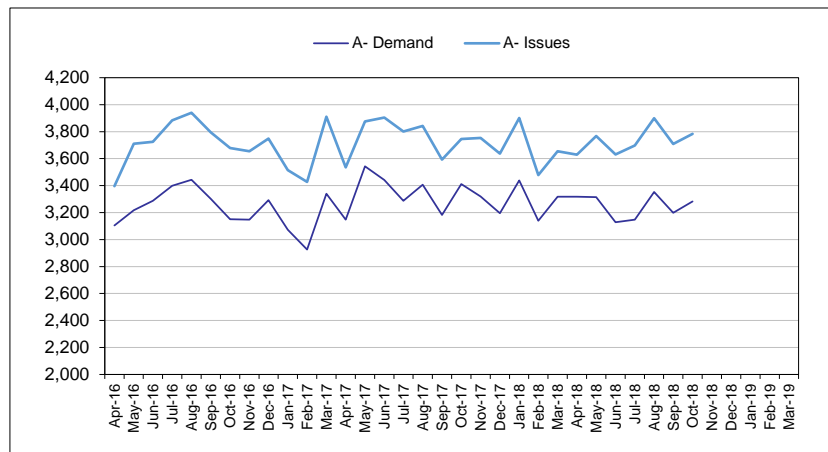
Monthly Performance Report - As at the end of October 2018

Blood Components - Donor Base

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



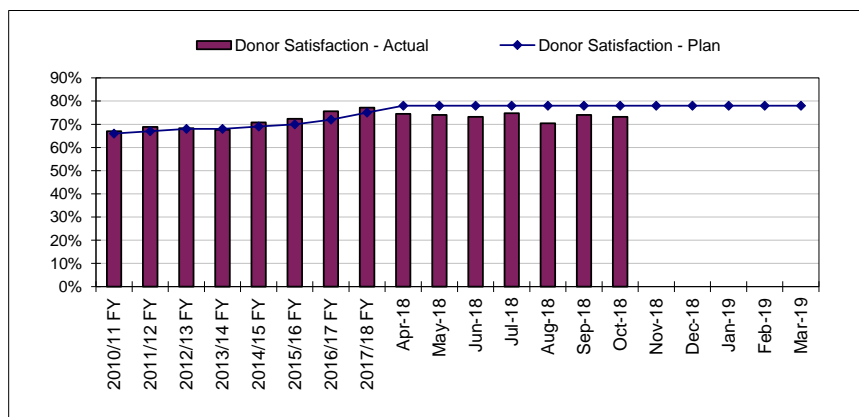
10. A neg Platelet Demand and Issues



Blood Components - Donor Service

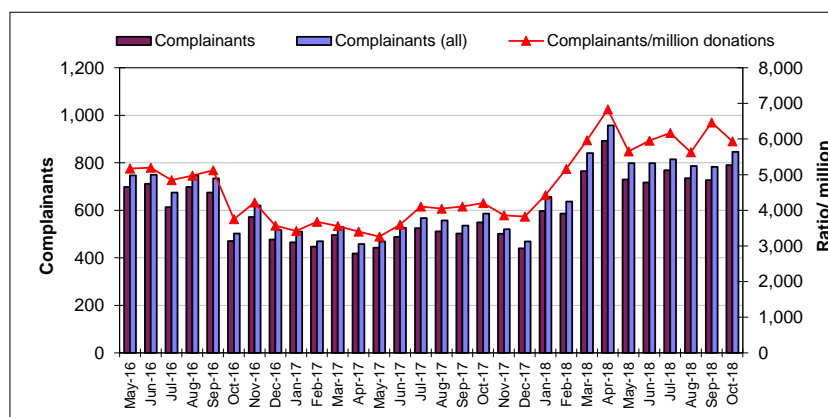
11. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	78.0%	78.0%	73.4%	R	-



12. Donor Complaints

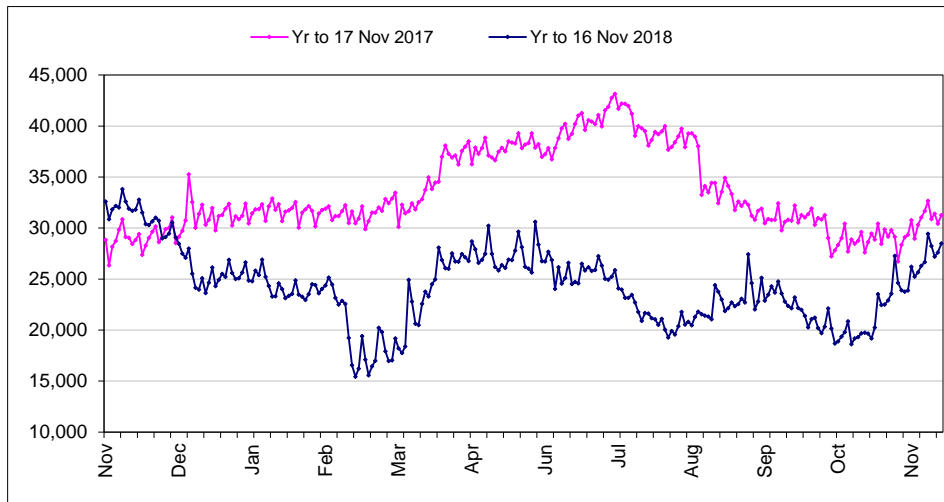
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations (excludes team consolidation related session cancellation complaints)	4,900	4,900	6,083	R	-



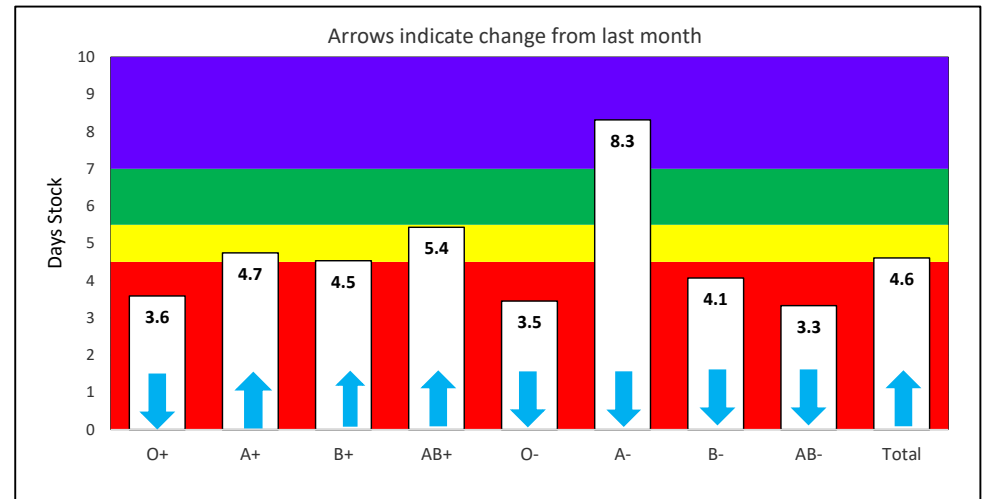
Monthly Performance Report - As at the end of October 2018

Blood Components - Stocks

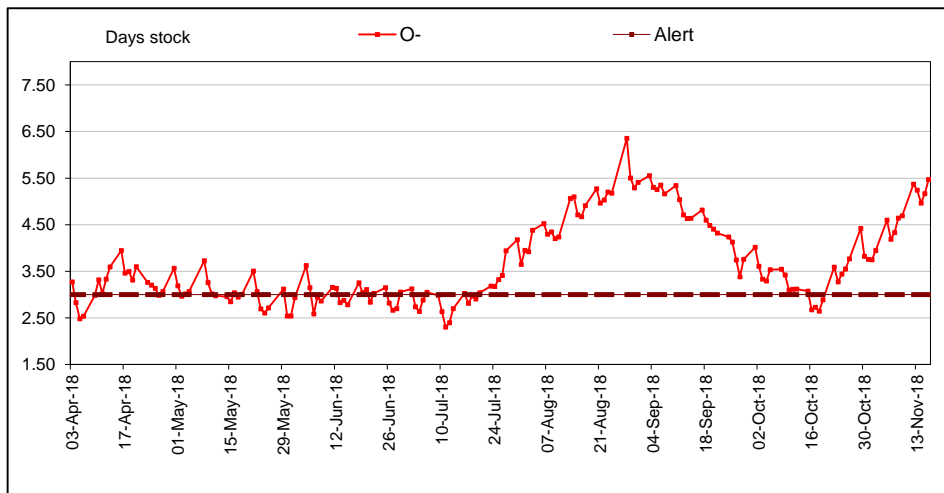
13. Red Cell - Blood Stocks (Units)



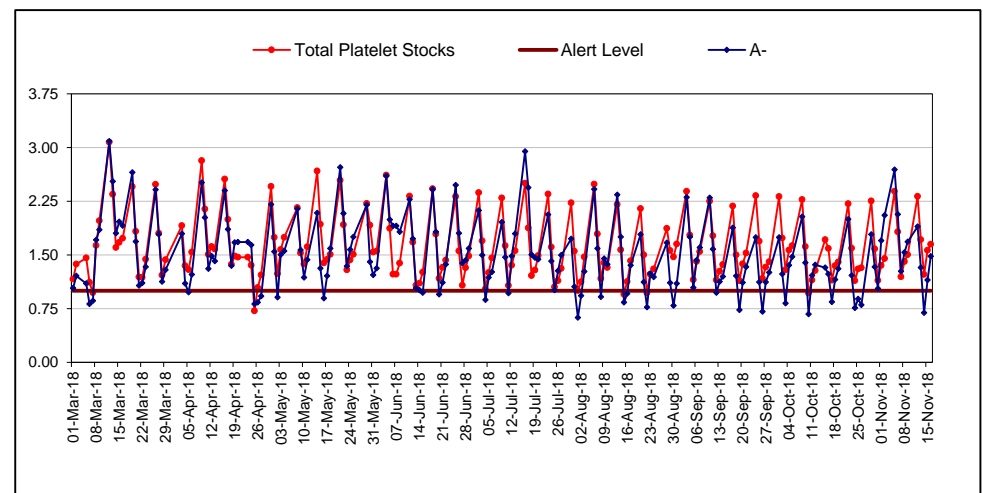
14. Average Red Cell Stock Levels for the month by blood group



15. Red Cell - O neg : weekday stock levels



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

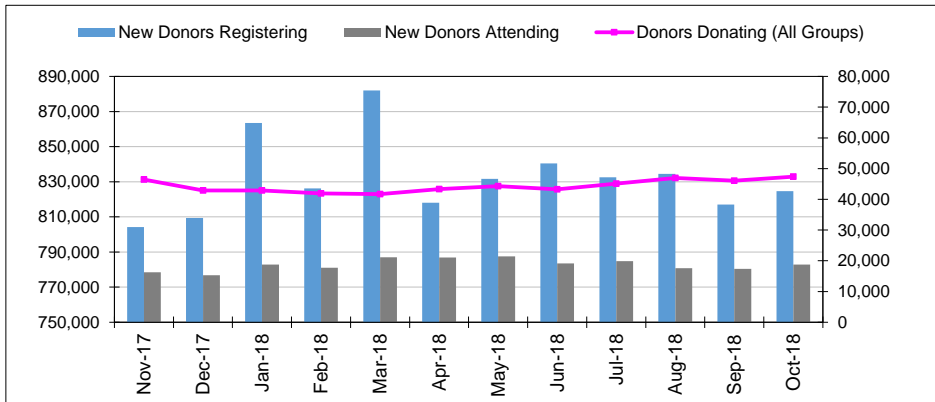


Monthly Performance Report - As at the end of October 2018

Blood Components - Donor Base

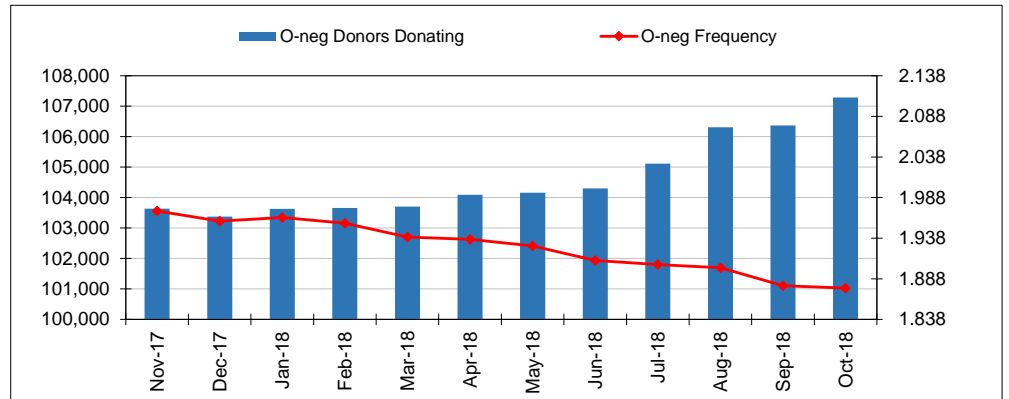
17. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 mths	870,000	870,000	832,899	R	-
Frequency of donation (overall)	1.712	1.771	1.807	A	Worse

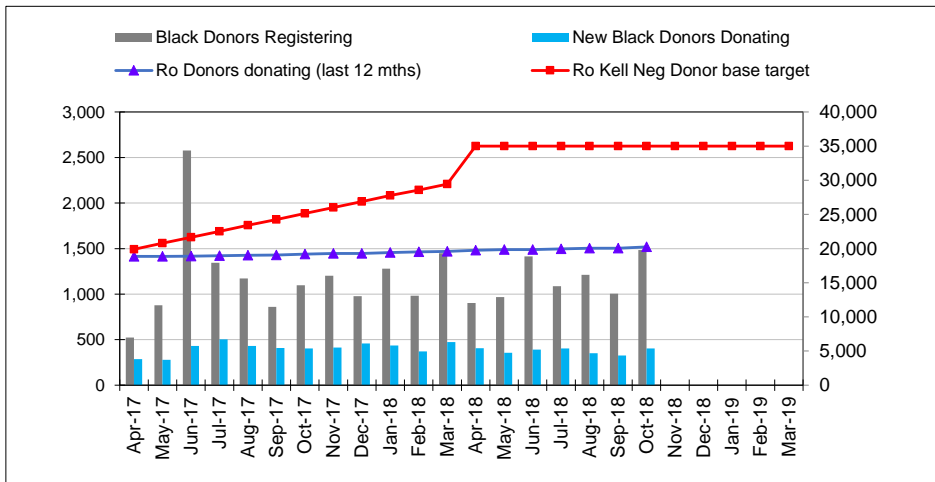


18. O Neg: Donorbase and Frequency of Donation

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	107,283	R	-
Frequency of donation (O neg donors)	1.879	1.879	1.876	G	Better



19. Ro Donor Base and Black Donor Recruitment



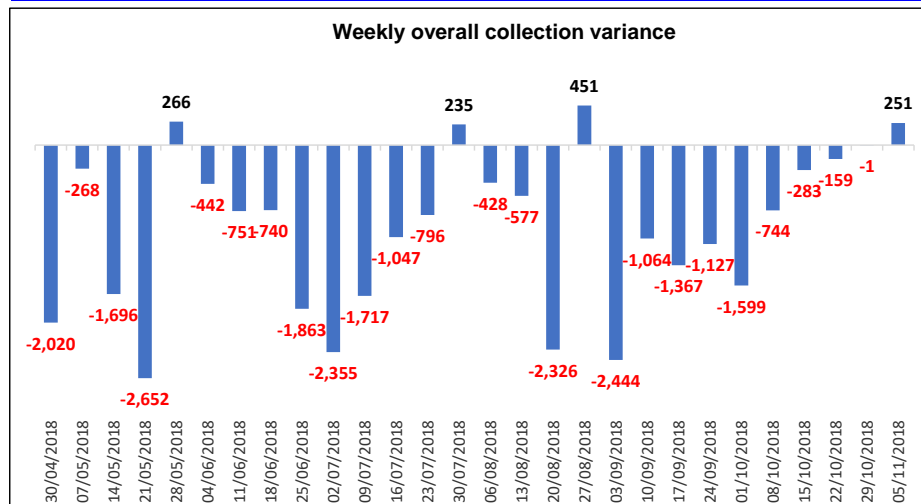
20. Apheresis Donor Base

	Donor Base Oct 18	Change vs. Sept 18	Gap vs Oct 18 Target
Total	10,399	-17	-167
A Neg	2,452	23	80
A Pos	3,690	16	-417
AB Neg	162	0	-9
AB Pos	298	-7	-4

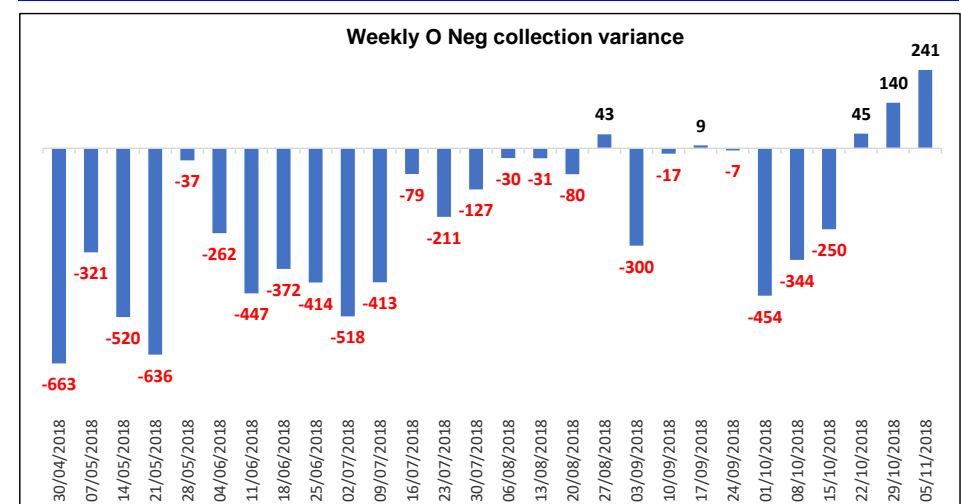
Monthly Performance Report - As at the end of October 2018

Blood Components - Blood Collection Adherence to plan

21. Weekly Collection Variance to plan

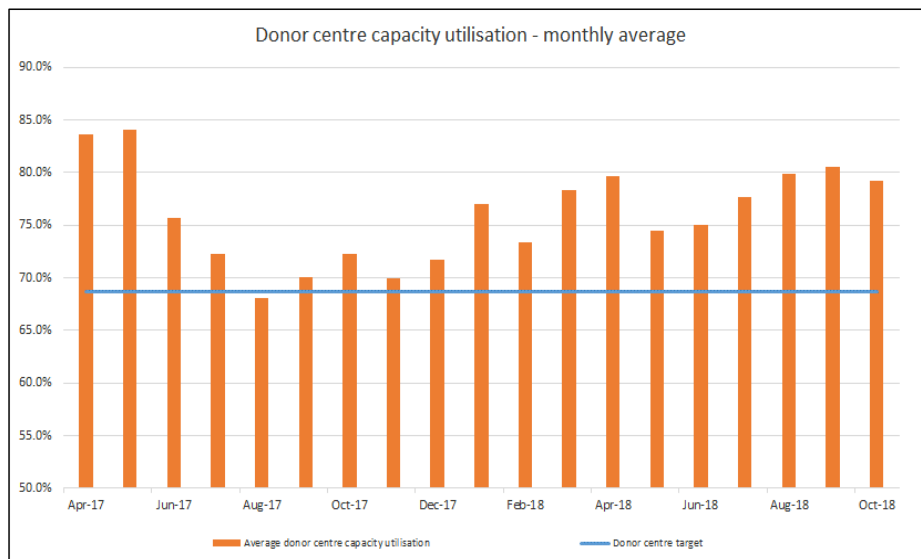


22. Weekly Collection Variance to plan - O Neg

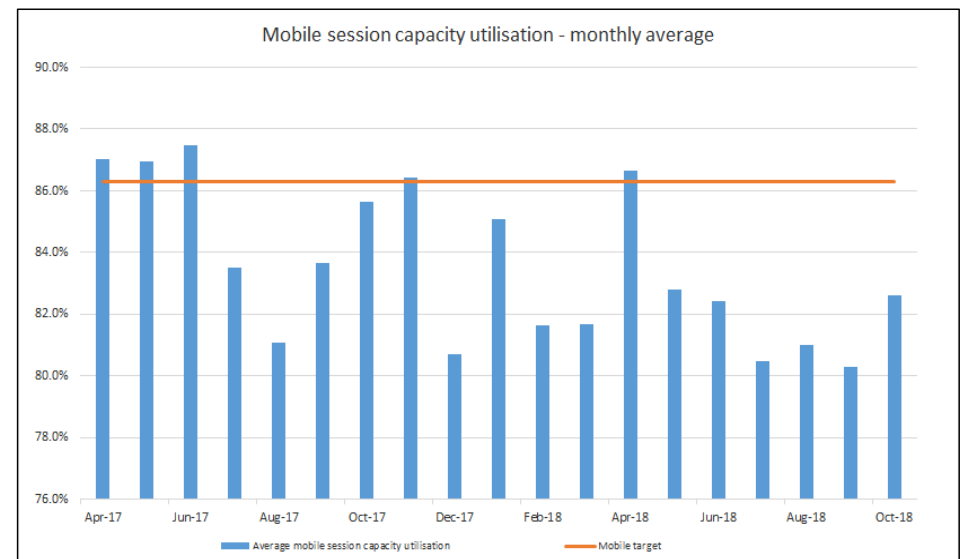


Blood Components - Collection Capacity Utilisation

23. Capacity Utilisation - Donor Centres



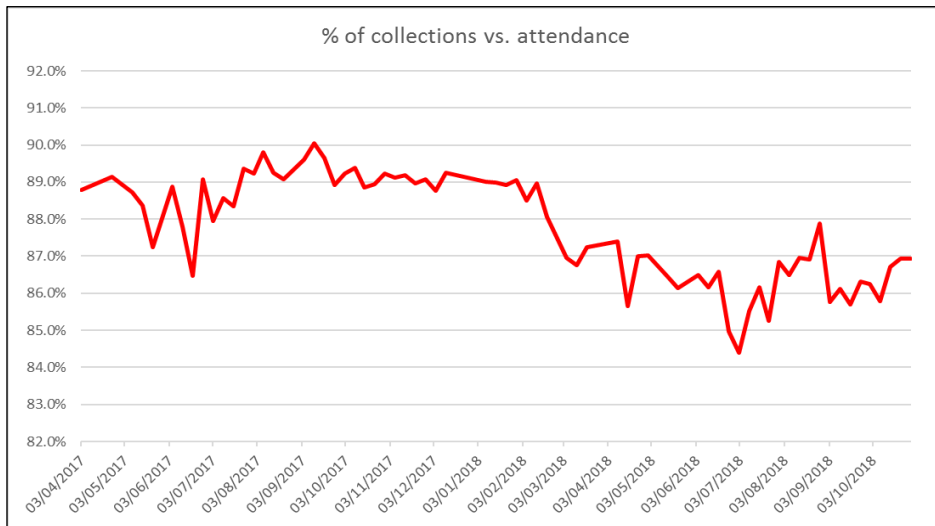
24. Capacity Utilisation - Mobile Teams



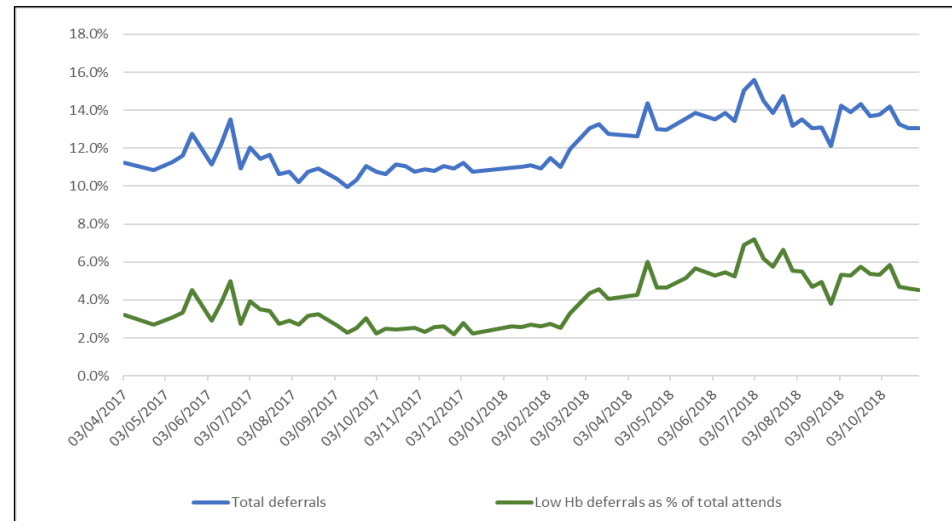
Monthly Performance Report - As at the end of October 2018

Blood Components - Session Performance and Productivity

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

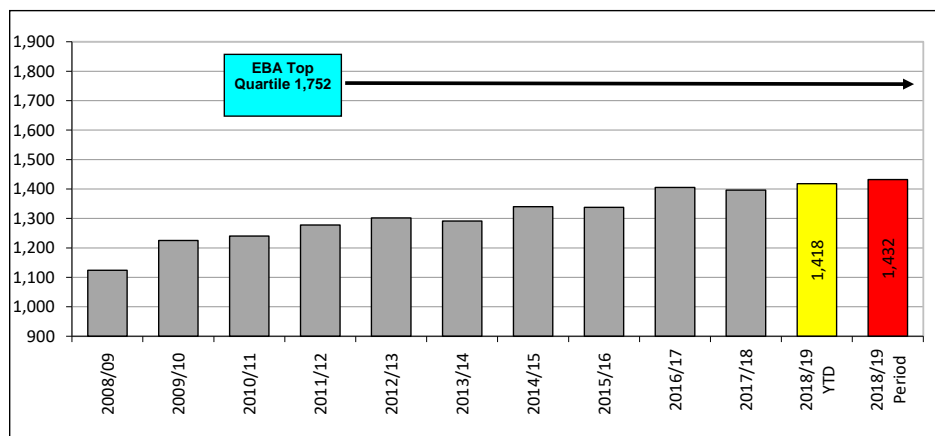


26. % deferrals (excluding BH and snow weeks)

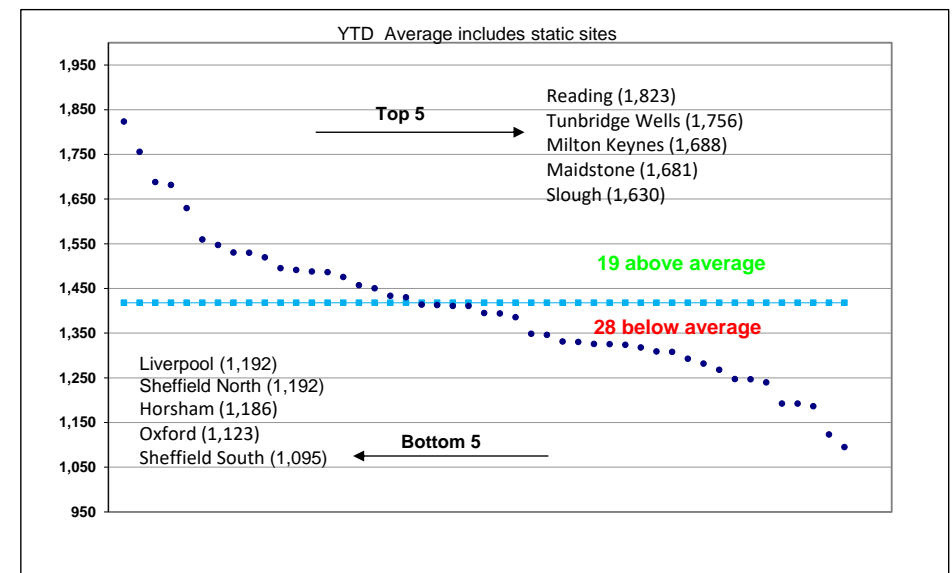


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,470	1,492	1,418	A	-



28. Blood Donation Productivity - Distribution Mobile Teams

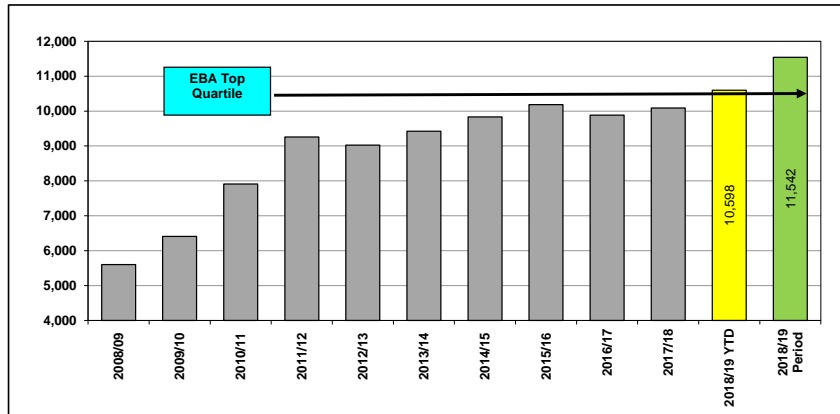


Monthly Performance Report - As at the end of October 2018

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

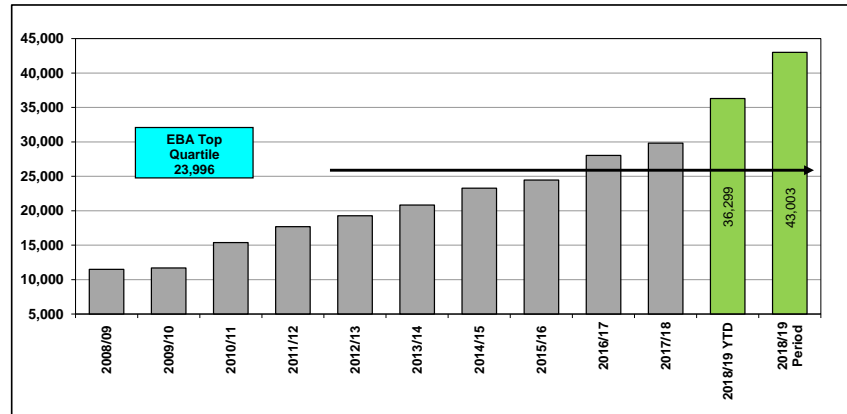
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,610	10,829	10,598	A	Better



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	35,689	36,299	G	Better



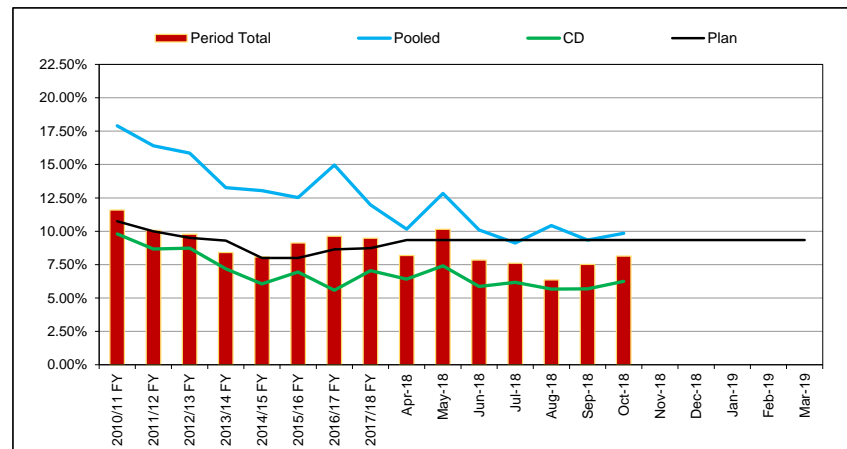
31. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

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%	4.81%	R	-
Red Cell Expiries as % of Issuable Red Cells	2.03%	2.03%	0.47%	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%	2.72%	G	-
Platelet Expiries	5.94%	5.94%	5.73%	G	Better



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£76.7m)	G	-	£47.1m (vs plan of £45.3m).
		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 £8.6m (vs £8.0m).
		70% percent of customers scoring \geq 9/10 for satisfaction with TES	-	-	March 2018 - 60%.
		98.0% of Product issued on time	G	-	99.5% vs plan of 98.0%
		Number of Corneas in stock (month end) – target 250	G		384 in stock at the end of October
	H&I	Sales Income achieved - £13.5m (chart 34)	G	-	£8.1m vs plan of £8.0m.
		% of patients receiving A or B1 platelets	G	-	Equal with plan (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 38)	G	-	Better than plan at 97.0% (vs 95% target).
	RCI	£15.2m Sales income achieved (chart 34)	G	-	£9.8m vs plan of £9.4m.
		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)	A	Worse	£5.7m vs plan of £6.0m.
		CBC sales (£m's) – target £1.7m	G		Sales at £1.5m (vs £1.3m).
		% 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	-	Sales at £5.4m (vs £5.3m)
		1,404 increase to Banked Cords TNC > 140	R	-	696 vs plan of 875.
		40% BAME Cord Blood units add to the bank	G	-	43% in the year to date (> 40).
		Issue 63 Cord Blood units	R	-	24 units issued in the year to date (vs plan of 37).
		Adult Donor Provisions (240)	R	Worse	136 in the YTD and below plan (140)
		Donors recruited to fit panel – 10k	R	-	9,114 vs plan of 10,850
	Therapeutic Apheresis Services	£10.0m sales income achieved (chart 36)	G	-	£6.6m vs plan of £5.9m
		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%)

- **DTS** - year to date DTS is reporting an I&E surplus of £0.7m, with the forecast for 2018/19 at £1.0m. 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 marginally worse this month at 3.36% but continues to remain much better than the NHSBT target (4%).

DTS Income by SBU YTD Oct 2018	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	8.0	8.6	0.5	7.5	14%
TAS	5.9	6.5	0.6	5.4	19%
H&I	8.0	8.1	0.0	8.0	1%
RCI	9.4	9.8	0.4	9.1	8%
IBGRL & DD	0.9	1.1	0.3	0.7	64%
CMT	6.0	5.7	-0.3	5.6	2%
CBC	1.3	1.5	0.2	0.7	116%
SCDT	5.7	5.7	0.0	6.2	-7%
Customer Services	0.1	0.1	0.0	0.1	-29%
Total (£m's)	45.3	47.0	1.8	43.3	9%

- **Tissue and Eye Services** - income was 6.3% better than plan in the year to date and 13.8% higher than the previous year, with strong performance versus budget for ASE / AlloSE drops (+£313k), tendons (+£139k) and skin (+£252k) offset by adverse variances on corneas (-£190k), DBM (-£95k) and processed bone (-£85k). Higher income is partially offset by an increase in expenditure, required to meet increased activity, resulting in a small surplus of £0.1m. Eye bank stocks continued to improve in October to be at 384 units. 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 facility to support the production of islets for autologous transplantation in Newcastle (involving a £0.5m investment in a clean room at NHSBT risk).
- **RCI** income was ahead of plan at October month end, with all service areas ahead of plan except for Reagents/Antenatal Screening/MoD contract work, which are 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 (95.3%), and is now level with plan in the year to date (95%).
- **H&I** income is 1% above both plan and last year. Turnaround times continue to be better than plan (97% vs 95%). The provision of A and B1 matched platelets fell back in the month to 73%, although it remains level with plan in the year to date (75%).
- **Stem Cell Donation & Transplantation** income is marginally above plan in the year to date. There have been 24 cord issues in the year to date (vs 37 planned) with UK issues remaining 6 below plan (8 versus 14). As such the trend continues to be highly adverse with the moving annual total for UK issues now falling below 10 (versus close to 40 in mid-2016) and International issues falling towards 20 (versus 50 in late 2017). BBMR donors have fallen back this and are now 4 below plan in the year to date (136 vs 140) with the UK 22 behind plan and International 18 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 44% versus 40% planned.
- **Cellular and Molecular Therapies** - service income for the year is worse than budget, although this is being partially offset by CBC income which is 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 of £0.5m.

-
- **Therapeutic Apheresis Services** income was 10.4% ahead of target in the year to date, and 19.6% higher than the previous year, primarily due to strong performance on ECP (27% ahead of plan) only partially offset by lower Stem Cell Harvest income (-29%). TAS is reporting a favourable contribution surplus of £0.4m.
- SABREs – one reported this month: RCI, Tooting, Anti-D was incorrectly interpreted as auto anti-D instead of allo anti-D. RhD pos units were cross matched and issued.
- No critical or major non-compliances reported this month.

DTS – Status of Strategic Projects per TPB Reporting

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Filton CBC Extension	Delivery	R	R	7.0	7.0	N/A	Jan 21	Oct 21
Automated Software Testing	Delivery	G	G	0.2	0.2	N/A	Jan 19	Jan 19
Automated Results Transfer	Start-Up	G	G	0.1	0.1	N/A	Jun 19	Jun 19

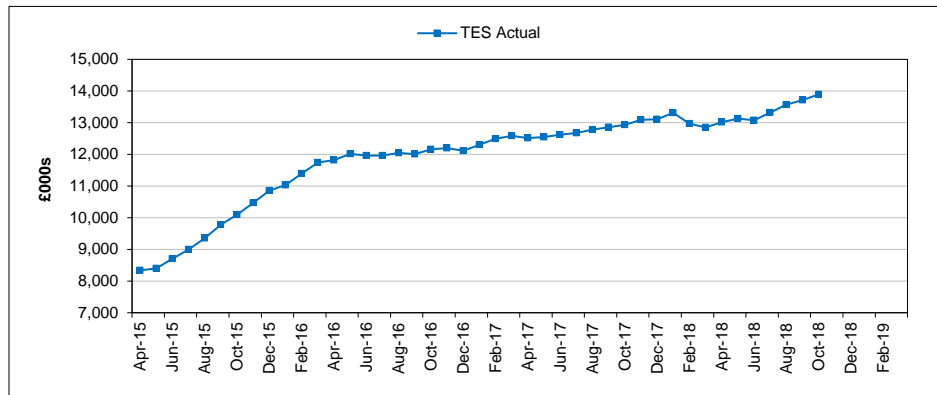
The CBC expansion at Filton is at red status due to delay and is anticipating a material increase in cost versus initial business case.

Monthly Performance Report - As at the end of October 2018

Diagnostic and Therapeutic Services - Income

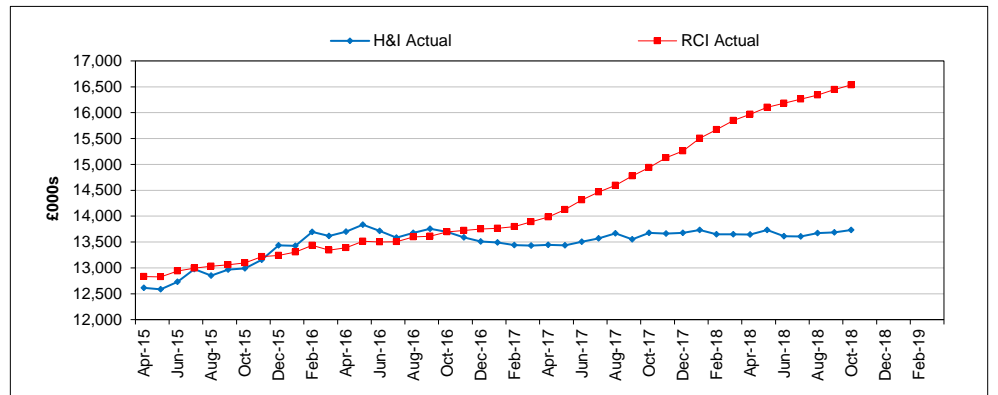
33. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.733	8.042	8.553	G	-



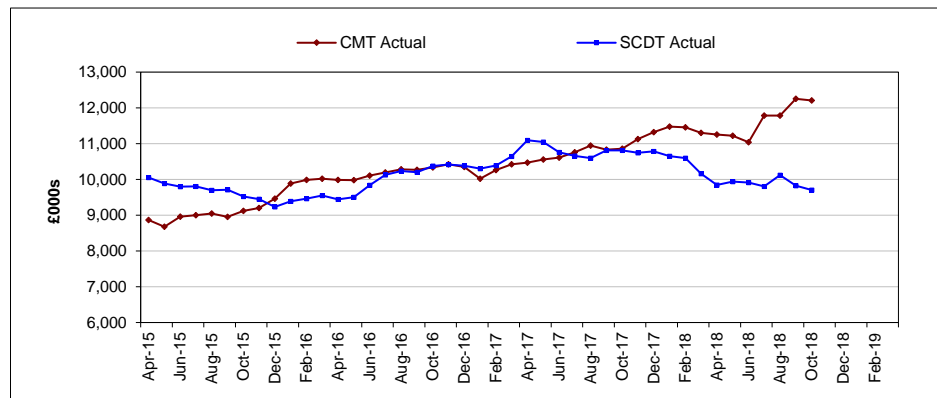
34. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	16.010	9.406	9.794	G	-
Income (£m's) - H&I	13.628	8.026	8.070	G	-



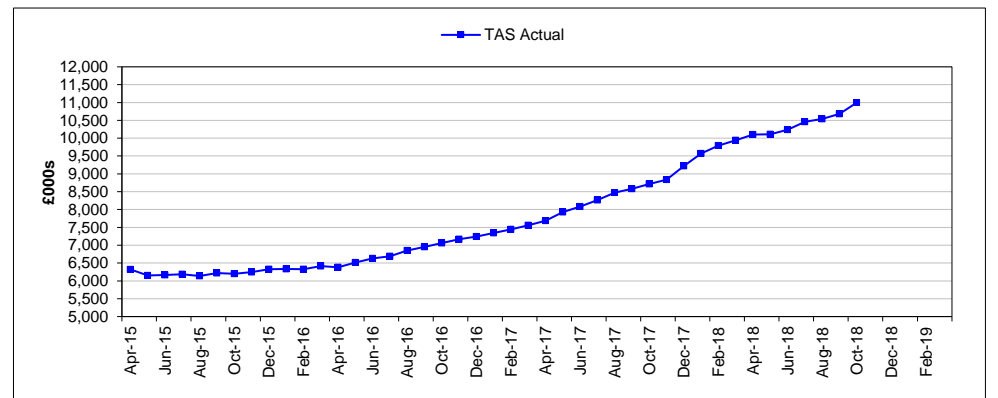
35. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT (excl CBC)	10.543	6.033	5.744	A	-
Income (£m's) - SCDT	9.724	5.696	5.740	G	-



36. Therapeutic Apheresis Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	10.048	5.875	6.481	G	-

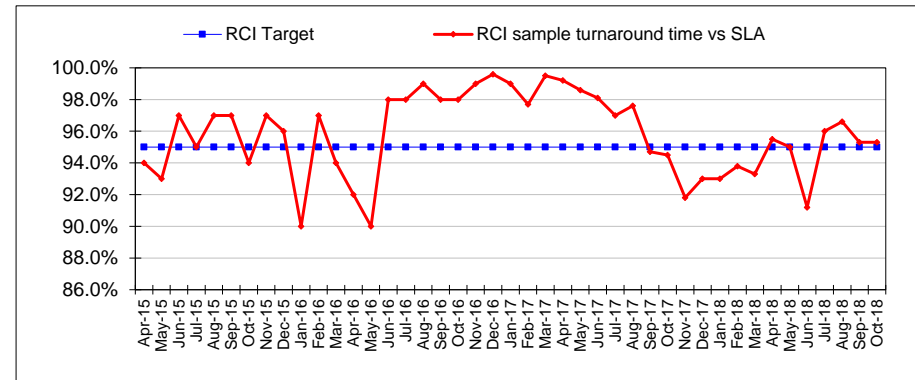


Monthly Performance Report - As at the end of October 2018

Diagnostic and Therapeutic Services - Customer service and safety

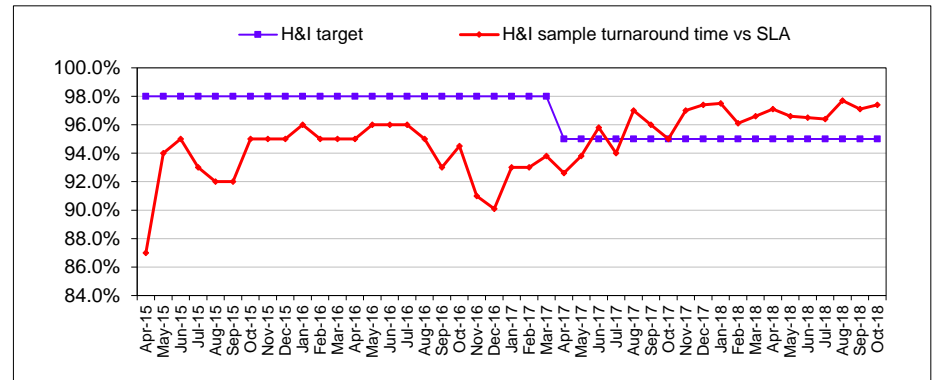
37. Turnaround Time vs SLA (RCI)

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



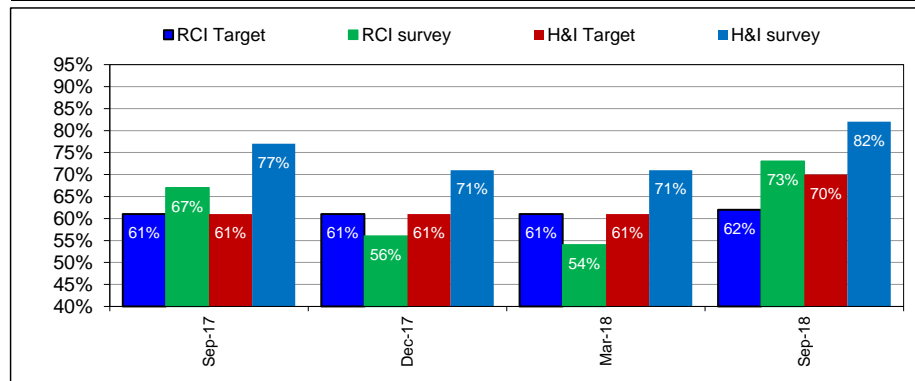
38. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	97.0%	G	-

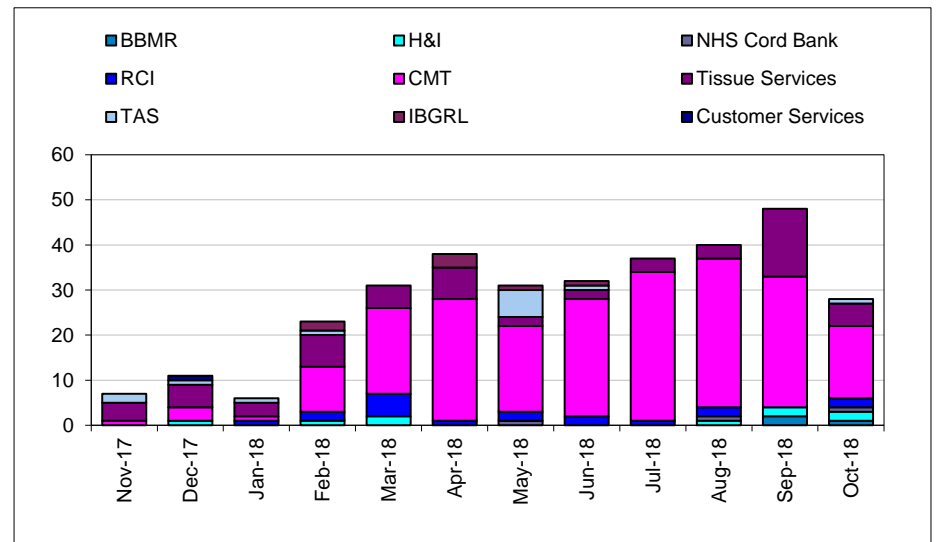


39. Hospital Satisfaction

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%	62%	73%	G	Better
Percent of hospitals scoring $\geq 9/10$ for satisfaction with H&I - RCI	61%	62%	82%	G	-



40. Major QI's raised per month - DTS

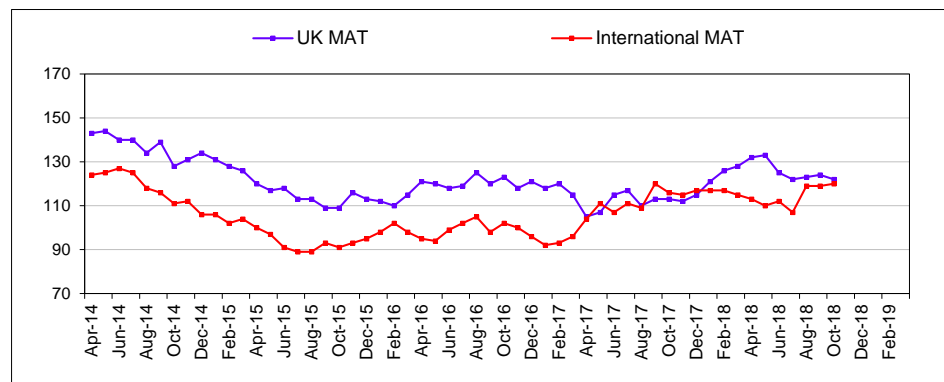


Monthly Performance Report - As at the end of October 2018

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

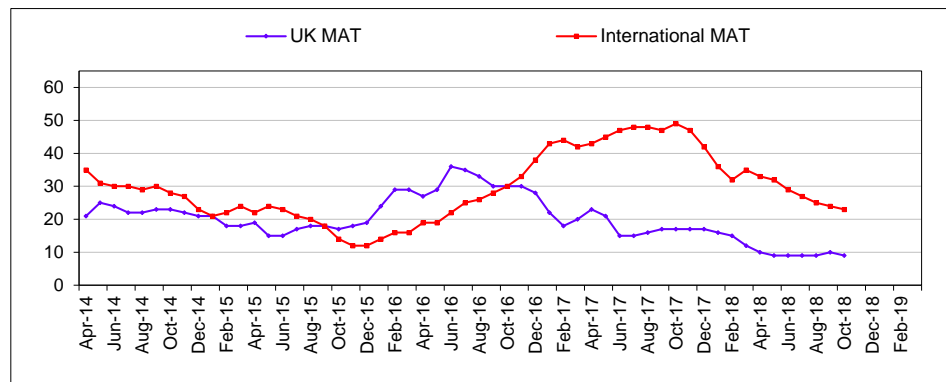
41. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	240	140	136	R	Worse

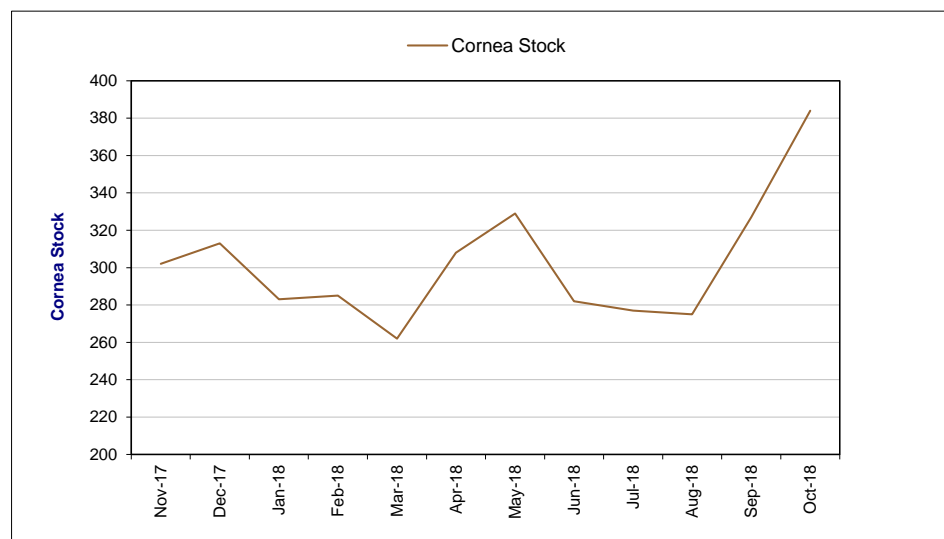


42. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	63	35	24	R	-

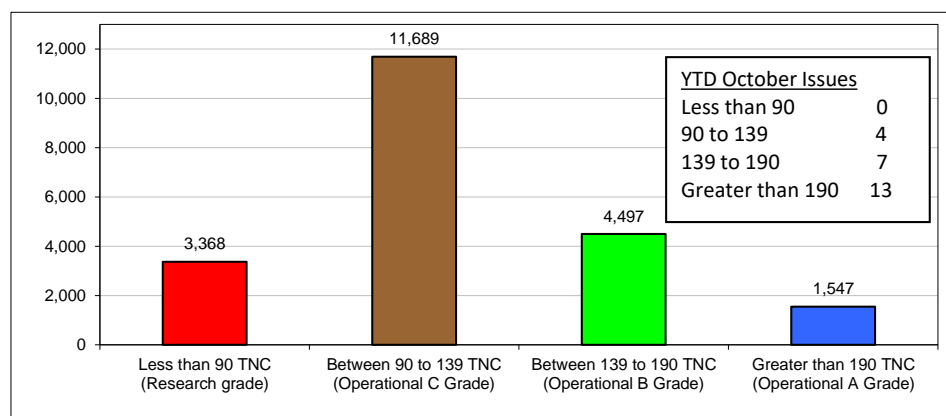


43. Suitable Cornea Donations - Cornea stocks



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)	19,510	18,147	17,718	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	67.1% in October vs plan of 75% - chart 47.
		Increase % Consent/Authorisation rate – DBD	A	-	72.5% in October and behind plan (vs 78%).
		Increase % Consent/Authorisation rate - DCD	R	-	62.4% and behind plan (vs 72.0%).
		Deceased donors - 2018/19 target – 1632	R	-	October at 900 vs target of 952 – chart 45.
		Deceased Organ Donors per million population – 2018/19 target – 24.3	-	-	Q2 – 24.6m vs plan 24.5m. Next report Q3 2018/19.
		Number of Living donors 2017/18 (1,392) – reported one month in arrears	R	-	Below target at 516 (vs 762) – chart 48.
		Living Donors per million population – 21.0 per/m	R	-	September 2018 - 15.7m vs plan 21.0m (update January).
		Organ Transplants – Deceased (4,548)	R	-	2,220 in October vs plan of 2,653 – chart 46.
		Deceased Organ Transplants per million population - 2018/19 target – 66.5	-	-	Q2 at 61.7m vs plan 67.1m. Next report Q3 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 - target £16.4k	-	-	September at £16.0k. Next update December 2018.

- There were 129 deceased donors in October. Year to date is now at 900 deceased donors, 43 more than the same seven months last year (5% increase) but 52 lower than the TOT2020 target (-5.5%).
- This have been 129 deceased donors per month on average in 2018/19 year to date, but 146 are now needed per month for the remaining five months to deliver target. Although not unrealistic, the trend is flat, with tough comparatives to come, and a risk that activity we could fall behind last year's performance.
- Following excellent improvements in 2017/18, the DCD referral and SNOD presence rates continue to increase:
 - 93% DCD referral rate year to date (4 percentage point increase)
 - 87% DCD SNOD presence rate year to date (2 pp increase)
 - Missed opportunities: 223 missed referral opportunities (43% decrease) and 175 occasions where SNOD not present (13% decrease)

- The overall consent rate in the year to date is 67%; 2.5 percentage points higher than last year with the DBD consent rate flat but the DCD consent rate is nearly 4 percentage points higher (62.4%).
- There has been a 24% decrease in opt-in overrides compared with the same seven months last year (from 49 to 37).
- In the year to date, 2220 patients have received a deceased donor transplant. This is four fewer than last year, despite 43 more deceased donors. The trend is a concern with the number of deceased transplants now 16.3% lower than the TOT 2020 target and with a real risk that the number of deceased transplants will fall below last year's level. The driver for the low level of transplanted organs per donor is as yet unclear but suggests an increased trend of accepted organs being later rejected and/or transplant centres rejecting more marginal organs. Much lower transplants of certain organ types eg lungs can be seen which might suggest changing commissioning practice.
- New 'opt in' registrations to the ODR are above target at 803k for the year to date. 39% of registrations resulted from comms/marketing activity this month, lower than usual but reflects lower activity in October and lower press queries and media coverage. The number of website referrals from partner channels decreased this month, which may be a result of technical issues with the feeds following the transition to the new Content Management System. Digital conversion rates for the partner channels talking to the organ donation website were also lower than usual in October at 43% and is being investigated.
- Living donor activity remains well below target (-32%), albeit the kidney sharing schemes are a great success story. The highest pool size to date (>300 pairs) entered the October 2018 matching run, the highest number of transplants were identified (85) and the highest number of non-directed altruistic donors (since the January 2018 changes) were included in the matching run.
- There was a marginal increase in sickness absence for October to 3.3%. Absence is slightly more weighted to long term absence with a total of 299.67 WTE days lost overall to absence. Annual turnover has returned to green status at 12%

ODT – Status of Strategic Projects per TPB Reporting

Project title	Status	This RAG	Last RAG	Approved Cost £m	F/Cast Cost £m	F/cast Benefit £m	Planned to complete	F/Cast to complete
ODT Hub	Define	A	A	2.7 ⁽ⁱ⁾ (0.6)	N/A	N/A	Mar 20	Mar 20
Donor Pathways Enhancement	Delivery	G	R	0.6	0.6	N/A	Mar 19	Mar 19
iPad Replacement	Initiation	A	A	0.3	0.3	N/A	Oct 18	Jan 19
NHS App Organ Donation Register Integration	Initiation	A	N/A	TBC	TBC	N/A	TBC	Aug 19

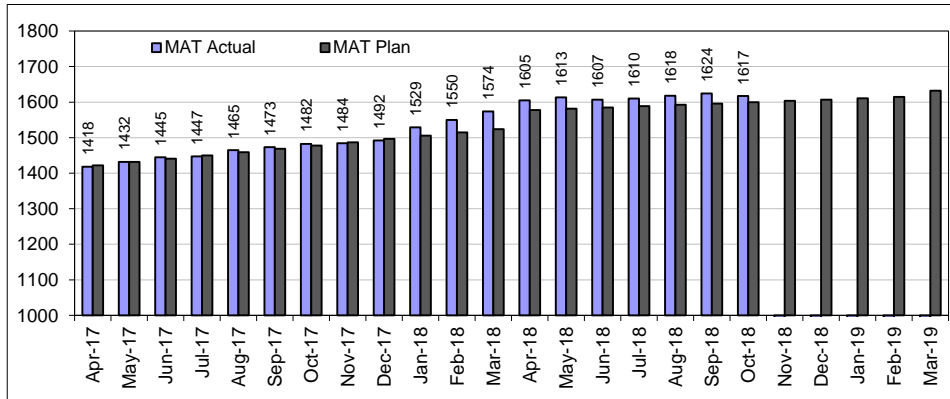
Notes: i) This is the non-recurring figure for 2018/19. Underspend on non-recurrent costs of £24k. Recurring figure in brackets.

Monthly Performance Report - As at the end of October 2018

Organ Donation and Transplant - Outcomes

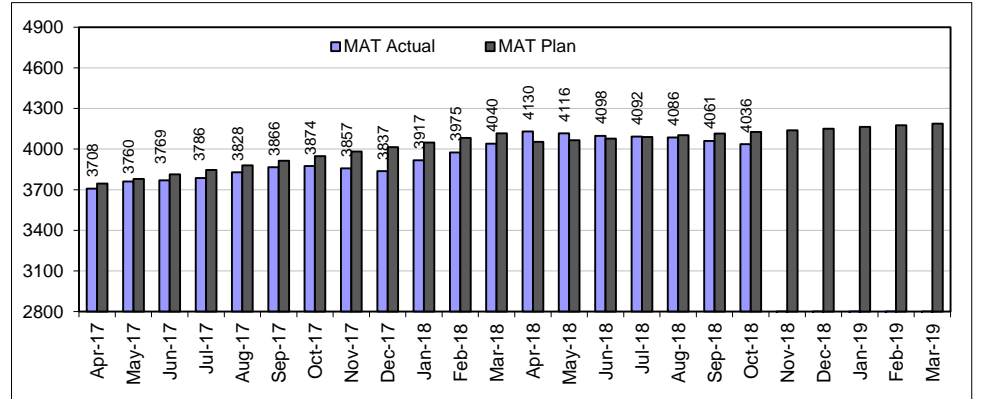
45. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1,632	952	900	R	Worse



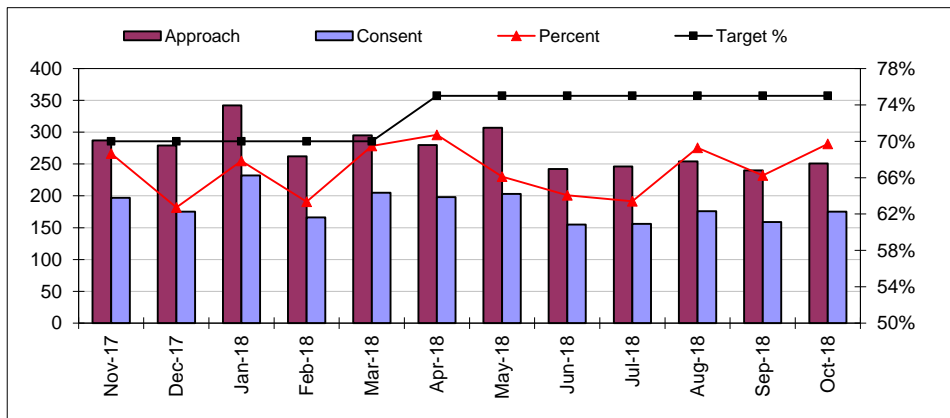
46. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4,548	2,653	2,220	R	-



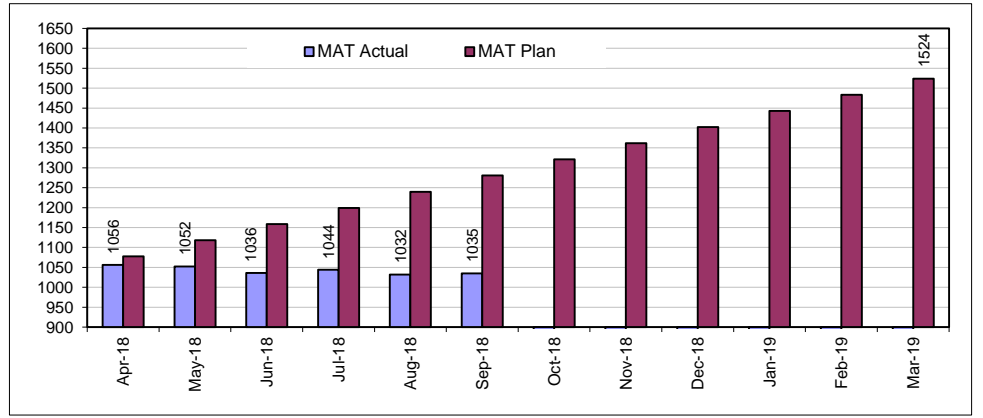
47. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	75.0%	75.0%	67.1%	R	-



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

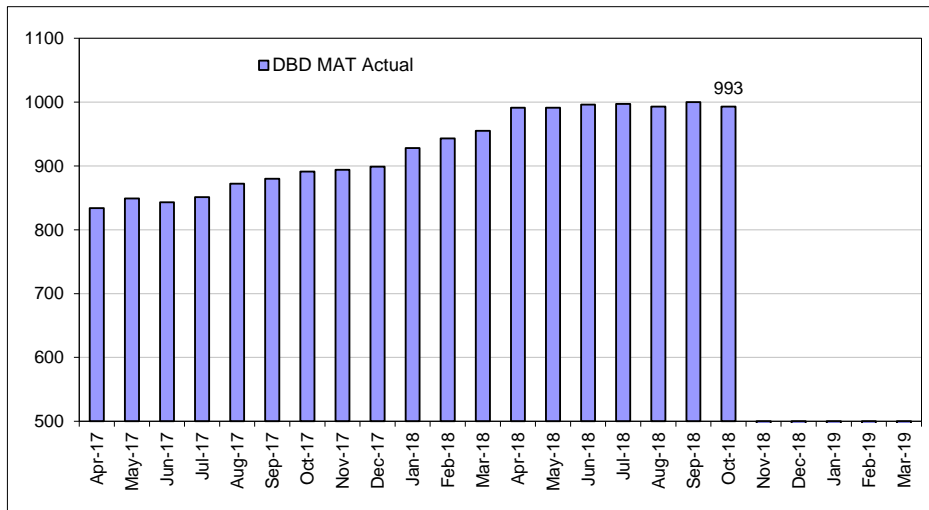
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1,524	762	516	R	-



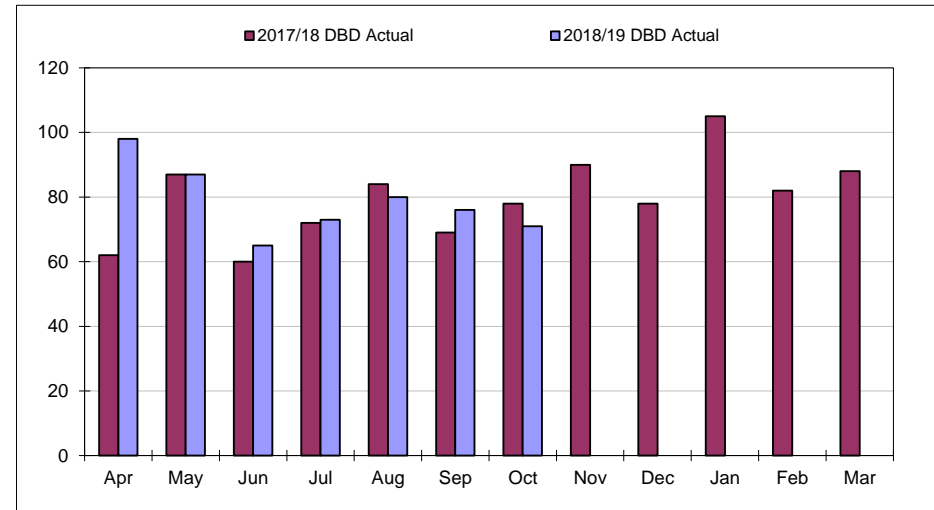
Monthly Performance Report - As at the end of October 2018

Organ Donation and Transplant - DBD Activity

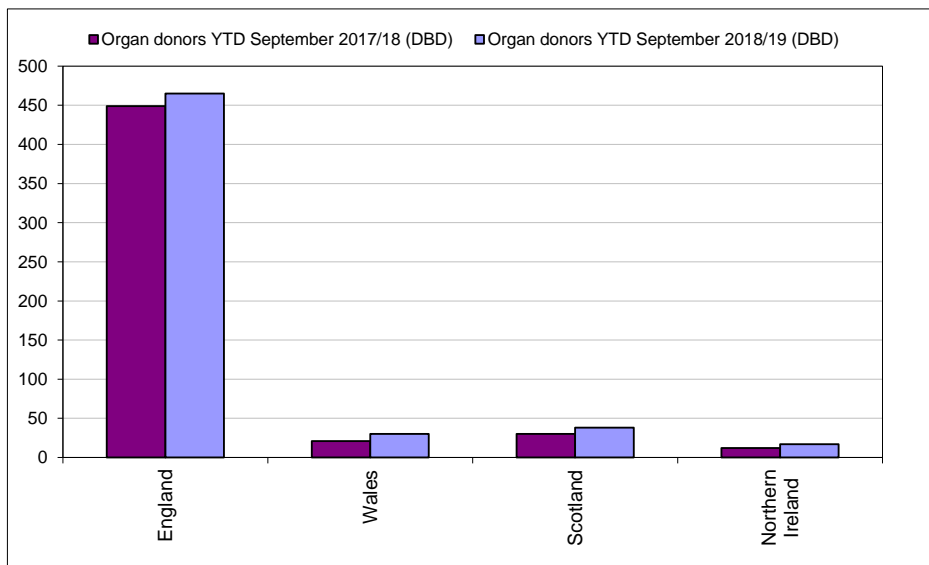
49. MAT number of Deceased Organ Donors (DBD)



50. Deceased Organ Donors - Monthly (DBD)

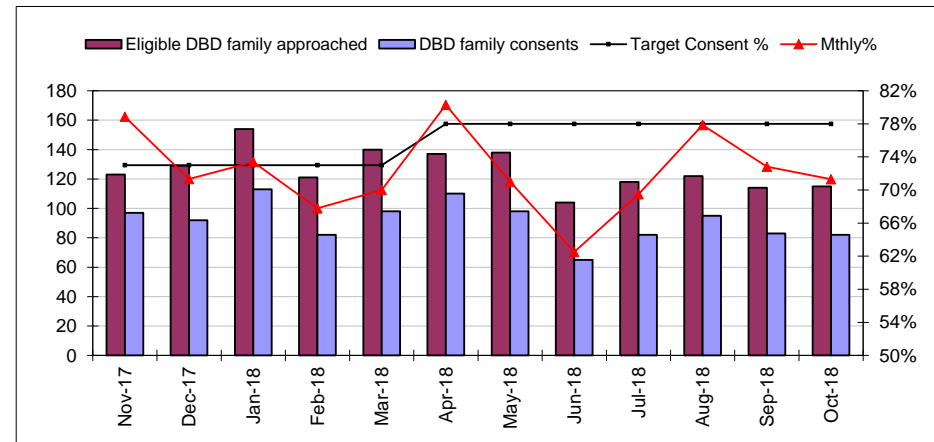


51. Deceased Organ Donors - By Nation (DBD)



52. Consent/Authorisation rate (DBD) per month

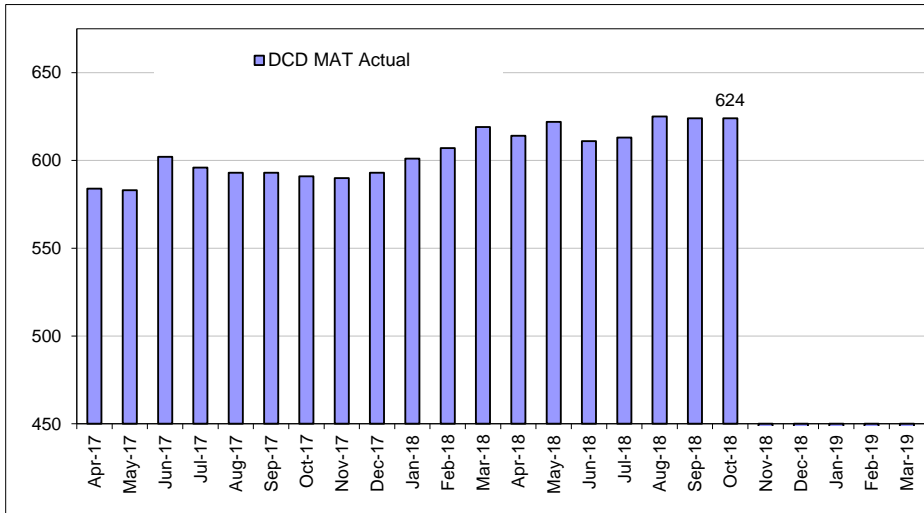
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	78.0%	78.0%	72.5%	A	Better



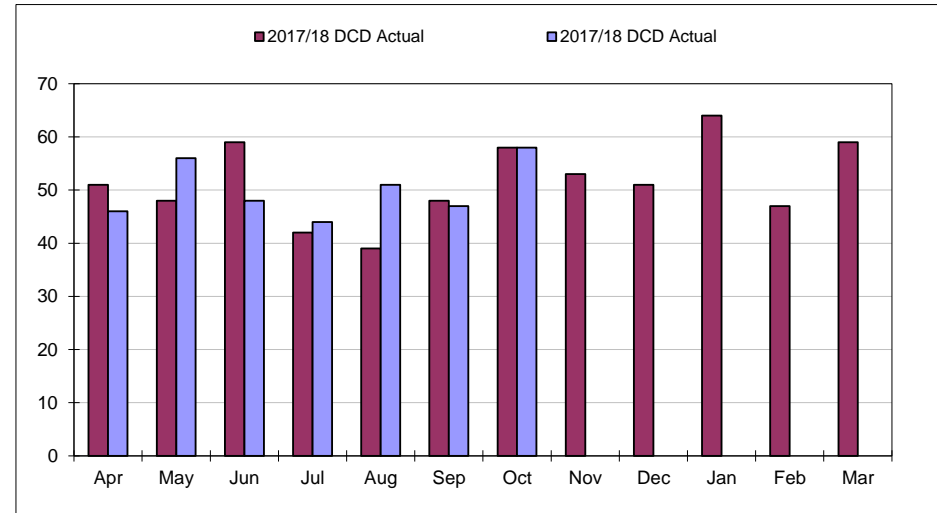
Monthly Performance Report - As at the end of October 2018

Organ Donation and Transplant - DCD Activity

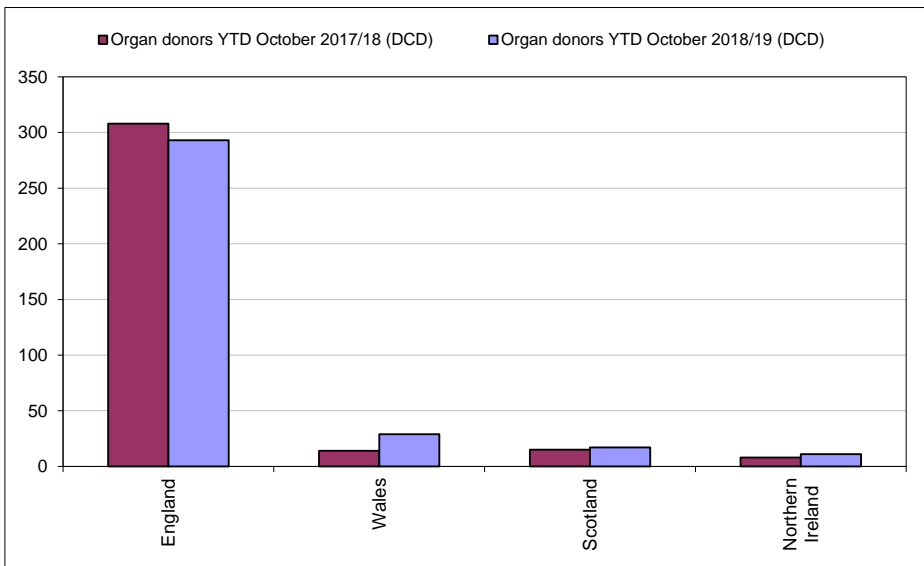
53. MAT number of Deceased Organ Donors (DCD)



54. Deceased Organ Donors - Monthly (DCD)

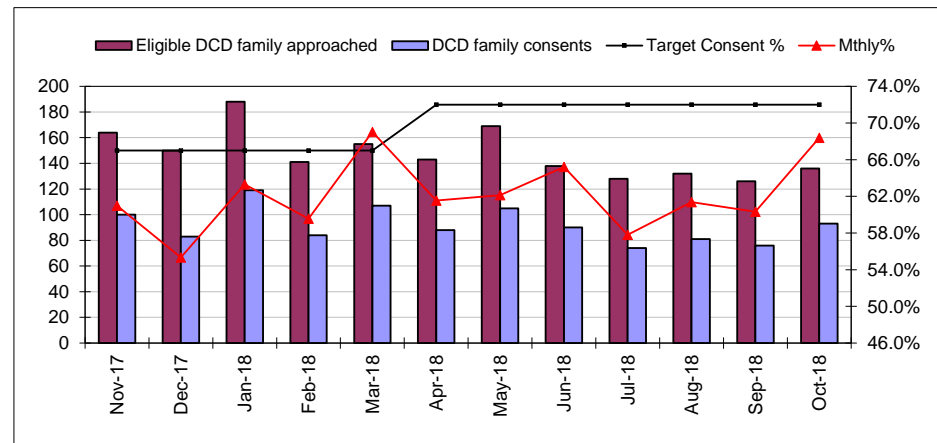


55. Deceased Organ Donors - By Nation (DCD)



56. Consent/Authorisation rate (DCD) per month

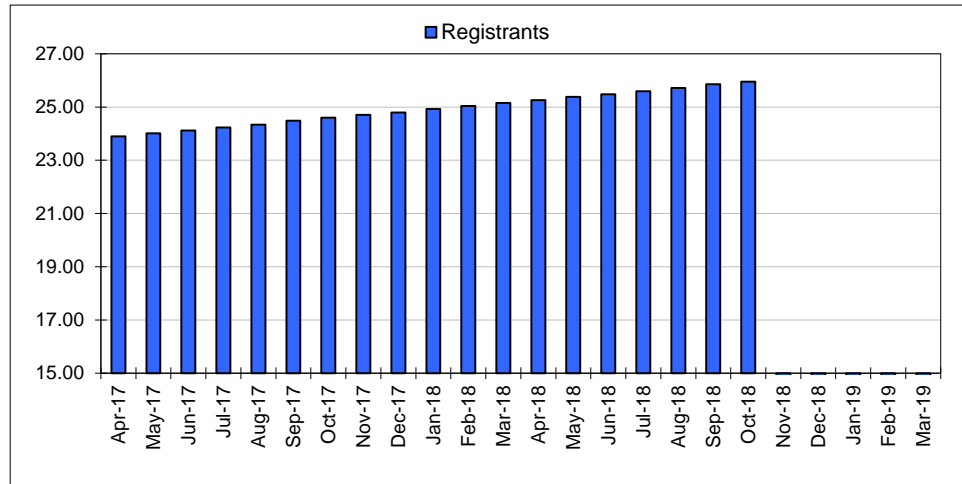
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	72.0%	72.0%	62.4%	R	Worse



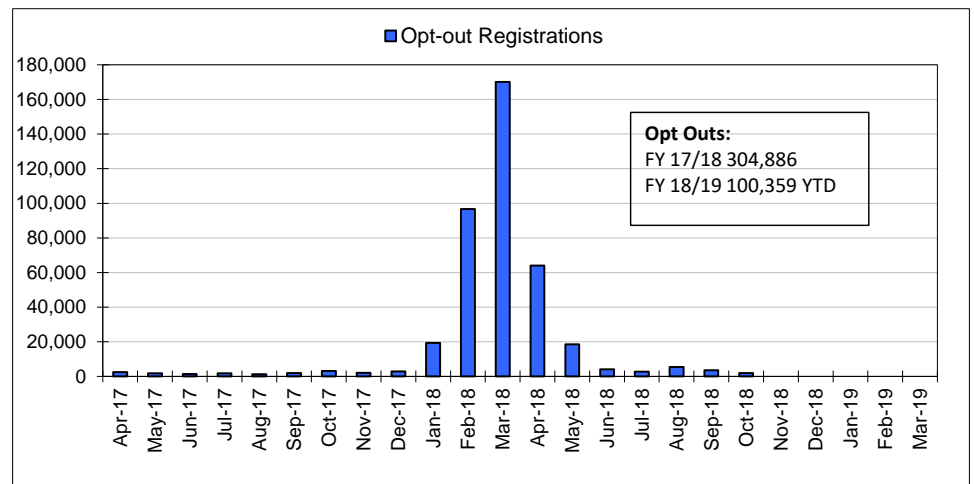
Monthly Performance Report - As at the end of October 2018

Organ Donation and Transplant - Consent / ODR

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

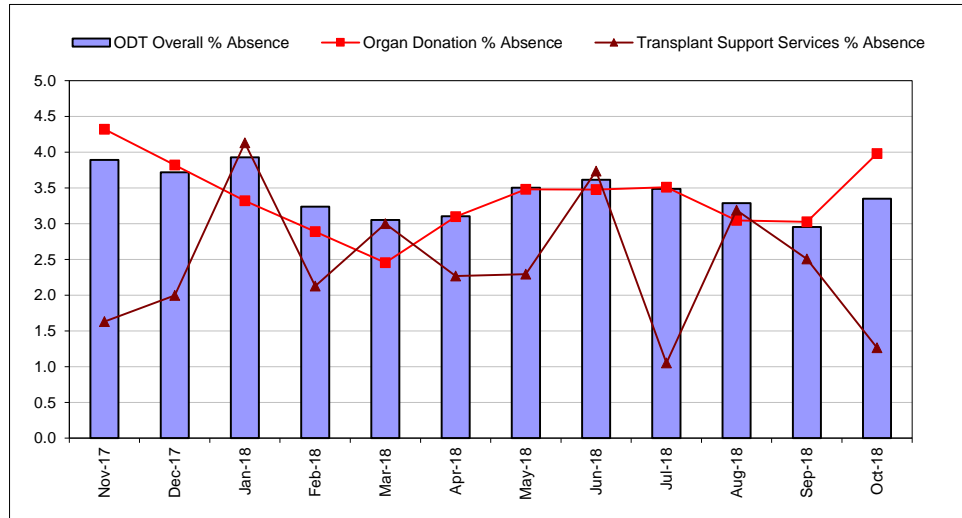


58. Opt-out Registrations by month

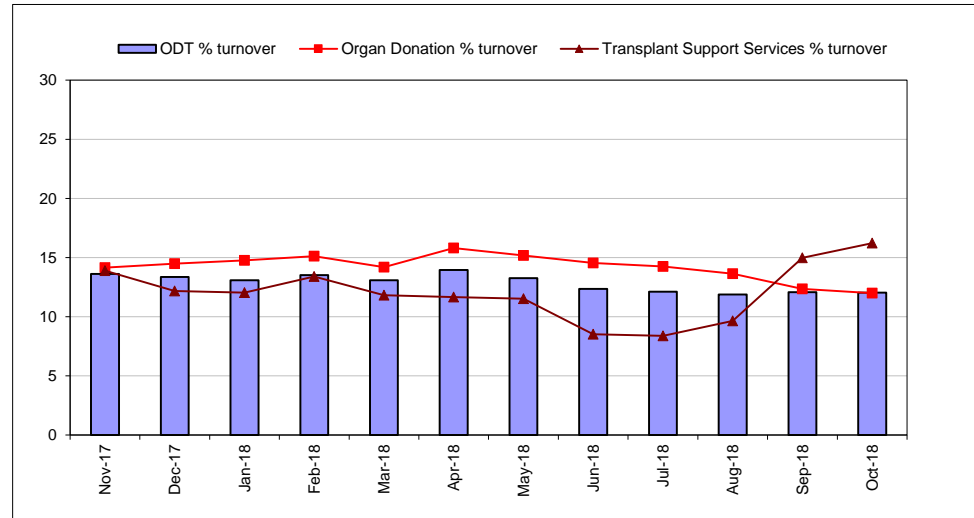


Organ Donation and Transplant - Absence/Turnover

59. ODT Absence rate (%)



60. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
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NHSBT Corporate	Sickness absence was at 4.1% in the month and 3.6% in the year to date. As noted elsewhere this masks some adverse (and non-seasonal) trends within smaller areas (and especially in some blood donation teams).
	Health and Safety – the Incidence Rate (12 months to September 2018) for all work related lost time is 1.1 (versus 1.0 last month).
	Christmas blood stocks support, will contain two main elements: <ul style="list-style-type: none"> A regional media push targeting 16 donor centre areas asking existing donors to make and keep an appointment before Christmas. A national media push asking existing donors to keep their appointment before Christmas
	There have been a number of recent incidents over recent month with users unable to access Pulse. Performance issues are being investigated. An update patch to the MIMER database has been implemented as part of this work.
	The project for the proposed London Bridge Donor Centre has been terminated due to issues with logistics to the site (albeit it could re-open if the unit remains available when/if planning permission for a loading bay is received). The new Leicester Donor Centre has opened with the team working from site on the 23 rd October and a formal opening event on 6 th November.

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	Delivery	A	G	1.1	1.1	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	G	A	0.7	N/A	N/A	Feb 19	Feb 19
Pulse GUI/Middleware Server	Closure	G	G	0.6	N/A	N/A	Sep 18	Nov 18
General Data Protection Regulations	Delivery	R	R	0.1	0.1	N/A	N/A	Mar 19
Site Server Replacement	Initiation	G	G	0.1	0.1	N/A	Jan 19	Jan 19
Telephony Upgrade	Delivery	A	A	0.9	N/A	N/A	TBC ⁽ⁱ⁾	May 19

Notes: i) Vodafone to supply date by end of November 2018.
ii) GDPR is red due to a lack of project resources in the Information Governance group

Monthly Performance Report - As at the end of October 2018

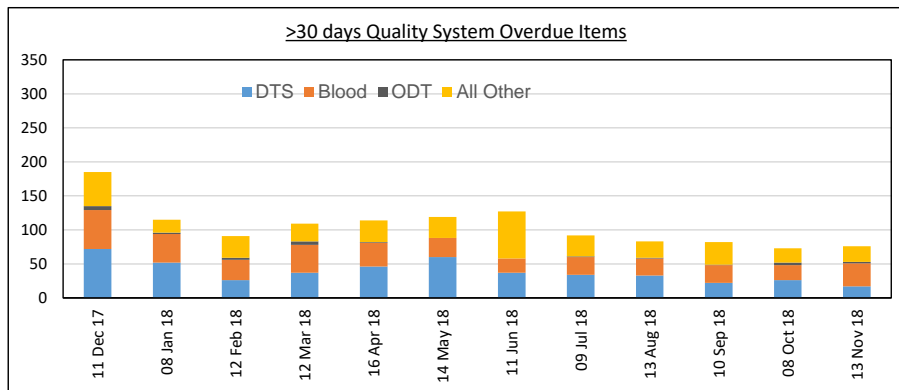
NHSBT Corporate - ICT / Workforce

61. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	-
Pulse	99.95%	98.88%	R	Worse
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	-

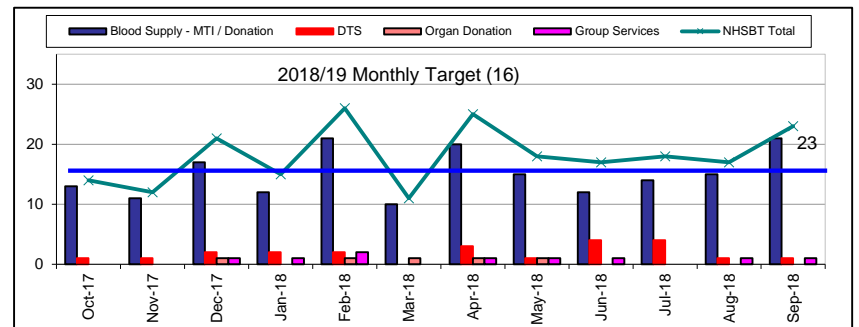
63. Quality System >30 days Overdue Items

Directorate (as at 13 Nov)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
BD	1	24	0	2	1	28
DTS	0	5	0	1	11	17
ICT	0	3	0	6	1	10
M&L	0	3	0	1	2	6
All Other	2	4	0	3	6	15
Total	3	39	0	13	21	76

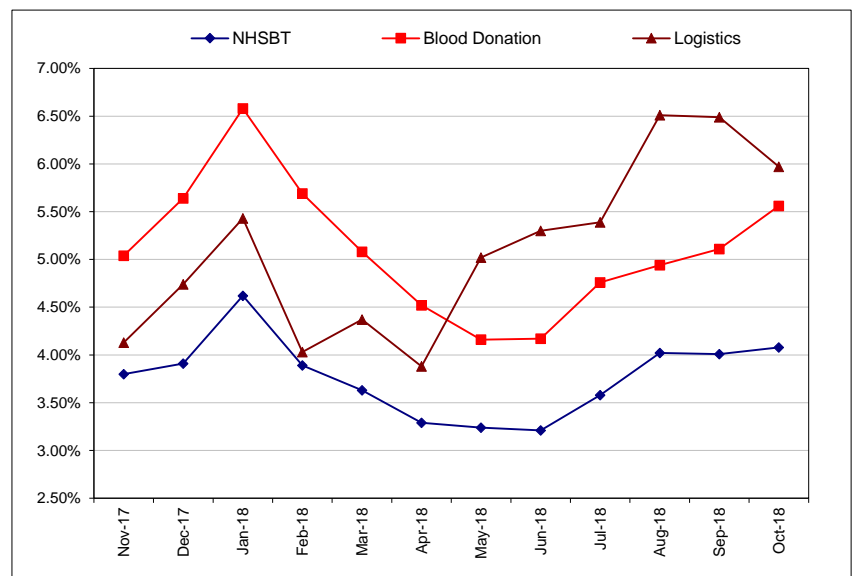


62. Health and Safety - Accident Reporting (one month in arrears).

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	14	<=9	8
M&L	<=4	7	<=3	6
DTS/SpS	<=1	1	<=2	3
Organ Donation	0	0	<=1	0
Group Services	0	1	<=1	0
NHSBT	<=18	23	<=16	17



64. Sickness Absence



Risk Management Summary – Pentana Performance System: as @ 31st October 2018

Summary of residual organisational risk – 15 November 2018					
Certain: 5		1	2		
Likely: 4		1	2	2	
Possible: 3		2	15	20	3
Unlikely: 2		5	8	6	8
Rare: 1	2	1	2	4	2
Likelihood	Insignificant: 1	Minor: 2	Moderate: 3	Major: 4	Catastrophic: 5
Impact					

The main changes recorded since the previous report are:

- The number of risks with a high residual risk score (≥ 15) has reduced this month, from 8 to 7;
- Score of the remaining high scoring risks (≥ 15) have remained unchanged this month;
- New risks added this month – x 4 in ICT (all of which are moderate level risks (residual score of 8-12))
- Closed risks this month – x 1 in ICT (moderate risk with a score of 12).

Risk Code	Risk Description	Residual Risk Score	Target Risk Score
BD-05	BD products and services may be disrupted by a failure of IT systems or infrastructure. Residual score: Impact 3 x Likelihood 5. Target score: Impact 5 x Likelihood 1. Actions to fully achieve target in place, due 31 December 2018.	15	5
X-Fin-006	Implementing a new material blood safety measure or intervention in-year could delay other plans with a consequential impact on targets and milestones. Residual score: Impact 5 x Likelihood 3. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, March 2019.	15	9
X-Fin-011	DH impose a targeted reduction to NHSBT central revenue/capital funding, resulting in an increase to current cost improvement plans, and or impacting on funding levels to support ODT Strategy / NHSBT Residual score: Impact 5 x Likelihood 3. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, March 2019.	15	9
X-Fin-020	Increased competition from other providers and Tissue Banks and or substitutes, adversely impacting demand from hospitals, reducing TES growth plans. Residual score: Impact 4 x Likelihood 4. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, March 2019.	16	9
X-Fin-022	NHSBT cost reduction plans below the target level, required to maintain support to the 2019-24 strategic plan / red cell price target - impacting on future financial and business plans. Residual score: Impact 4 x Likelihood 4. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, due March 2019.	16	9
X-Fin-024	Red cell demand below plan; breaches the demand reduction reserve (DRR 2%) / budgeted demand level (1.360m - 2019/20) - resulting in lost contribution in-year – potential short fall in both NHSBTs income & expenditure and cash flow position. Residual score: Impact 3 x Likelihood 5. Target score: Impact 3 x Likelihood 3. Actions to achieve target in place, due March 2019.	15	9
X-Fin-039	Reduction to demand for Frozen products (overall income £16m), with hospitals substituting NHSBT MB products with those of an alternative supplier (Octapharma). In the longer term there is also the potential risk of Cryoprecipitate being replaced/substituted by Fibrinogen (alternative supplier), resulting in a short fall in both NHSBTs income & expenditure and cash flow position. Residual score: Impact 5 x Likelihood 3. Target score: Impact 4 x Likelihood 3. Actions to achieve target in place, due March 2019.	15	12

CHANGES TO THE RISK ENVIRONMENT

The above provides a summary of the current status of risks as captured by the Pentana system.

Potentially catastrophic but very low probability risks continue to be:

- **Product and service safety.** The key control mitigating the risk to product safety is the NHSBT's Quality Management System with further overall control over product and service safety provided by the CARE process. Management of donor iron levels is an increasing risk to blood donation.
- **Business continuity** i.e. the inability to supply in case of the loss of a key facility (primarily Filton, Speke), users being unable to access critical IT systems (eg Pulse, Hematos etc) or critical consumables become unavailable. The risk to supply that is represented by Pulse will increase over time as its constituent components age. The risk to consumables supply is rising on the back of Brexit.
- **Transcription error.** Manual, paper-based and verbal processes continue to exist in NHSBT, especially within reference testing laboratories and in the duty office within organ donation and transplant. These are mitigated by appropriate manual control checks. Risk is decreasing on the back of new systems (ODT Hub, SPICE reporting of diagnostics results etc).
- **Sufficiency (Blood).** Inability to supply through not deploying sufficient or effective capacity to meet NHS demand, and/or not anticipating demand/supply trends. This is mitigated through appropriate supply and demand planning, scrutiny of changes to capacity and maintaining appropriate resilience. Risk is currently increasing due to the trend for R₀ demand and the impact of the Interval/Compare studies on the management of donor iron testing.

Financial risk applies differently to Blood/DTS and ODT:

- Risk in ODT relates to funding provided by the four UK governments and it being sufficient to enable delivery of strategic targets. This is presently increasing given underlying increases in capacity costs, and the uncertain nature of the cost and duration of the ODT Hub programme, versus the assumption for ongoing flat funding.
- Pricing risk applies in Blood and DTS re the willingness of the NHS to accept the prices proposed by NHSBT. In Blood this is increasing due to ongoing demand reduction, rapidly increasing costs in blood donation and a limited number of efficiency projects in the pipeline.

Transformation risk exists in the ability of NHSBT to safely execute planned changes and the distraction to the safe delivery of business as usual. The risk profile is currently changing due to:

- The halting of CSM in Blood (lower risk) and the implementation of the LRP project (higher risk)
- ODT Hub facing a period of greater change management challenges and the impact of the need to support DHSC with the introduction of Opt-Out in England.
- A large, emerging programme of critical IT infrastructure renewal and change.

Strategic (execution) risk at a UK health system level primarily applies in respect of stem cells ie.

- The adverse trend in cord blood issues versus expectations of the UK stem cell strategy.
- Inability to develop the capability and deliver outcomes in Advanced Cell Therapies and hence support for early stage clinical trials in the UK (CBC project and Barnsley).