

Board Performance Report

For the period ended 28th February 2019

	Status	Trend	Comments
Blood Components	Orange	Orange	Red cells stocks remain at target level and are projected to remain so through to end May. Demand for O negative red cells returned to normal levels in February, but there appears to be an underlying upward change in the demand trend and will need to be monitored.
DTS	Green	Green	DTS income is 5.0% higher than plan year to date, resulting in an income and expenditure surplus of £1.1m. Cornea stocks continued to fall to be at 262 in February, with efforts to rebuild toward 300 underway. SCDT activity continues to be adverse with BBMR provisions, in particular, now reporting a sharp fall in activity.
ODT	Red	Red	There were 125 deceased donors in February. This results in 1,455 donors year to date, 2.7% lower than target, but 2.0% better than last year. The number of deceased transplants year to date is 3,580, 14% lower than target and 1.9% lower than last year. Living Donors (reported one month in arrears) were 32% lower than target for year to date January 2019.
Corporate	Green	Green	Sickness absence was down to 3.6% in the month, and stable at 3.6% year to date. Quality management system overdues (>30 days) have further reduced and are now down to 4 items.
Finance	Green	Red	NHSBT is reporting a year to date surplus of £14.4m, £12.7m better than plan. The forecast for the year is a surplus of £11.1m (versus a budget of deficit £0.6m). This primarily reflects lower transformation spending.
Change Programme	Red	Red	The Transformation programme remains at red status with three projects reporting red: ODT Hub, GDPR and the CBC/ Filton extension and with an increasing number at amber status.

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Financial Performance YTD at M11 - Commentary

Reporting a YTD surplus of £14.4m at M11, £12.7m better than plan

Driven by;

- Blood Supply I&E broadly inline with plan, however, there remains significant cost variances in BD and M&L, offset by a favourable stock movement and income position.
- DTS favourable I&E position £1.1m
- ODT underspend £0.8m largely driven by lower activity and SNOD vacancies
- Change Programme £10.2m underspend mostly re CSM/Interval Study

**Forecasting a surplus position of £11.1m
(vs budget deficit £0.6m)**

Key drivers associated with the forecast position of £11.6m above plan include;

- Adverse cost variance in Blood – M&L (£1.1m) and BD (£3.2m) with the full year effect built into 2019/20 budget. These in year cost increases are driven by the challenges associated with managing the low stock position and improving collection performance earlier on in the year. This is offset by additional income £2.6m and favourable stock movement (£1.7m).
- DTS I&E – increased income £3.6 offset by additional expenditure (£2.6m).
- ODT underspend will reduce to £0.6m driven by approved transformation expenditure.
- Much lower transformation spend with projects stopped (CSM, CCM) or progressing slower than planned (LRP)

Balance sheet – net current assets were £63.1m at the end of February 2019. Forecasting a cash balance £39m at the end of March 2019

Balance sheet - net current assets were £63.1m at the end of February 2019 with a cash balance of £52.1m (including capital charges payable of £7.3m and Programme Funding drawn down in advance - £0.5m). The forecast cash balance remains at c£39m at the end of March 2019 (this does not include an expected additional £5.0m ODT funding from NHSE, which will be treated as deferred income into 2019/20).

Debtor days for Feb 19 were at 25 and over 90 days debtors £2.2m vs £1.2m target

Debtor days were 3 days behind target (25 vs a target of 22). 90+ overdues was £2.2m end of Feb 19, significantly higher than target (£1.1m). Based on expected receipts we are forecasting a year end position of £1.5m at worst, with the target of £0.9m being achievable if accounts deliver on their promised payments.

2018/19 Capital Expenditure to achieve £9.0m allocation carrying forward a liability of c£17.1m

Capital expenditure as at the end of Feb was £7.2m with plans in place to spend a further £1.8m, so meeting this years DHSC revised DHSC allocation (£9.0m). £17.1m will be carried forward as a liability into 2019/20 (£13.5m – Barnsley, £2.5m – CBC and £1.1m required to complete other ongoing projects). This will be offset against the £27.8m capital allocation requested for 2019/20.

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 28 FEB 2019

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			Full year			Forecast variance vs Budget £k
			Budget	Actual	Variance	2017-18 Actual	Full Year Budget	Forecast	
			£k	£k	£k	£k	£k	£k	
Programme Funding - Organ Donation & Transplantation			56,959	57,159	200	61,927	62,137	62,337	200
Programme Funding - Diagnostic and Therapeutic Services			4,285	4,285	0	4,173	4,675	4,675	0
Programme Funding - Blood & Blood Components - National			1,775	1,775	0	0	2,188	2,188	0
Blood & Components Income			237,480	239,455	1,975	256,910	258,681	261,318	2,637
Diagnostic and Therapeutic Services Income			66,349	69,769	3,420	71,011	72,516	76,112	3,596
Research & Development			890	1,581	691	1,686	971	1,500	529
Organ Donation & Transplantation Other Income			10,781	10,926	144	12,011	11,762	11,949	187
All Other Income			4,746	5,796	1,050	7,230	5,174	6,156	982
Total Income			383,266	390,747	7,480	414,949	418,103	426,235	8,132
Expenditure									
Cost of Sales - Blood Component Stock Movement			188	2,253	2,065	(1,288)	0	1,677	1,677
Cost of Sales - Tissues Stock Movement			0	(344)	(344)	(85)	0	(300)	(300)
Organ Donation & Transplantation: Operational Expenditure	416	432	(55,383)	(54,733)	650	(60,097)	(60,295)	(59,791)	504
Organ Donation & Transplantation: Change Programme	7	21	(4,858)	(5,016)	(157)	(4,829)	(5,701)	(5,963)	(262)
Blood Supply: Manufacturing, Testing & Issue	714	750	(60,356)	(60,751)	(396)	(68,140)	(65,745)	(66,380)	(635)
Blood Supply: Blood Donation	1,365	1,507	(64,224)	(67,096)	(2,872)	(72,103)	(70,465)	(73,682)	(3,217)
Blood Supply: Logistics	336	328	(18,419)	(18,832)	(412)	(21,010)	(20,049)	(20,499)	(450)
Diagnostic and Therapeutic Services: Operational Expenditure	851	837	(59,356)	(61,319)	(1,963)	(62,224)	(64,692)	(67,016)	(2,324)
Diagnostic and Therapeutic Services: Change Programme	1	1	(293)	(293)	0	0	(963)	(348)	614
Quality	83	84	(4,476)	(4,420)	56	(5,006)	(4,873)	(4,833)	40
Chief Executive and Board	3	3	(572)	(546)	26	(627)	(623)	(614)	9
Communications	64	70	(6,187)	(6,297)	(110)	(7,409)	(6,602)	(6,768)	(165)
Estates & Facilities	76	76	(35,289)	(36,058)	(769)	(39,592)	(38,903)	(39,729)	(825)
Finance	88	90	(4,827)	(4,970)	(143)	(5,581)	(5,266)	(5,459)	(193)
Business Transformation Services	25	22	(1,427)	(1,488)	(61)	(1,391)	(1,557)	(1,534)	23
People	114	118	(6,614)	(6,643)	(29)	(7,204)	(7,213)	(7,226)	(13)
Information Communication Technology	181	169	(22,431)	(22,663)	(233)	(23,714)	(24,796)	(25,322)	(526)
Clinical Directorate	172	166	(12,791)	(12,740)	51	(13,779)	(13,914)	(14,071)	(157)
Research & Development	34	45	(3,589)	(4,139)	(550)	(5,127)	(4,214)	(4,814)	(600)
Change Programme (Blood & Corporate)	8	21	(18,381)	(8,149)	10,233	(24,196)	(20,263)	(9,821)	10,442
Miscellaneous and Capital Charges			(2,300)	(2,083)	217	(1,745)	(2,546)	(2,691)	(145)
Total Expenditure	4,537	4,739	(381,585)	(376,326)	5,258	(425,145)	(418,680)	(415,184)	3,497
Surplus/(Deficit)			1,682	14,420	12,739	(10,197)	(577)	11,051	11,628

Statutory Accounts Presentation								
NHSBT Surplus/(Deficit) as above			1,682	14,420	12,739	(10,197)	(577)	11,051
Add back Notional Cost of Capital			6,504	6,827	323	7,422	7,176	7,176
Remove Revenue Cash Limit			(61,244)	(61,444)	(200)	(66,100)	(66,812)	(67,012)
Deduct Capital Charges Cash Payment			(15,988)	(15,988)	0	(17,544)	(17,441)	(17,441)
Net Expenditure			(69,046)	(56,184)	12,861	(86,419)	(77,654)	(66,226)

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	Actual Nov-18 £k	Actual Dec-18 £k	Actual Jan-19 £k	Actual Feb-19 £k	Forecast Mar-19 £k	Total £k
Opening bank balance	23,479	27,318	47,842	38,137	40,053	43,270	45,458	39,403	45,260	51,449	56,798	52,114	23,479
Receipts													
Debtors & Other Receipts	24,817	35,821	27,772	32,516	31,586	31,357	31,715	34,200	30,247	35,679	27,595	37,405	380,710
Revenue Cash Limit	0	16,525	0	5,508	5,508	5,508	5,508	8,409	5,508	5,508	5,508	5,510	69,000
Capital Cash Limit	0	0	0	0	0	0	2,500	0	2,500	0	1,500	2,500	9,000
Total income	24,817	52,346	27,772	38,024	37,094	36,865	39,723	42,609	38,255	41,187	34,603	45,415	458,710
Payments													
Staff Expenses	9,928	16,465	16,455	16,758	17,571	17,406	17,206	17,019	17,138	16,967	17,121	23,467	203,500
Other Revenue Payments	10,734	15,223	20,691	18,840	16,012	16,642	18,969	18,450	13,791	18,590	20,742	24,564	213,248
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	1,283	1,137	280	1,424	1,777	9,000
Total costs	20,979	31,822	37,477	36,108	33,877	34,676	45,779	36,752	32,066	35,837	39,288	58,529	443,190
Closing bank balance	27,318	47,842	38,137	40,053	43,270	45,458	39,403	45,260	51,449	56,798	52,114	39,000	39,000

To be updated

Debtor Days (Target is 22 days)	26	19	22	19	21	22	24	19	22	18	25
YTD BPPC By Value % (Target is 95%)	95.6%	94.0%	94.0%	97.1%	93.2%	95.6%	93.9%	97.7%	97.8%	95.4%	95.0%
YTD BPPC By Number % (Target is 95%)	92.0%	92.9%	93.2%	92.7%	94.4%	93.8%	96.3%	95.7%	96.6%	94.4%	94.2%

	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	6,036	1,299	759	2,205	10,299

	Jan-19			Feb-19		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
Top 5 Over 90 days Overdue Debtors £000's						
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	161	203		142	326	Payment expected on 15/3/19 to clear account
EAST SUFFOLK AND NORTH ESSEX NHS FOUNDATION TRUS	0	0		205	195	Account has since been cleared and now up to date
UNIVERSITY COLLEGE LONDON	170	172		170	172	Relates to R&D/Stem Cells – was referred to Weighmans Solicitors, payment still outstanding
IMPERIAL COLLEGE LONDON	137	141		138	142	New PO raised - payment expected
IMPERIAL COLLEGE HEALTHCARE NHS TRUST				109	25	Weekly payments now being received
CITY HOSPITALS SUNDERLAND FOUNDATION TRUST	342	474				
Total 5 Overdue Debtors	1,074	1,743		764	859	
Other Debtors	1,578	8,755		1,441	9,441	
Total Overdue Debtors	2,652	10,498		2,205	10,299	

>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	Actual Nov-18 £000s	Actual Dec-18 £000s	Actual Jan-19 £000s	Actual 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	1,693	2,278	2,652	2,205	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 28 FEBRUARY 2019

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB			
Income													
Prices	241.9	13.3	11.9	1.6	1.8	13.4	8.4	-	3.7	0.9	9.8	-	306.8
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	10.7	10.7
Grant in Aid	-	-	-	-	-	-	-	-	1.8	2.1	-	57.0	60.8
Other	6.9	0.5	0.7	0.0	0.0	0.1	0.4	2.3	0.1	0.4	0.6	0.4	12.5
Total Income	248.8	13.8	12.7	1.6	1.9	13.5	8.9	2.3	5.6	3.4	10.4	68.1	390.7
Expenditure													
Variable Costs													
Consumables	(36.9)	(1.1)	(3.3)	(0.4)	(0.3)	(1.9)	(1.8)	(0.6)	(0.5)	(0.4)	(3.8)	(3.1)	(54.2)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(36.9)	(1.1)	(3.3)	(0.4)	(0.3)	(1.9)	(1.8)	(0.6)	(0.5)	(0.4)	(3.8)	(3.1)	(54.2)
Variable Contribution	211.8	12.6	9.4	1.1	1.5	11.6	7.1	1.7	5.1	3.0	6.6	65.0	336.5
Direct Costs													
Pay	(80.6)	(7.3)	(6.0)	(0.7)	(1.1)	(6.5)	(4.1)	(0.9)	(1.2)	(1.8)	(2.8)	(24.1)	(137.2)
Non Pay	(19.3)	(0.5)	(0.9)	(0.1)	(0.2)	(2.6)	(1.2)	(0.4)	(1.1)	(0.8)	(0.7)	(28.3)	(55.9)
Total Direct Costs	(99.9)	(7.8)	(6.9)	(0.8)	(1.3)	(9.0)	(5.3)	(1.3)	(2.3)	(2.6)	(3.5)	(52.3)	(193.1)
Direct Contribution	112.0	4.8	2.5	0.3	0.2	2.6	1.8	0.3	2.7	0.4	3.1	12.6	143.5
Direct Support													
Operational Directorate costs	(5.3)	(0.1)	(0.2)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	(1.5)	(7.6)
Logistics	(18.4)	(0.1)	(0.0)	(0.0)	-	(0.1)	(0.0)	-	(0.0)	(0.1)	(0.1)	(0.0)	(18.8)
Clinical	(7.9)	(0.4)	-	-	-	(0.1)	(0.1)	-	(0.2)	(0.1)	(0.2)	(0.9)	(9.9)
Attributable Estates costs	(20.2)	(1.2)	(0.9)	(0.1)	(0.4)	(1.3)	(1.3)	(0.0)	(0.2)	(0.2)	(0.1)	(1.1)	(27.0)
Attributable IT costs	(4.9)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	-	(0.0)	(0.0)	(0.0)	(2.3)	(7.7)
Depreciation / Cost of Capital	(1.7)	(0.2)	(0.4)	(0.0)	(0.1)	(0.2)	(0.4)	(0.1)	(0.1)	(0.1)	(0.2)	(0.5)	(4.2)
Total Direct Support	(58.6)	(2.2)	(1.5)	(0.2)	(0.6)	(1.9)	(2.0)	(0.1)	(0.5)	(0.6)	(0.8)	(6.3)	(75.2)
Notional Internal Income Uplift	(1.9)	(0.1)	1.9	0.2	0.3	0.1	0.0	(0.0)	(0.5)	0.0	0.0	(0.0)	0.0
Cost of Sales	2.8	-	-	-	-	(0.3)	-	-	-	-	-	-	2.5
Contribution to Unallocated Costs	54.3	2.6	2.9	0.3	(0.1)	0.4	(0.1)	0.2	1.7	(0.1)	2.4	6.3	70.7
Total Allocated Costs	(194.5)	(11.2)	(9.8)	(1.2)	(1.9)	(13.1)	(9.0)	(2.1)	(4.0)	(3.5)	(8.0)	(61.8)	(320.0)
Unallocated Costs Apportioned													
Directorate costs	(20.3)	(1.1)	(0.9)	(0.1)	(0.2)	(1.2)	(0.8)	(0.2)	(0.4)	(0.3)	(0.7)	(6.4)	(32.5)
Estates costs	(5.5)	(0.3)	(0.2)	(0.0)	(0.0)	(0.3)	(0.2)	(0.0)	(0.1)	(0.1)	(0.2)	(1.7)	(8.8)
Depreciation / Cost of Capital	(1.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.3)	(1.5)
Total Unallocated Costs	(26.7)	(1.4)	(1.2)	(0.2)	(0.2)	(1.5)	(1.1)	(0.2)	(0.5)	(0.4)	(0.9)	(8.4)	(42.8)
Operating Net Surplus / (Deficit)	27.6	1.2	1.7	0.2	(0.3)	(1.1)	(1.2)	(0.0)	1.2	(0.6)	1.5	(2.1)	27.9
Transformation Costs	(8.1)	-	-	-	-	-	-	-	-	-	-	(5.0)	(13.5)
Total Allocated Costs Inc Transformation	(202.6)	(11.2)	(9.8)	(1.2)	(1.9)	(13.1)	(9.0)	(2.1)	(4.0)	(3.5)	(8.0)	(66.8)	(333.5)
Net Surplus / (Deficit) Inc Transformation	19.4	1.2	1.7	0.2	(0.3)	(1.1)	(1.2)	(0.0)	1.2	(0.6)	1.5	(7.1)	14.4
RAG Calculation - YTD BUD	8.1	0.5	1.8	0.2	(0.8)	(1.2)	(0.1)	(0.2)	0.8	(0.0)	0.8	(7.8)	1.7
RAG STATUS (Actuals V Plan)	G	G	R	G	G	G	R	G	G	R	G	G	G
R&D PROGRAMME COSTS	(3.8)	(0.9)	(0.2)	-	-	(0.3)	(0.5)	-	-	-	-	(0.0)	(5.7)

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	-	74.5% vs plan of 78% at Sept 2018 – Chart 11.
		No. of complaints per million donations	R	-	0.56% vs plan of 0.49% – Chart 12
		% of whole blood donations in donor centres – 2018/19 target of 23%	G	-	At 25% in February 19 and 23.4% YTD
		Blood Donation Productivity: units/FTE/year	R	-	1,376 YTD vs plan of 1,474 – Charts 27/28.
		Number of Donors Donating over the last 12 months (000's) – 2018/19 target of 832k	A	Worse	831.8k in February 19 – Chart 17.
		Frequency of Donation (overall) – target of 1.71	R	-	1.806 (vs target of 1.729) - Chart 17.
		Number of O- neg Donors donating last 12 months (000's) 2018/19 target of 106.7k – revised to 110.5k.	A	-	109.6k in February 19 – Chart 18.
		Frequency of Donation (O neg) – 2018/19 target of 1.90	G	-	1.87 (vs target of 1.91) – Chart 18.
		Ro donors (All) donating over the last 12 months.	R	-	21.9k in February 19 (vs 35k target) – Chart 19
		A neg CD donors donating over the last 12 months.	-	-	Target TBC
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	R	-	Nil in February 19 (vs zero target p.a.) – Chart15
		Platelet Stocks – Alert Levels	R	-	Nil in February 19 (vs zero target p.a.) – Chart16
		Platelet Stocks - opening stocks of platelets below average actual weekday demand	R	-	Nil in February 19 (vs zero target p.a.)
		No.of 'critical' & "major" regulatory non-compliance.	G	-	None reported in February 19.
		98% of Products Issued on Time (excluding Ro's)	G	-	Higher than target at 98.34% YTD – Chart 3.
		Manufacturing Productivity (units/FTE/year)	A	-	10,587 v 10,646 plan YTD (18/19 target 10,610)
		Testing Productivity (units/FTE/year)	G	-	36,014 v 35,066 plan (18/19 target 34,950)

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

- Red cell issues in February were 0.2% higher than forecast. Collections, however, were also close to forecast and hence stocks remained at target level ending February at around 33k by month end, climbing to 35k by mid-March. There were no occasions in February where red cell stock was less than 3 days stock for 2 consecutive days and no occasion where platelets fell below average demand for 2 consecutive days. This is the second month since February 2018 where there have been no instances of either for red cells or platelets.
- Following record levels of O neg demand through December and January, demand in February returned to forecast. Stocks are at amber level (5.6 days) but on an increasing trend. Looking through the “noise”, however, it would appear that the underlying demand trend is increasing to around 12.5% of total demand. The 2019/20 plan assumed 12.0% so this will need to be watched in case the target number of O negative donors needs to be increased.
- Projections indicate that red cell stocks should remain robust through to end May, although blood donation will need to adjust the group mix to generate higher collection of B negative and AB negative donors.
- Following an increase in January R_o demand dropped back in February and is expected to finish very close to the 2018/19 forecast. R_o collection was below plan at 98.7% but the proportion of R_o units that were issued versus those validated increased to 88%.
- On Time in Full (OTIF), excluding R_o ‘in full’ fails, increased to 98.6% in the month with the number of timing only fails reducing to 0.42% (versus 0.71% in the year to date). This reflected improved pick, pack and issue performance across all sites, but especially in Manchester.
- With less pressure on collection donor satisfaction was steady at 77% again this month, although complaints (excluding those related to consolidation / team closures and cancellation of sessions) rose again to 5,237. The primary causes for complaints continue to be “not seen at appointment time”, “slot availability” and “appointment cancelled”.
- Waste (whole blood donations not generating a validated red cell) in February rose above 5% for the first time since April 2018 (to 5.29%) and, year to date, is at 4.85%, both higher than plan (4.0%) and the previous year (4.64%). Red cell expiries in February fell to 0.22% from 0.45% last month, and 0.42% YTD, well below the 1.8% target. This is a remarkable performance given that stock is back at target levels.
- Platelet demand in February was slightly higher than forecast at 0.43% with demand for A negative platelets falling again to 14.8% of total demand. Stock performance was strong, with platelet stock above target levels throughout February. Platelets issued/produced was 1 percentage point higher in February at 92%, whilst platelet expiries fell 1.33 percentage points to 5.11%. Year to date platelet expiries held steady at 5.7% vs target of 6%.
- The number of faints continued to be (unseasonably) high this month increasing to 171 (v 162 in January). This takes the year to date to 178, higher than target of 160, reflecting the hotter than normal summer; however, attention may be needed re the current trend. The number of re-bleeds was marginally down to 27, and year to date (28) continues to be better than target (30).

- The number of WTEs in blood donation increased to 1,507, 162 higher than budget. 48 appointments overall were made in February but, due to the pressure on training capacity, this has resulted in the average time taken to recruit increasing from 14 to 17 weeks.
- Sickness absence was lower again in the month for Logistics at 4.02%. Blood Donation sickness levels improved this month to 4.4%, although this average masks high sickness levels within individual teams with 7 teams reporting sickness > 10% and 23 teams reporting sickness 5-10% in the month.
- Sabre Incidents are now at 23 in the year to date (10 in BD, 13 in M&L) including 3 incidents reported in February (1 in BD and 2 in M&L):
- No critical or major non-compliances were reported this month.

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 completion
New Leicester Donor Centre	Closure	G	G	1.2	1.2	0.1	May 18	Feb 19
Continuous Care (SotF)	Delivery	G	G	0.8	0.7	N/A	Sep 19	Sep 19
E-Rostering	Delivery	A	G	0.2	0.2	N/A	Feb 20	Nov 19
West End Donor Centre Expansion	Delivery	G	A	1.0	1.0	0.4	Jan 19	Apr 19
Logistic Review Programme	Delivery	A	G	5.5	6.1	4.0 ⁽ⁱ⁾	Oct 21	Oct 21
Frozen Plasma Import	Delivery	G	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
Post Donation Testing	initiation	G	A	0.1	N/A	N/A	N/A	Nov 19
Warehouse Optimisation 2	Delivery	G	G	0.4	0.4	0.1	Aug 19	Aug 19
Implementation of Alinity_s	Start-Up	A	A	N/A	N/A	N/A	N/A	Sep 19
Session Solution	Delivery	G	A	0.3	5.5	N/A	Apr 20	Apr 20
London Bridge Donor Centre (New)	Initiation	G	R	N/A	N/A	N/A	N/A	N/A
Blood Grouping and Sickle	Start-Up	G	G	0.1	0.1	N/A	TBC	Dec 21
Service Offering	Delivery	G	N/A	3.0	3.0	N/A	May 21	May 21
Pre-Pulse Heritage Database	Start-Up	G	N/A	N/A	N/A	N/A	TBC	Aug 19

Note: i) Total Forecast Benefits also includes Warehouse Optimisation 2 figure.

Red projects:

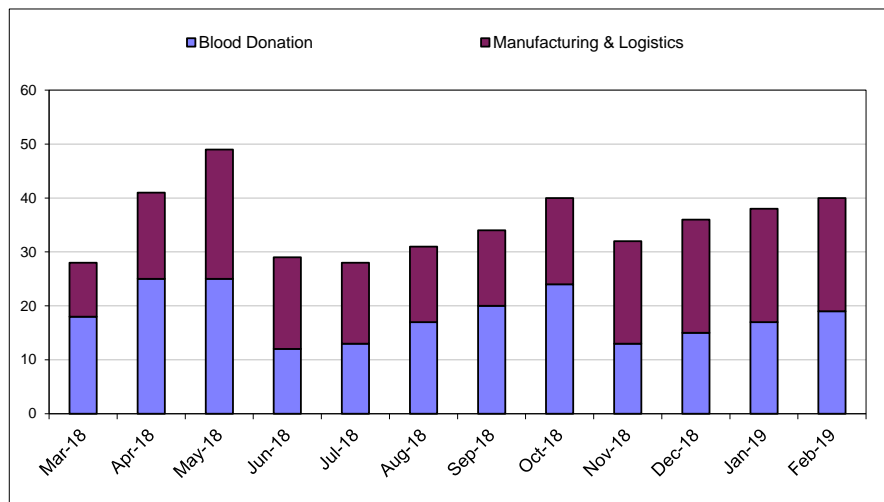
The Continuous Care Model was red but has been re-set to green to reflect that the planned financial benefits will no longer be delivered.

The original London Bridge DC (Borough Road) project was cancelled last month – this entry is a new project for which a generic OBC is being prepared for a new donor centre in London Bridge area.

Monthly Performance Report - As at the end of February 2019

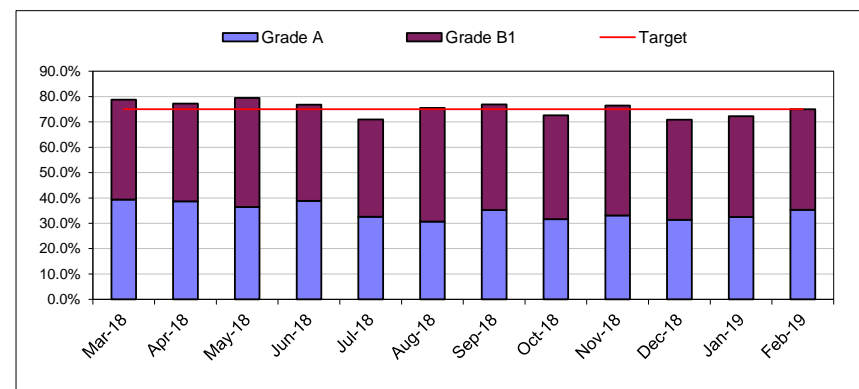
Blood Components - Safety and Compliance

1. Major QIs raised per month - Blood Supply Directorate



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

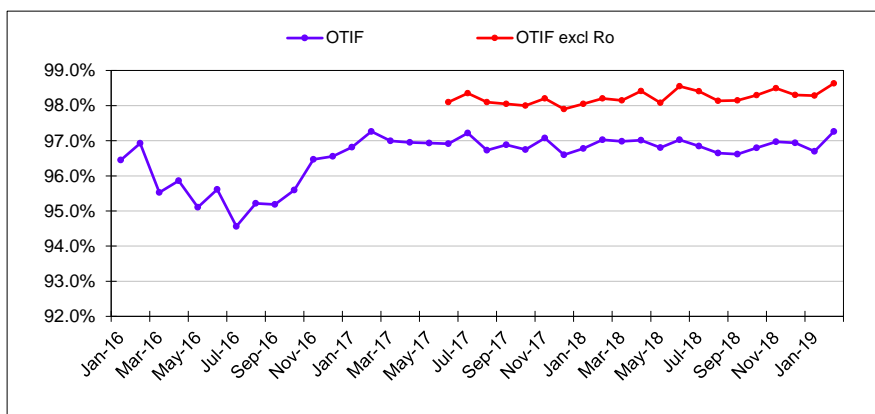
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	74.98%	A	-



Blood Components - Customer Service

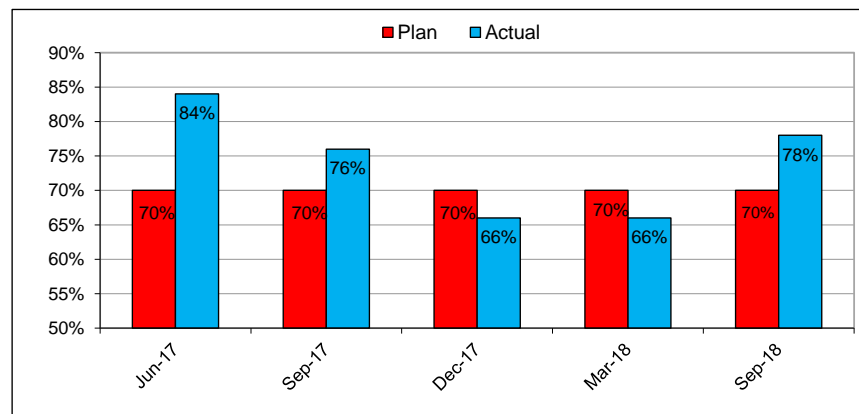
3. Percentage of Products Issued OTIF (excluding Ro 'in full' fails)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery (excl Ro fails)	98.00%	98.00%	98.34%	G	-



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	-



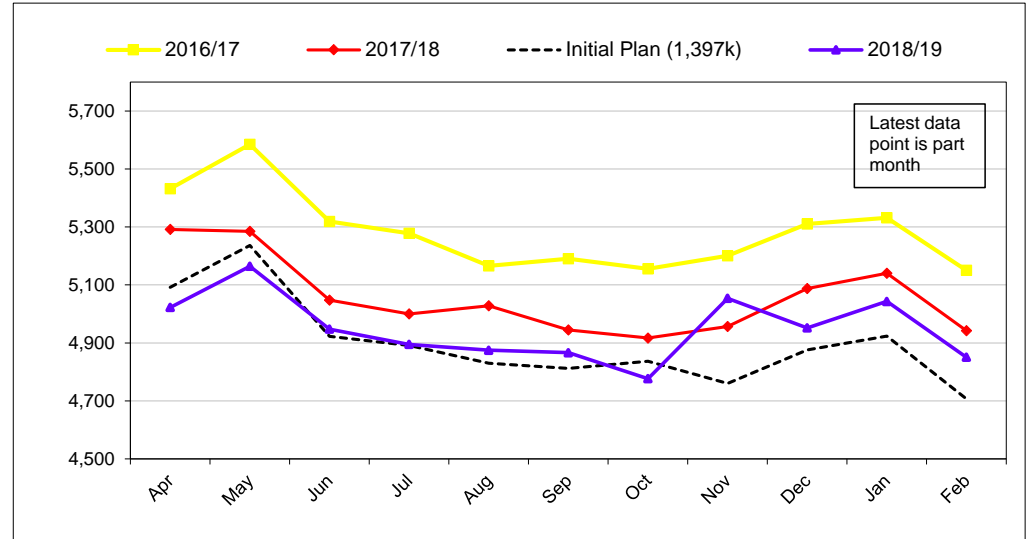
Monthly Performance Report - As at the end of February 2019

Blood Components - Red Cell Issues & Demand

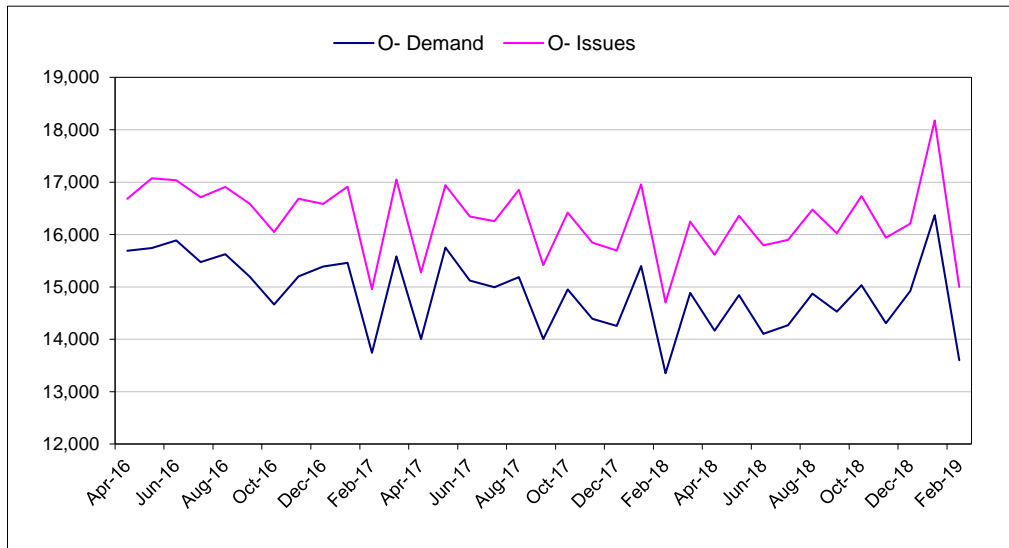
5. Red Cell Supply - Year to Date by Blood Group

Blood Group	2018/19 - YTD Feb 2019	2017/18 - YTD Feb 2018	Change
O Pos	462,487	471,420	-1.9%
A Pos	383,360	392,448	-2.3%
O Neg	178,256	176,520	1.0%
A Neg	102,812	105,133	-2.2%
B Pos	103,232	104,348	-1.1%
B Neg	33,664	32,945	2.2%
AB Pos	27,100	28,765	-5.8%
AB Neg	8,827	10,412	-15.2%
Total	1,299,737	1,321,991	-1.7%

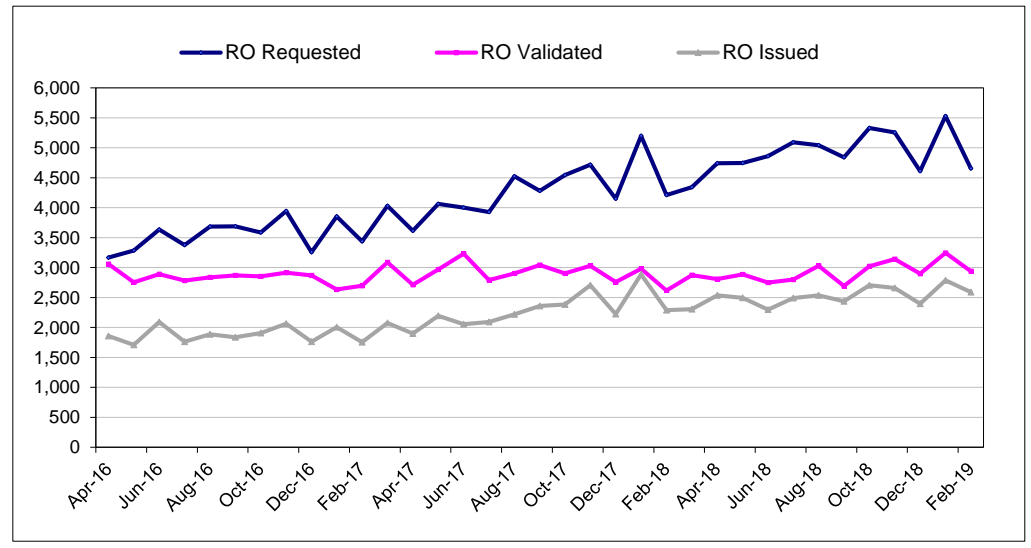
6. Average Weekday Red Cell Issues By Month - from April 2016



7. O neg RC Demand and Issues



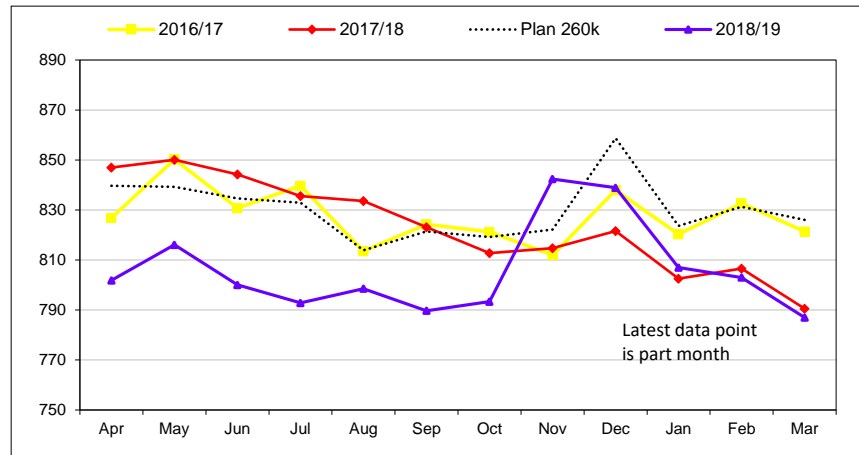
8. RO Red Cells Demand, Validated and Issued



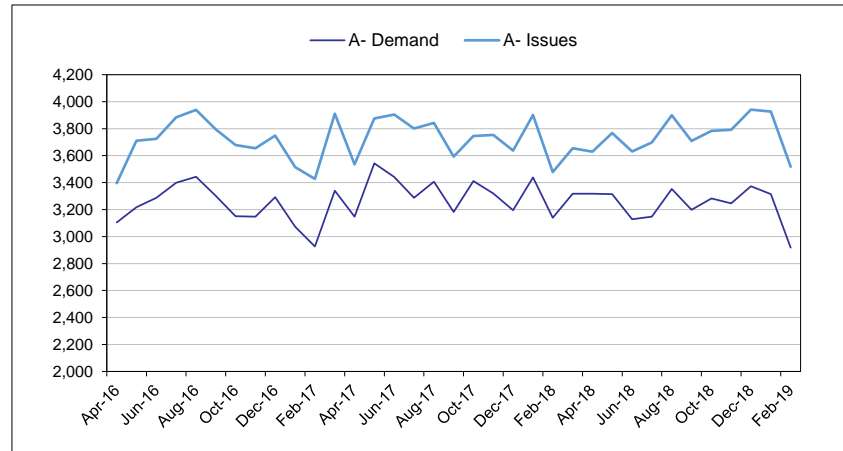
Monthly Performance Report - As at the end of February 2019

Blood Components - Donor Base

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



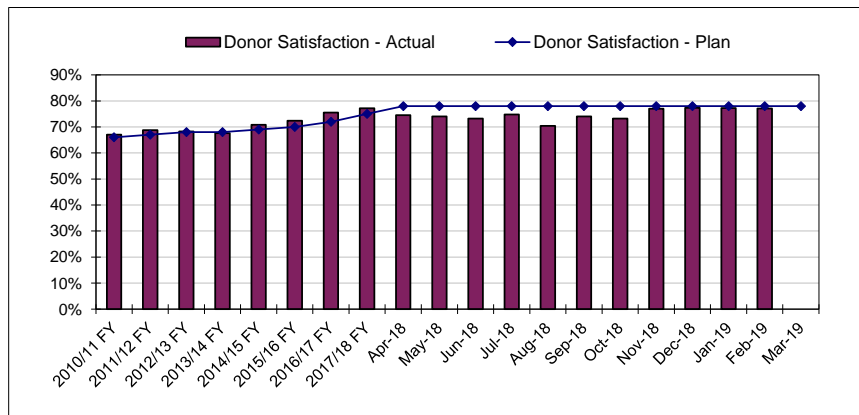
10. A neg Platelet Demand and Issues



Blood Components - Donor Service

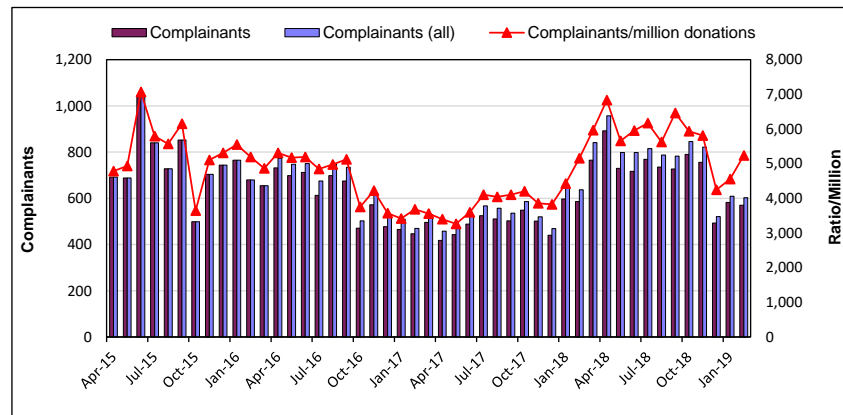
11. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	78.0%	78.0%	74.76%	R	-



12. Donor Complaints

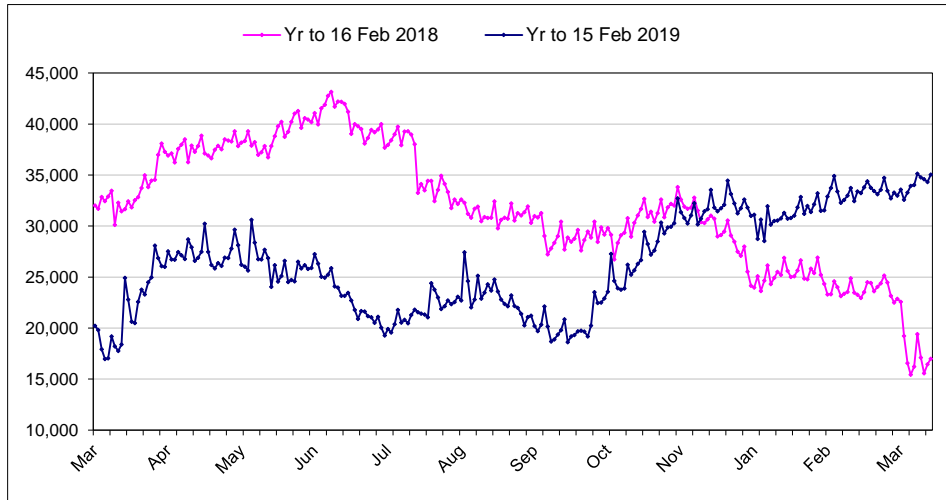
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations (excludes team consolidation related session cancellation complaints)	4,900	4,900	5,640	R	-



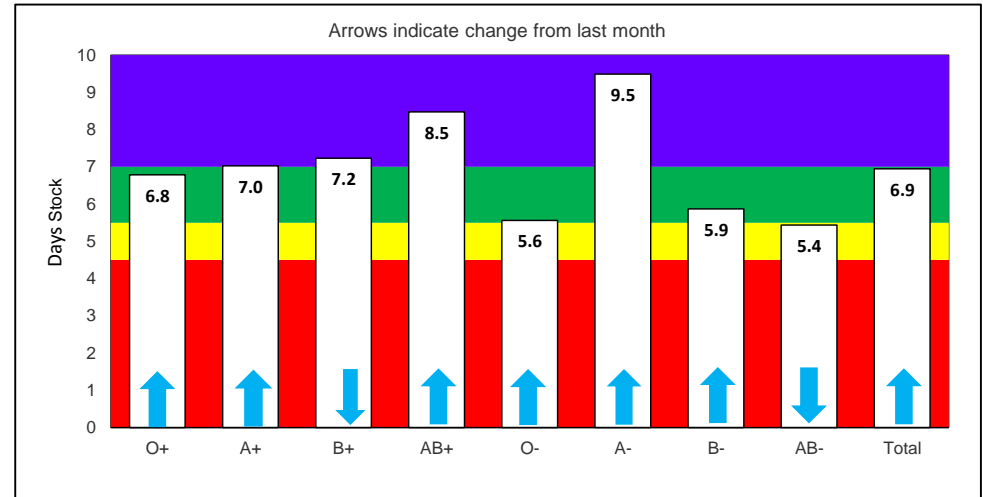
Monthly Performance Report - As at the end of February 2019

Blood Components - Stocks

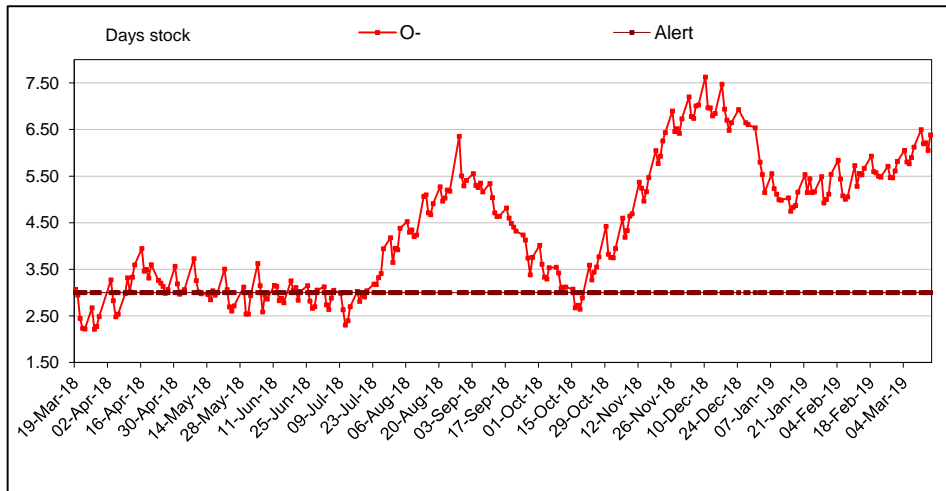
13. Red Cell - Blood Stocks (Units)



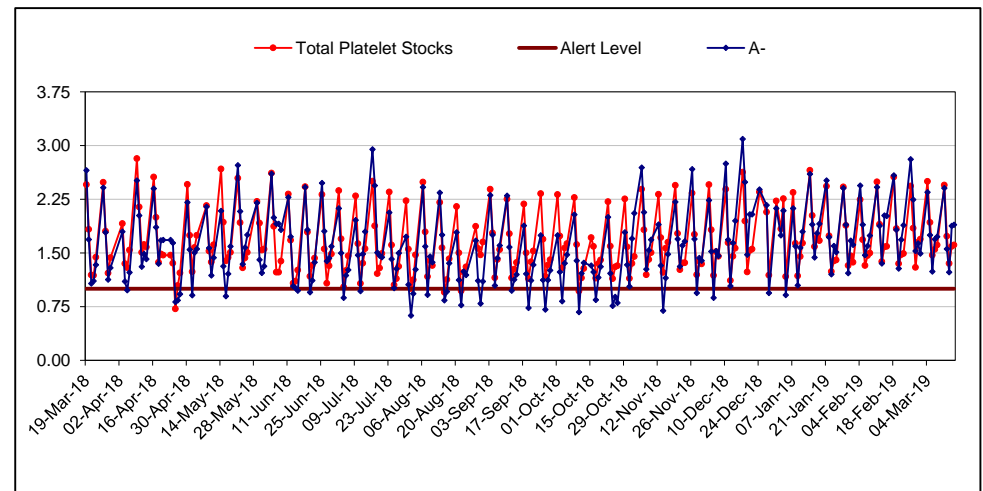
14. Average Red Cell Stock Levels for the month by blood group



15. Red Cell - O neg : weekday stock levels



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

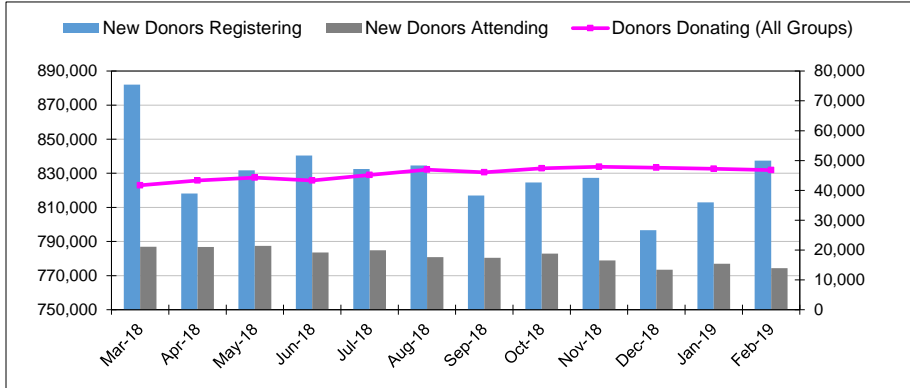


Monthly Performance Report - As at the end of February 2019

Blood Components - Donor Base

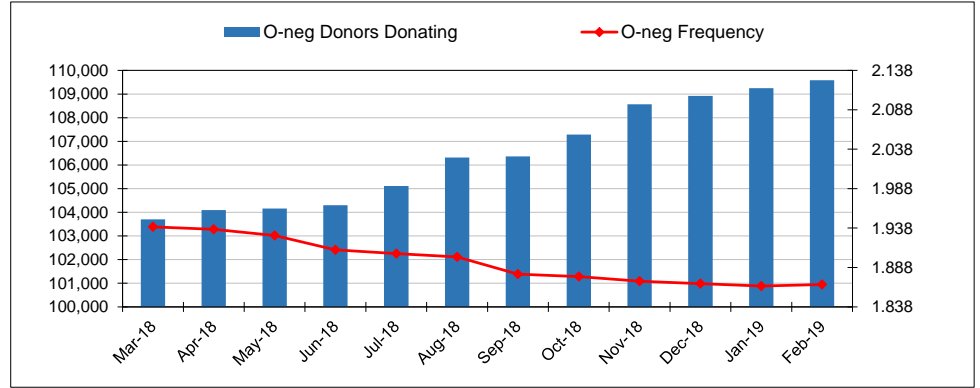
17. Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 mths	832,000	832,000	831,838	A	Worse
Frequency of donation (overall)	1.710	1.737	1.806	R	-

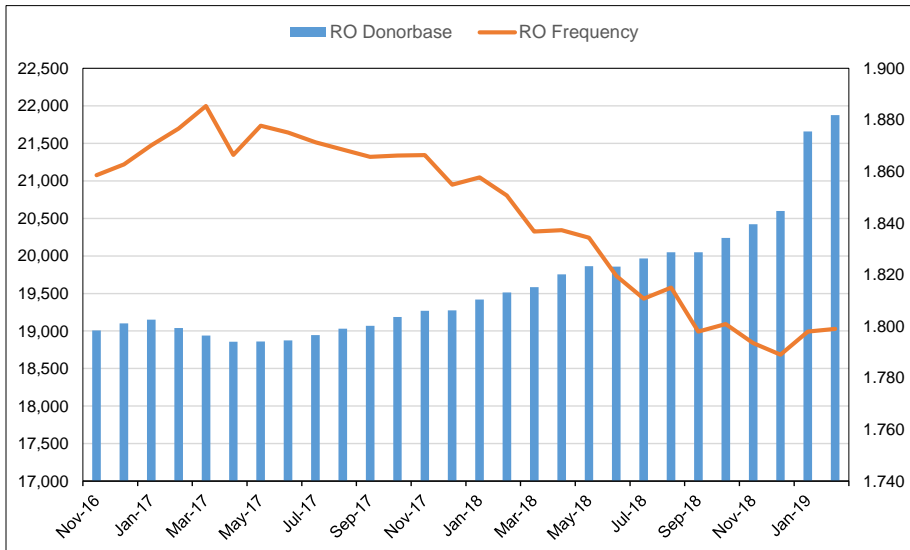


18. O Neg: Donorbase and Frequency of Donation

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	109,587	A	-
Frequency of donation (O neg donors)	1.900	1.920	1.870	G	-



19. Ro Donor Base and Frequency of Donation



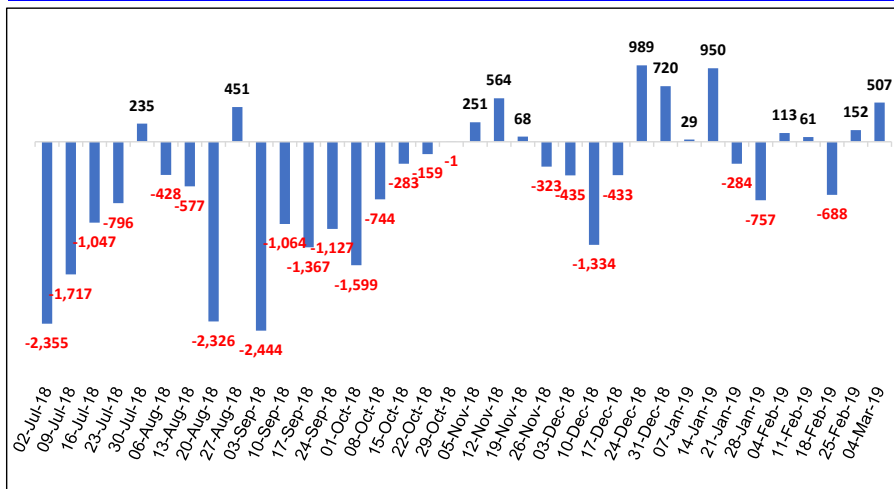
20. Apheresis Donor Base

	Donor Base Feb 19	Change vs. Jan 19	Gap vs end Feb 19 Target
Total	10,428	-35	-12
A Neg	2,446	-22	53
A Pos	3,856	46	-287
AB Neg	167	-2	-16
AB Pos	302	-6	-9

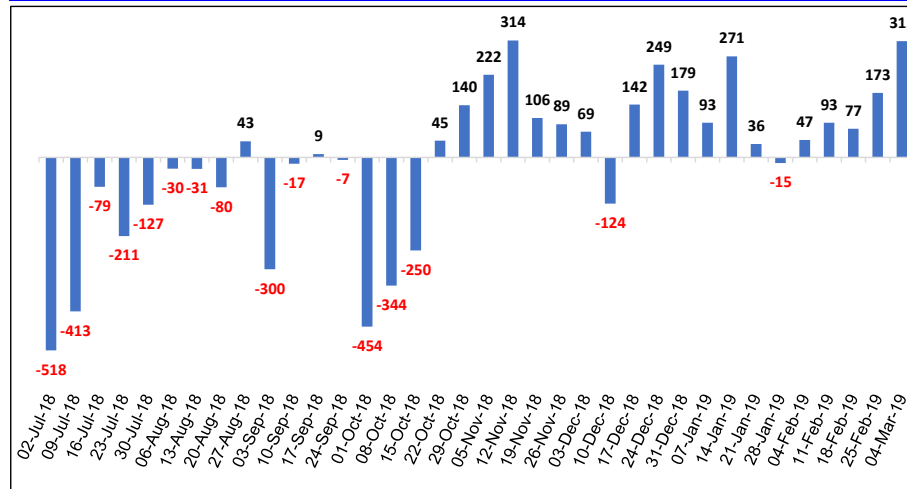
Monthly Performance Report - As at the end of February 2019

Blood Components - Blood Collection Adherence to plan

21. Weekly Collection Variance to plan

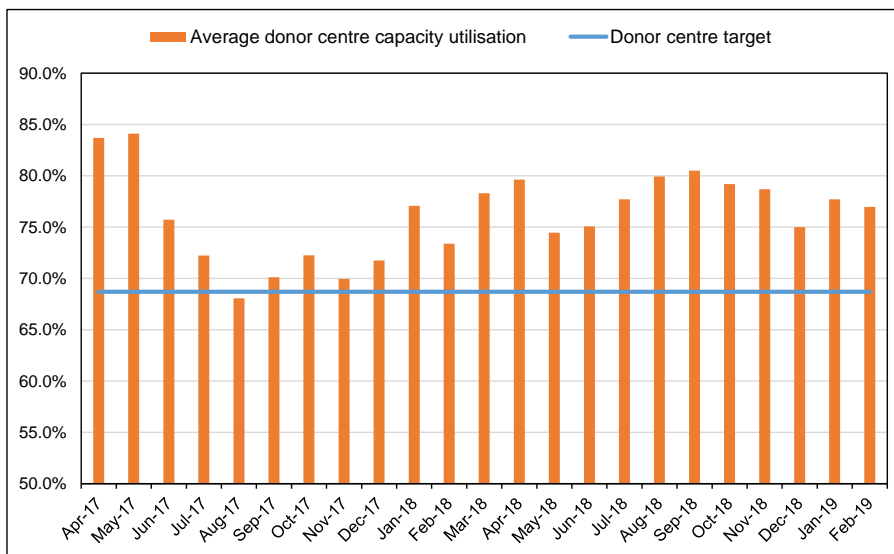


22. Weekly Collection Variance to plan - O Neg

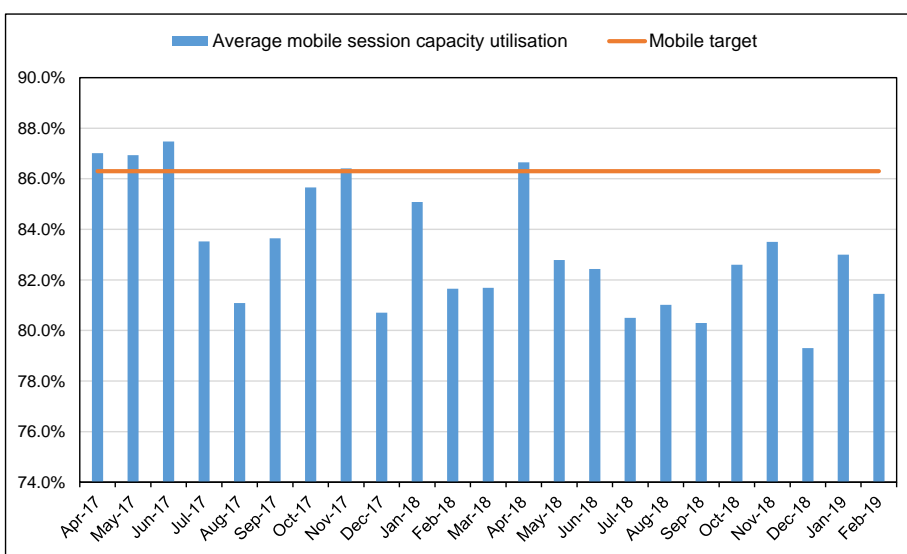


Blood Components - Collection Capacity Utilisation

23. Capacity Utilisation - Donor Centres



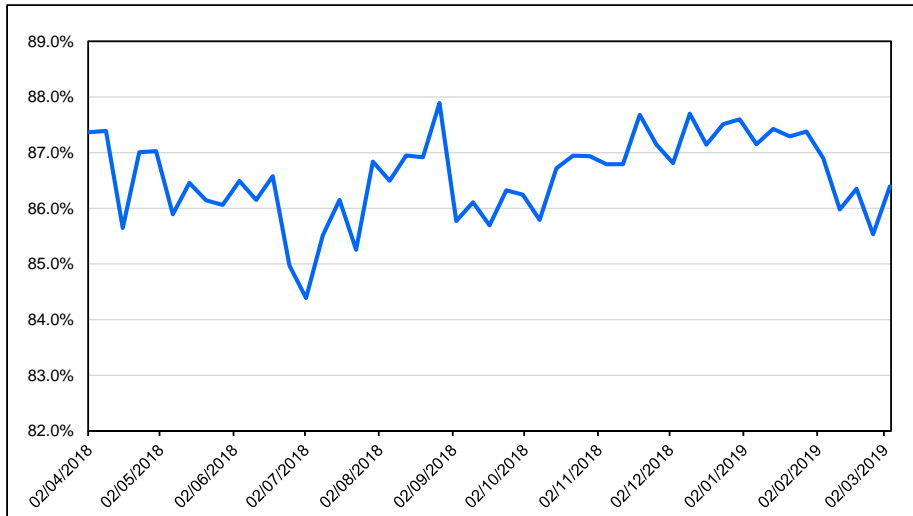
24. Capacity Utilisation - Mobile Teams



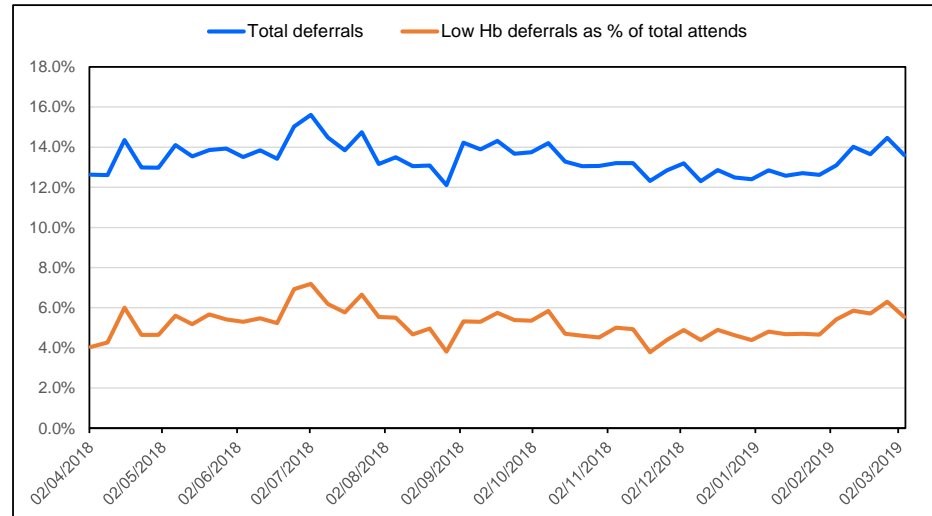
Monthly Performance Report - As at the end of February 2019

Blood Components - Session Performance and Productivity

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

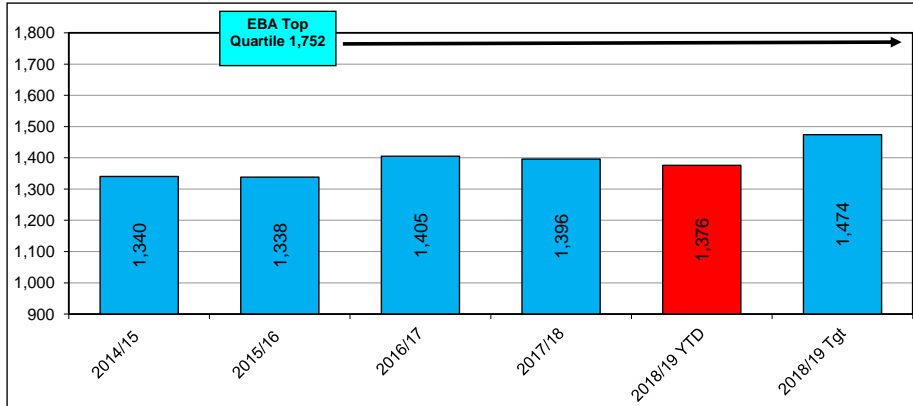


26. % deferrals (excluding BH and snow weeks)

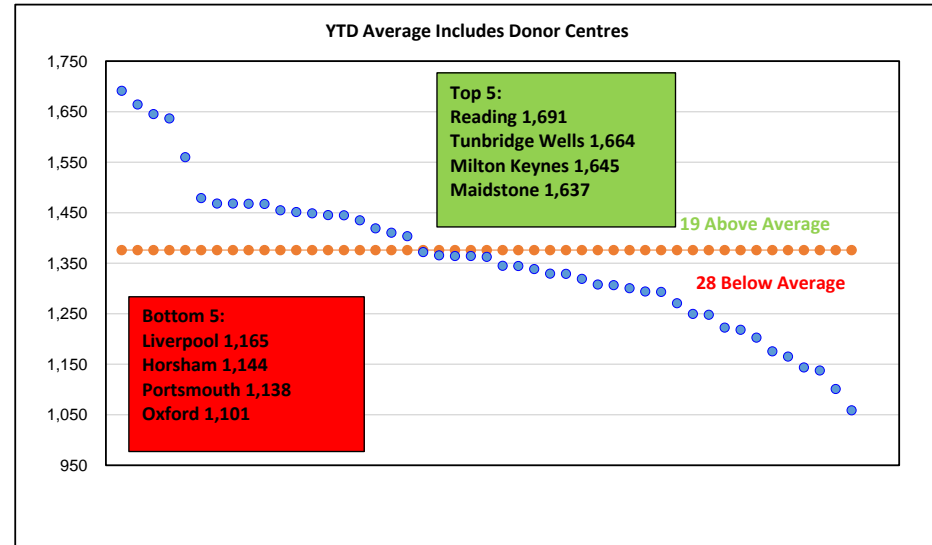


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,470	1,474	1,376	R	-



28. Blood Donation Productivity Distribution Mobile Teams YTD

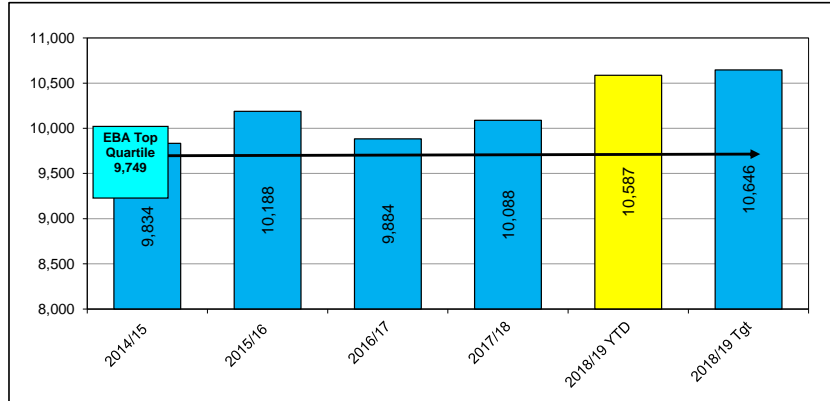


Monthly Performance Report - As at the end of February 2019

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

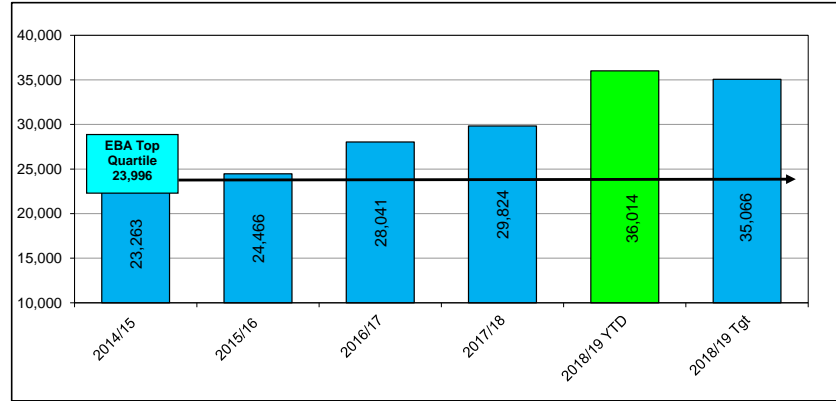
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,610	10,646	10,587	A	-



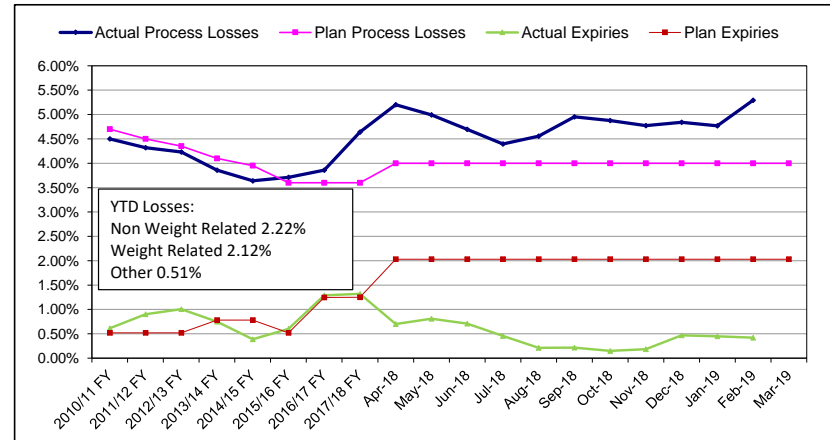
30. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	34,950	35,066	36,014	G	-



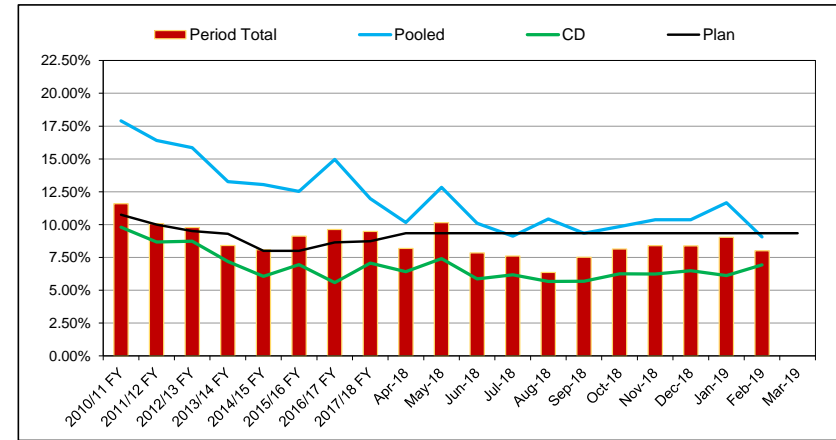
31. Percentage of Donations NOT Converted to Validated Red Cells and Expiries

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%	4.85%	R	-
Red Cell Expiries as % of Issuable Red Cells	2.03%	2.03%	0.42%	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%	2.79%	G	-
Platelet Expiries	5.94%	5.94%	5.70%	G	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£77.2m)	G	-	£74.1m (vs plan of £70.6m).
		Number of Serious Incidents (SI's)	G	-	None reported this month
		Zero 'critical' regulatory non-compliances	G	-	None reported in month.
		Number of 'major' regulatory non-compliances	R	Worse	2 reported in month
	Tissue & Eye Services	Sales income achieved - £13.7m FYB	G	-	Better than plan at £13.5m (vs £12.5m) – Chart 33
		70% percent of customers scoring >= 9/10 for satisfaction with TES	G	-	September 2018 – 85.7%. Next survey March 2019
		98.0% of Product issued on time	G	-	99.7% vs plan of 98.0%
		Number of Corneas in stock at month end – target 250	G	-	262 in stock at end of February 19.
	H&I	Sales Income achieved - £13.5 FYB	G	-	£12.6m vs plan of £12.5m – Chart 34
		% of patients receiving A or B1 platelets	G	Better	Very close to plan (74.98% vs 75%) - Chart 2.
		Time to type deceased organ donors	G	-	Reported monthly in arrears - at 84.8% vs target of 80%
		Turnaround time vs SLA	G	-	Better than plan at 97.2% (vs 95% target) – Chart 38
	RCI	Sales income achieved £15.9m FYB	G	-	£15.3m vs plan of £14.7m – Chart 34
		Sample turnaround time vs SLA (chart 37)	G	-	96.4% vs plan of 95.0% - Chart 37

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	CMT	Sales income achieved incl. CBC £12.2m target	A	Better	£11.15m vs plan of £11.36m – Chart 35
		CBC sales (£m's) £1.7m target	G	-	Sales at £2.3m (vs £1.7m)
		% of hospitals scoring => 9/10 for satisfaction – target 62%	-	-	Date of next survey to be confirmed
		On time in full – target 100%	G	-	Continues to remain at 100%
	SCDT	Sales income achieved £9.7m target	G	-	Sales at £8.99m (vs £8.88m target) – Chart 35
		1,404 increase to Banked Cords TNC > 140	R	-	902 vs plan of 1,295 YTD.
		40% BAME Cord Blood units add to the bank	G	-	43.3% in the year to February 19.
		Issue 63 Cord Blood units	R	-	41 units issued in the year to February 19 (vs plan of 58)
		Adult Donor Provisions (18/19 target 240)	R	-	200 YTD February 19 and below plan (220)
		Donors recruited to fit panel – 18.6k target	R	-	14,419 YTD February 19 vs plan of 18,333
	Therapeutic Apheresis Services	Sales income achieved £10.0m target	G	-	£10.4m vs plan of £9.1m – Chart 36
		70% of hospitals scoring => 9/10 for satisfaction	G	Better	74% vs 70% at September 2018.
		90% of Patients rating patient experience => 9/10	-	-	December 2017 at 97% (vs 95%)

- DTS income is 5.0% higher than plan year to date (and 8% higher than last year) resulting in an I&E surplus of £1.1m. The forecast outturn for 2018/19 is a £1.0m surplus.
- At a business unit level, all are making a positive contribution except for CMT (lower service income and cancelled ACT projects). This is partially offset, however, by CBC due to higher activity than planned.
- Sickness absence in DTS was again 3.8% this month, and continues to be better than the NHSBT target (4%). Individual businesses are all reporting below 4% except for TAS (6.8%), SCDT (4.9%) and TES (4.3%).

DTS Income by SBU – YTD Feb 2019	2018/19 Budget	2018/19 Income	2018/19 Variance	2017/18 Actual	Growth
Tissue & Eye Services	12.5	13.5	1.0	11.8	14%
TAS	9.1	10.4	1.3	9.0	15%
H&I	12.5	12.6	0.2	12.4	2%
RCI	14.7	15.3	0.6	14.5	6%
IBGRL & DD	1.4	1.9	0.5	1.2	59%
CMT	9.6	8.9	-0.8	9.2	-4%
CBC	1.7	2.3	0.6	1.2	91%
SCDT	8.9	9.0	0.1	9.3	-3%
Customer Services	0.1	0.1	0.0	0.1	7%
Total (£m's)	70.6	74.0	3.4	68.7	8%

- **Tissue and Eye Services** - income is 7.7% better than plan in the year to date and 14.4% higher than the previous year, with strong performance in ASE / AlloSE drops (+£452k), skin (+£293k) and tendons & meniscus (+£218k) offset by adverse variances on processed bone (-£208k), amniotic membrane (-£110k) and DBM (-£104k). The higher income results is driving an I&E surplus of £0.2m. Eye bank stocks were lower in February at 262 units and lower than the 300 target, although we are now issuing 100 corneas/week versus 85/week last year.
- **RCI** income was ahead of plan at February month end, with all service areas better than plan except for Antenatal Screening and 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 £0.7m. Sample turnaround times were better than plan in the month (97.9%) and are marginally higher than plan in the year to date (95.8% vs 95.0%).
- **H&I** income continues to be 1% above plan and 2% higher than last year. Expenditure is running above plan, due to spend on equipment and consumables in preparation for the introduction of NGS patient typing. As a result, H&I is generating a small I&E deficit of £0.2m in the year to date. Turnaround times continue to be better than plan (97% vs 95%). The provision of A and B1 matched platelets at February was on target at 75%.
- **Stem Cell Donation & Transplantation** income is 1% above plan year to date driven by international harvests but 6% lower than last year. There have been 41 cord issues in the year to date (vs 58 planned) with UK issues 6 and international 11 below plan. The trend continues to be highly adverse with the moving annual total for UK issues now at 16 (versus close to 40 in mid-2016) and International issues at 29 (versus 50 in late 2017). BAME cord donations banked are ahead of target year to date and reporting at 43% versus 40% planned. BBMR donors worsened this month and are now 20 below plan in the year to date (199 vs 219) with the UK 44 behind plan and International 24 above plan. The sharp decline in the last 3 months for UK matches is being investigated to understand whether this is UK wide or only the NHSBT registry with a meeting scheduled with Anthony Nolan (who do all the UK BBMR harvests). 2019/20 will be challenging for SCDT with CBB issues revised downward to 20 International and 12 Domestic (in line with the current MAT) and BBMR provisions reduced to 120 International and 120 Domestic.
- **Cellular and Molecular Therapies** – Service and ACT income for the year to date are worse than budget, although this is partially offset by CBC income which is better than plan. Expenditure is worse than plan year to date due to additional operational costs and from the re-fit of clean rooms. CMT, in total, is reporting a deficit for the year to date of £0.9m, which will now continue for the remainder of the financial year.

- **Therapeutic Apheresis Services** income was 14.1% ahead of target in the year to date, and 15.6% higher than the previous year, primarily due to strong performance on ECP (33% ahead of plan) and only partially offset by lower Stem Cell Harvest income (-27%). TAS is reporting a favourable contribution surplus of £0.7m.
- **SABREs** – Year to date there has been 9 SABREs reported in DTS with two reported this month;
- As reported last month there were 2 Major MHRA non-compliance's at the Liverpool inspection (February). Corrective actions include;
 1. NHSBT providing a rationale for 'Biological active substance' authorisation on the specials licence.
 2. A comment to be added to the GMP certificate to restrict blinding activities.
 3. Risk assessment and rationale to be provided in support of the monitoring positions used for clean room exit gowning monitoring.
 4. Rationale to be provided for not using the audit train functionality on the Flow Cytometer.
 5. Changes to the Qualified Persons (QP) register to better support multiple QP's.

DTS – 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 completion
Filton Extension	Delivery	R	R	7.4	9.4	N/A	Feb 21	Jan 22
Automated Software Testing	Delivery	G	G	0.2	0.2	N/A	Jan 19	Mar 19
Automated Results Transfer	Start-Up	G	G	0.1	0.1	N/A	Sep 19	Sep 19
Moorfields Eye Hospital Collaboration	Start-Up	A	A	0.1	0.1	N/A	TBC	Jun 21

Red projects:

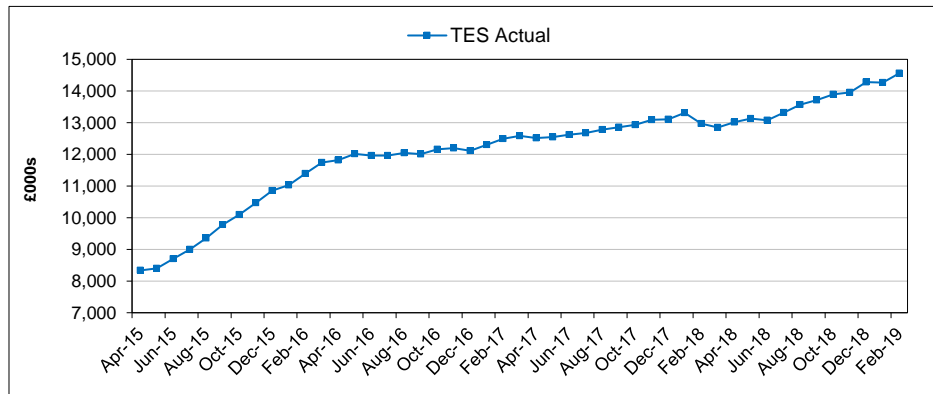
The CBC / Filton extension is at red status due to the anticipated costs and timetable being significantly worse than the OBC. The DBC (with the GMP) is due to come to the Board in May 2019.

Monthly Performance Report - As at the end of February 2019

Diagnostic and Therapeutic Services - Income

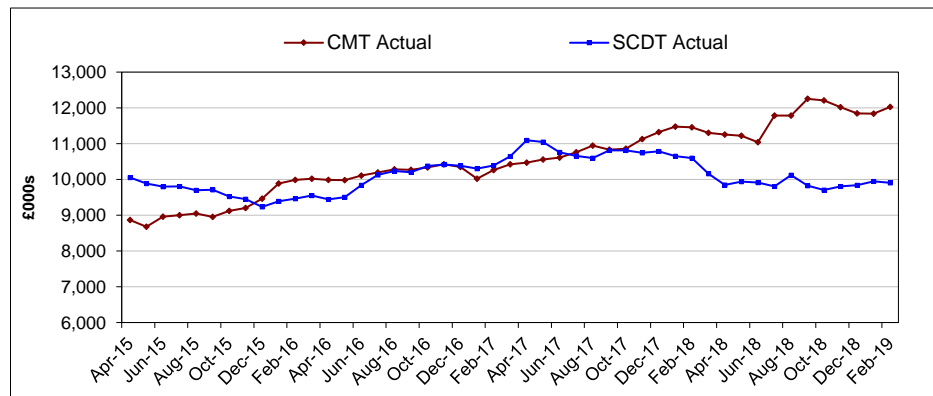
33. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.733	12.540	13.511	G	-



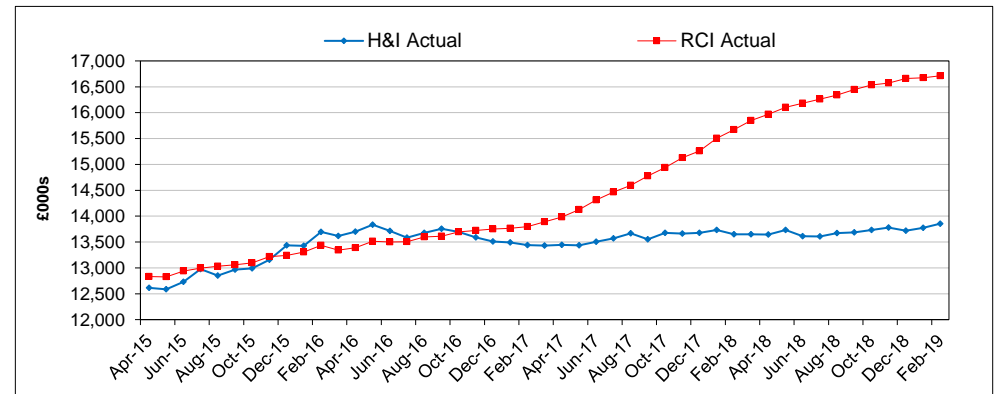
35. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT (incl CBC)	12.294	11.357	11.152	A	Better
Income (£m's) - SCDT	9.724	8.881	8.997	G	-



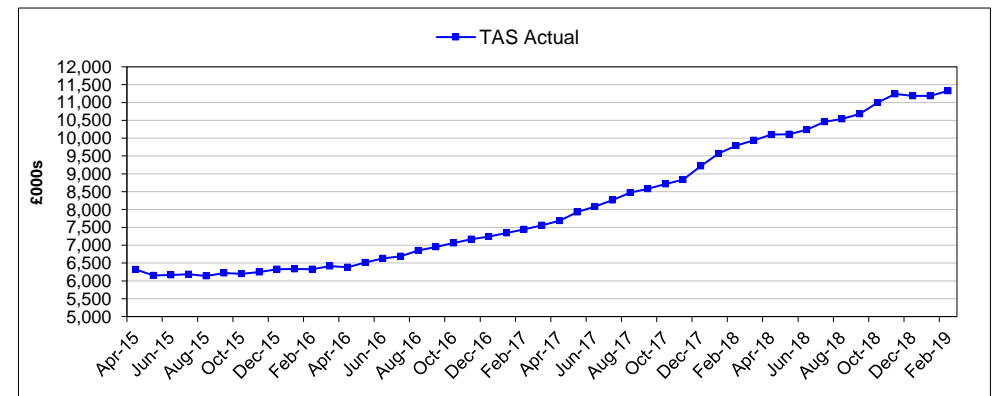
34. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	16.010	14.683	15.323	G	-
Income (£m's) - H&I	13.628	12.496	12.649	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	9.133	10.415	G	-

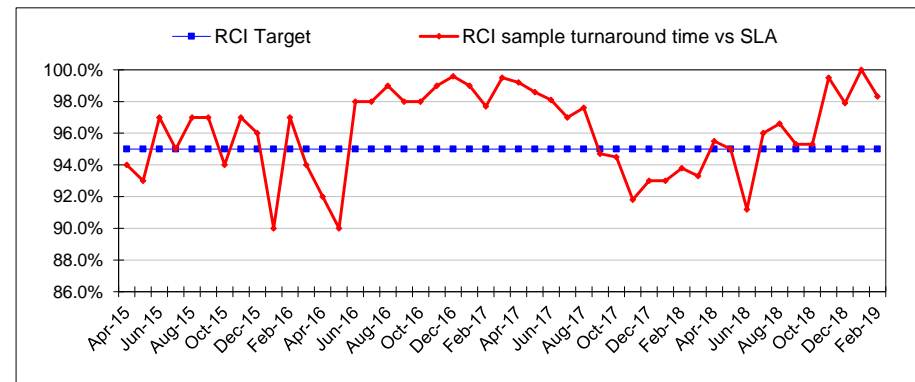


Monthly Performance Report - As at the end of February 2019

Diagnostic and Therapeutic Services - Customer service and safety

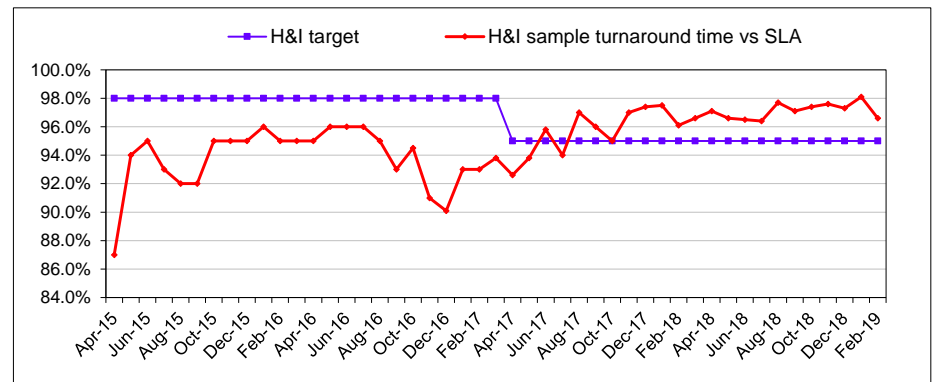
37. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	96.4%	G	-



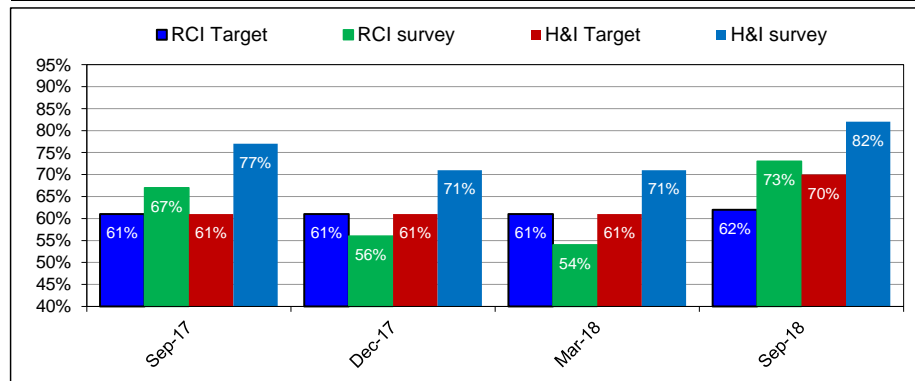
38. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	97.2%	G	-

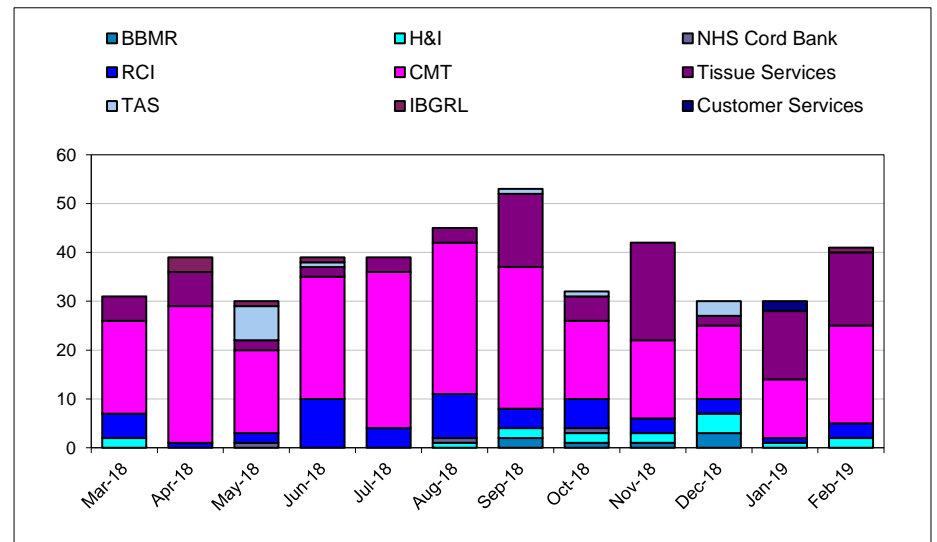


39. Hospital Satisfaction

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	-
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

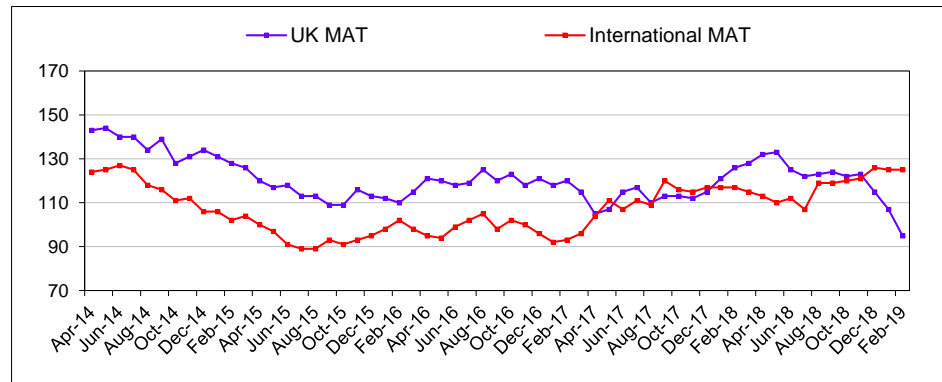


Monthly Performance Report - As at the end of February 2019

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

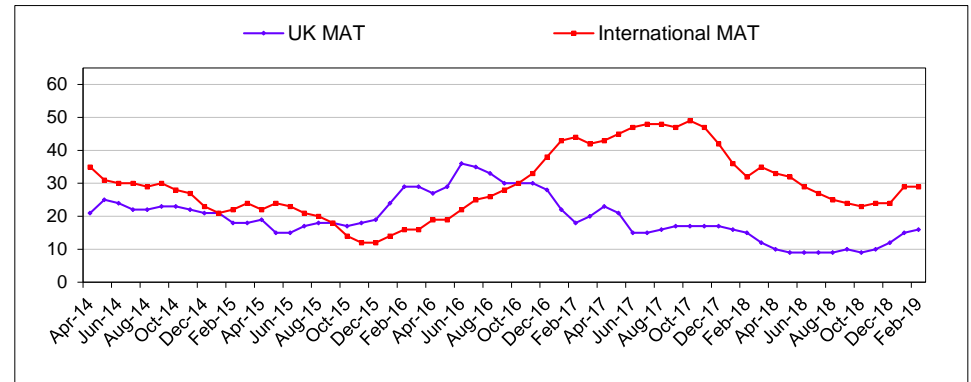
41. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	240	220	200	R	-

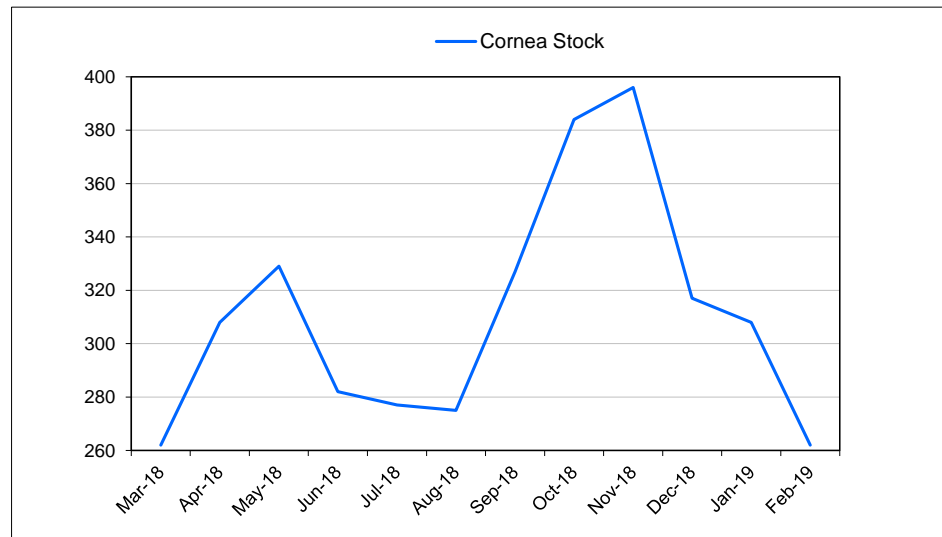


42. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	63	58	41	R	-

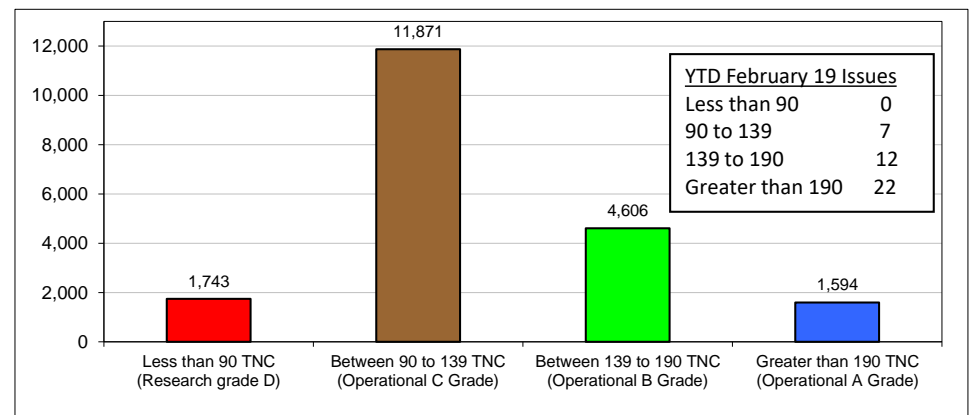


43. Suitable Cornea Donations - Cornea stocks



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	19,235	18,054	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	66.8% to February 19 vs plan of 75% - Chart 47.
		Increase % Consent/Authorisation rate – DBD	A	-	72.5% to February 19 and behind plan (vs 78%).
		Increase % Consent/Authorisation rate - DCD	R	-	62% to February 19 and behind plan (vs 72.0%).
		Deceased donors - 2018/19 target – 1,632	A	-	February 19 YTD 1,455 vs target of 1,496 – Chart 45.
		Deceased Organ Donors per million population – 2018/19 target – 24.5 pmp	-	-	Q3: 24.6 pmp vs plan 24.5 pmp. Next report Q4 18/19.
		Number of Living donors 2018/19 (1,524) – reported one month in arrears	R	-	Below target at 870 (vs 1,270) – Chart 48.
		Living Donors per million population – 21.0 pmp	R	-	Q3: 15.7 pmp vs plan 21.0 pmp. Next report Q4 18/19.
		Organ Transplants – Deceased (4,548)	R	-	YTD February 19 3,580 vs plan of 4,169 – Chart 46.
		Deceased Organ Transplants per million population - 2018/19 target – 68.4	-	-	Q3: 61.8m vs plan 68.4m. Next report Q4 18/19.
		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	G	-	YTD February 2019 at £16.27k

- There were 125 deceased donors in January. This results in 1,455 donors year to date, 2.7% lower than target, but 2.0% better than last year. Within this total, the number of DCD donors is 2.3% higher than last year and DBD 1.7% higher. Although the moving annual total trend is declining, it is now anticipated that deceased donors in 2018/19 will be around 2% higher than 2017/18 and at a new record for the UK.
- The DBD referral rate remains stable at 99%, as does the DCD referral rate of 94% (albeit 4 percentage points higher than the same eleven months last year). Year to date there have been 394 missed referral opportunities, 228 fewer than the same period last year, equating to a reduction of 37%.
- The DBD SNOD presence rate remains at 95% year to date. The DCD SNOD presence rate is 86% year to date, equal to the same eleven months last year. Year to date there have been 261 occasions where a SNOD was not present for the formal organ donation discussion, 52 fewer than the same period last year, equating to a reduction of 17%.

- The overall consent rate trend is flat, and at 67% year to date, although this is 2 percentage points higher than last year. The DBD consent rate is 73% year to date, equivalent with the same period last year. The DCD consent rate is 62% year to date, 1 pp higher than the same eleven months last year but the trend is flat.
- 3,580 patients have received a deceased donor transplant in the year to date, 70 fewer than the same eleven months last year (-1.9%), and 589 less than the TOT2020 target (-14%). The MAT continues its decline from April 2018 and hence it is now anticipated that deceased transplants in 2018/19 will be around 2% lower than 2017/18. This will mean that for 2018/19 30 more donors have resulted in 70 less transplants, with the discrepancy most obvious for hearts/lungs. It suggests that less viable donor/organs are being presented, rather than transplant capacity being the constraint.
- Living Donors (reported one month in arrears) at 870, were 32% lower than target of 1,270 for year to date January 2019.
- In the first 11 months of the year there were c. 1,240k new opt-in registrations, with this figure expected to increase once registrations through Government channels have been validated. In the year to date there have been 65 opt-in overrides, 14 fewer than the same period last year.
- Absence rose slightly to 3.0% in February, much less than the NHSBT target of 4%.
- Turnover fell back to 10.5% in February and remains below target. There were 34.5 hours of unplanned IT system disruptions in February, but the impact was not significant.
- NHSBT marked World Kidney Day (11th March 2019) with a week-long national and regional media campaign. The theme for the media activity was that during W/C 11th March, NHSBT was due to reach the 1000th transplant through the UK Living Kidney Sharing Scheme.

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	R	A	2.7 ⁽ⁱ⁾ / (0.6)	N/A	N/A	Mar 20	Mar 20
iPad Replacement	Initiation	G	A	0.3	0.3	N/A	Oct 18	Feb 19
NHS App Organ Donation Register Integration	Initiation	A	A	TBC	1.0	N/A	TBC	Aug 19

Notes: i) This is the non-recurring figure for 2018/19. Underspend on non-recurrent costs of £54k against the agreed Business Case. Recurring figure in brackets.

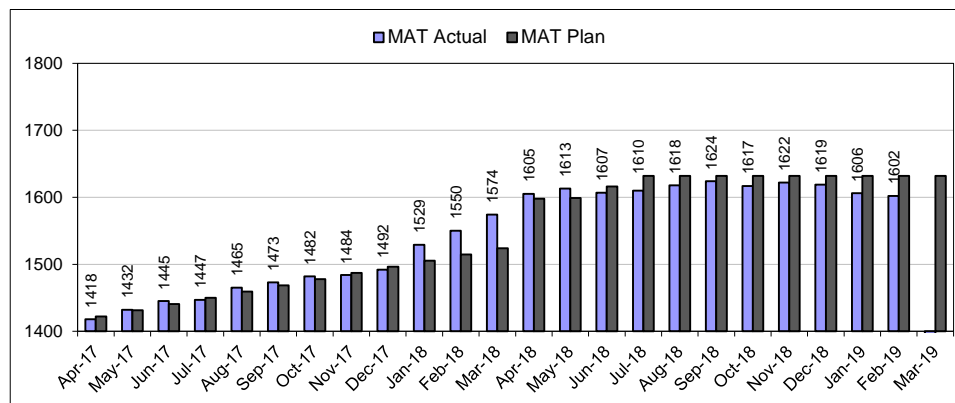
Red projects: The ODT Hub is reporting at red status. This reflects several strategic issues but primarily that the IT capacity and capability is not in place to support the development of the CRM based solutions required by the next planned phase of the programme (and the generally more complex environment that the programme is facing).

Monthly Performance Report - As at the end of February 2019

Organ Donation and Transplant - Outcomes

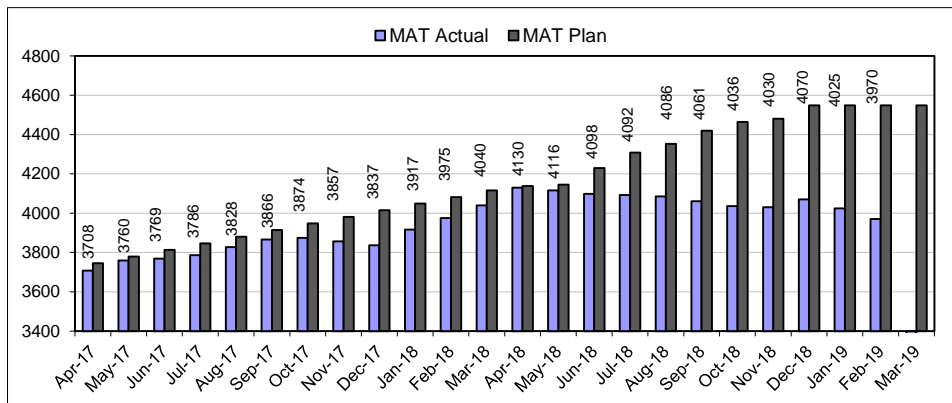
45. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1,632	1,496	1,455	A	-



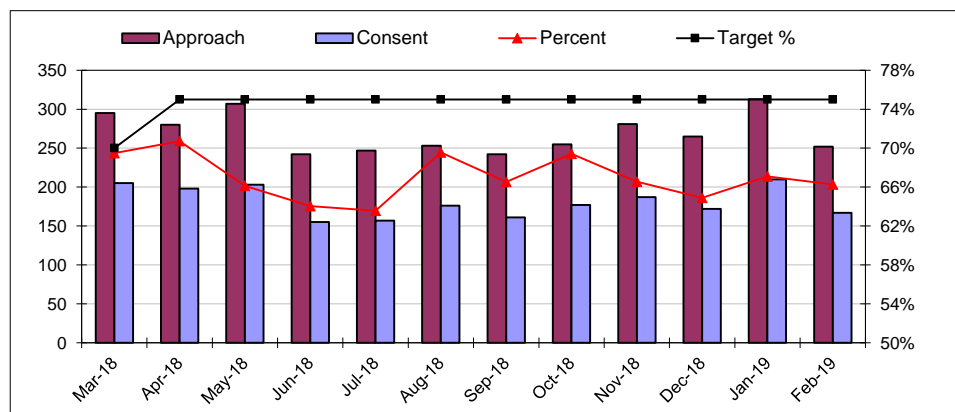
46. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4,548	4,169	3,580	R	-



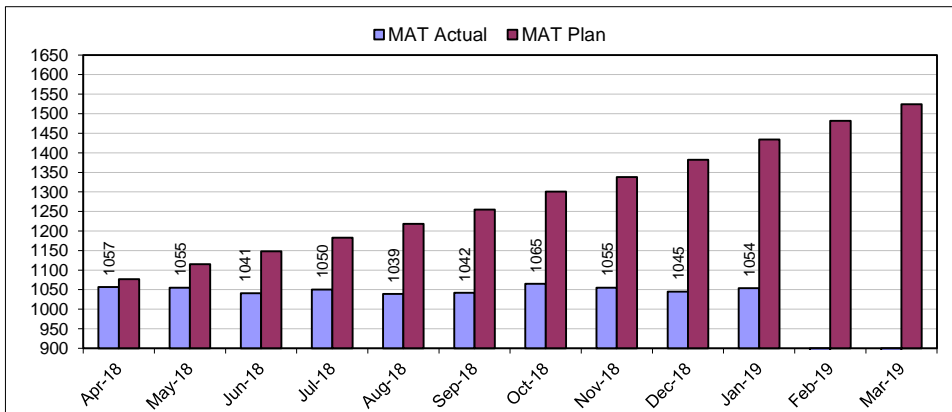
47. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	75.0%	75.0%	66.8%	R	-



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

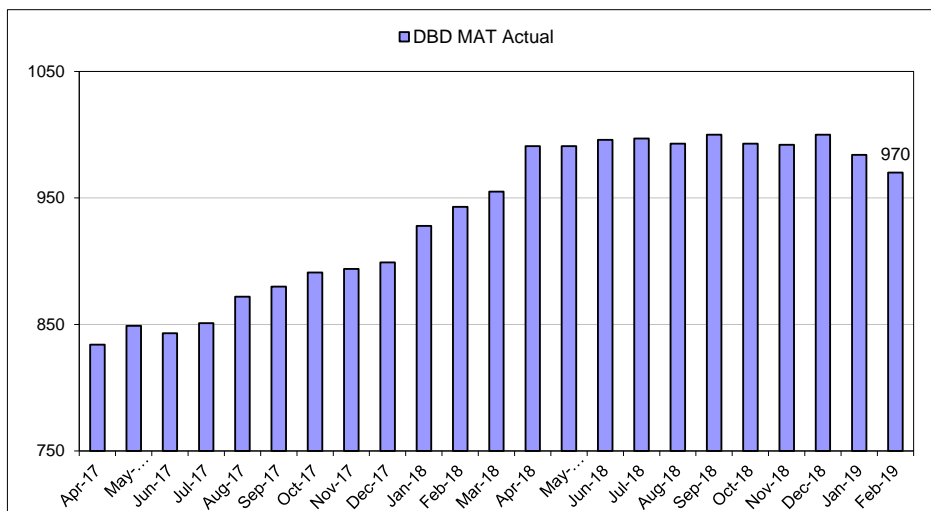
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1,524	1,270	870	R	-



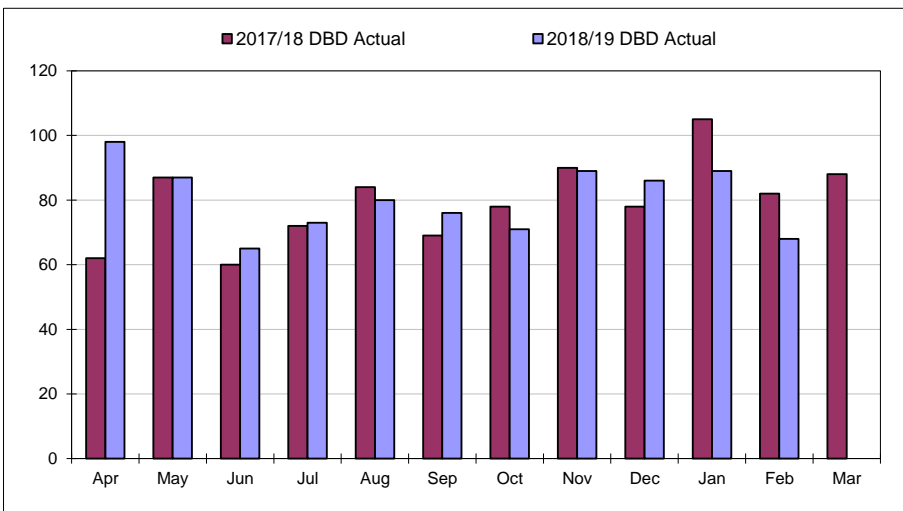
Monthly Performance Report - As at the end of February 2019

Organ Donation and Transplant - DBD Activity

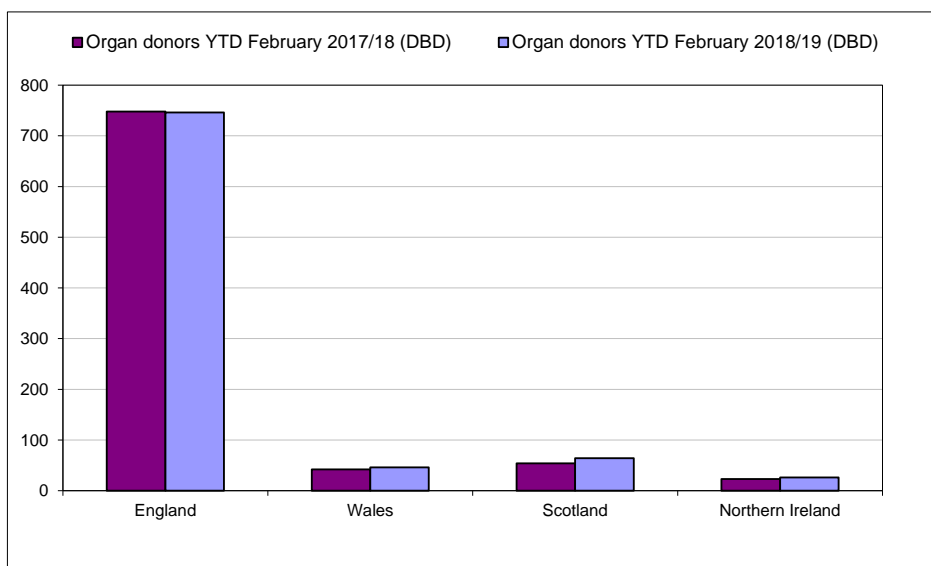
49. MAT number of Deceased Organ Donors (DBD)



50. Deceased Organ Donors - Monthly (DBD)

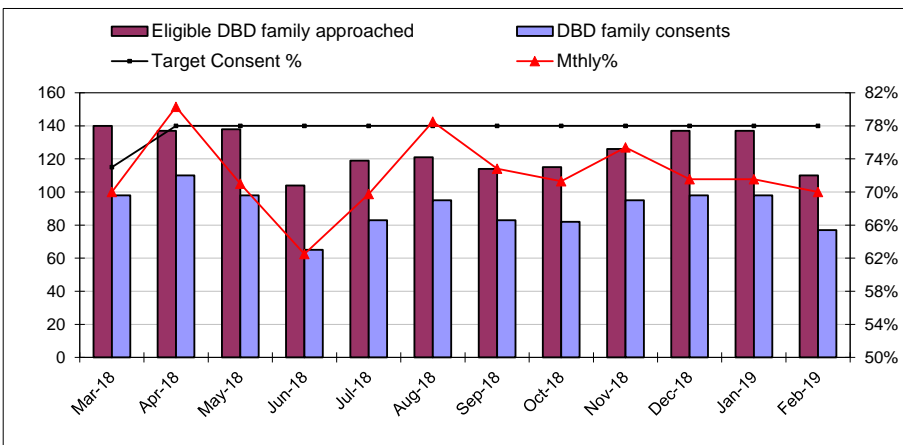


51. Deceased Organ Donors - By Nation (DBD)



52. Consent/Authorisation rate (DBD) per month

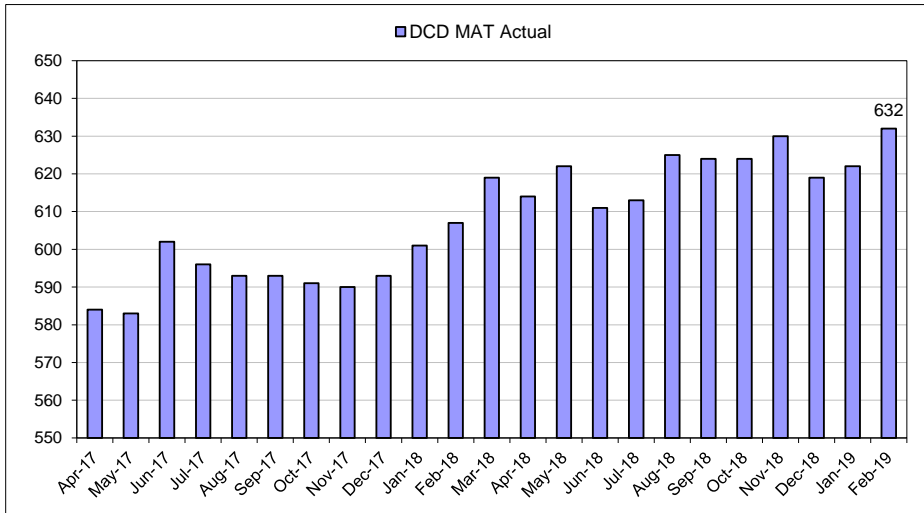
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	78.0%	78.0%	72.5%	A	-



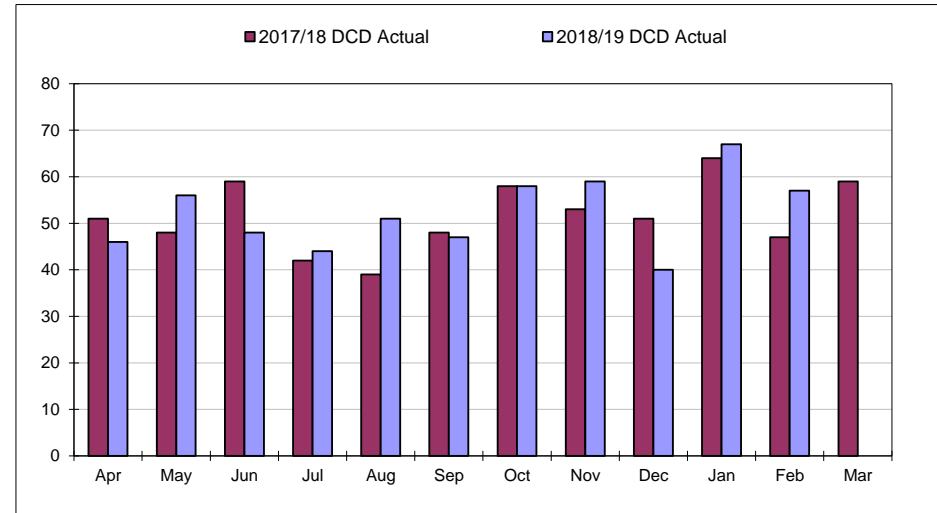
Monthly Performance Report - As at the end of February 2019

Organ Donation and Transplant - DCD Activity

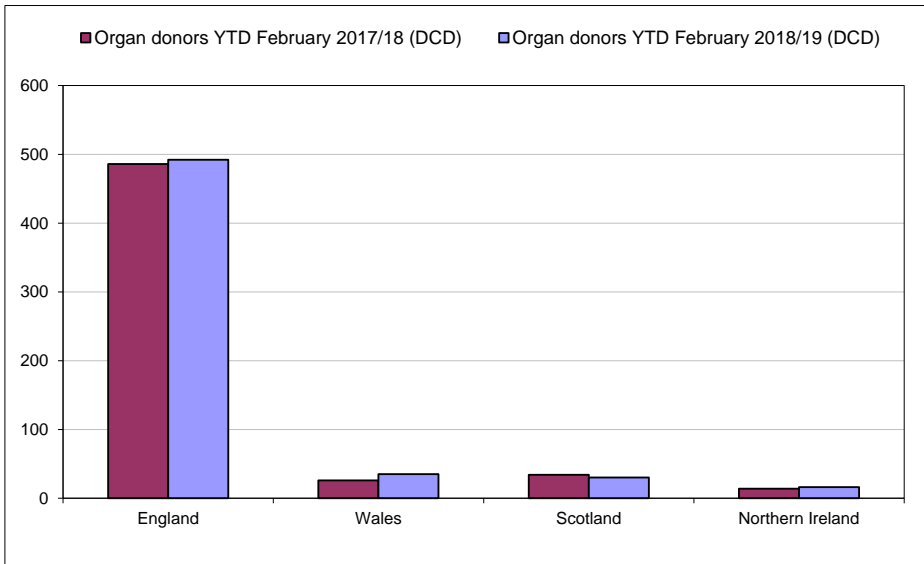
53. MAT number of Deceased Organ Donors (DCD)



54. Deceased Organ Donors - Monthly (DCD)

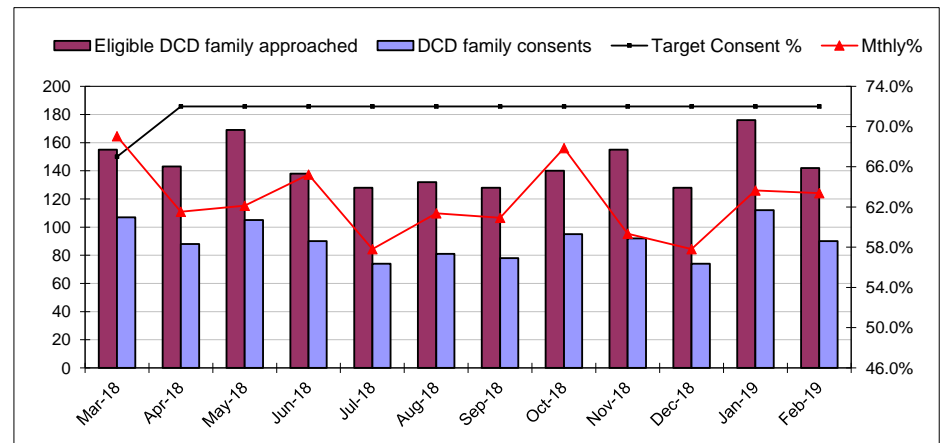


55. Deceased Organ Donors - By Nation (DCD)



56. Consent/Authorisation rate (DCD) per month

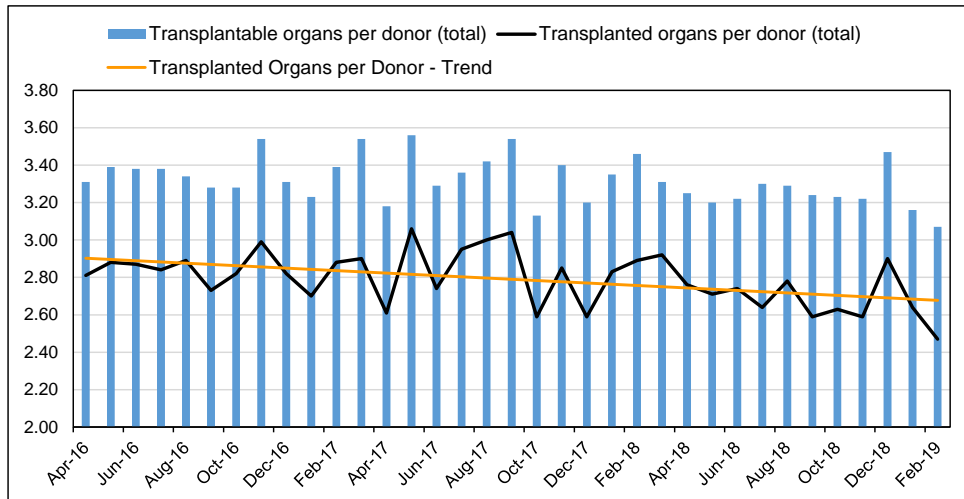
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	72.0%	72.0%	62.0%	R	-



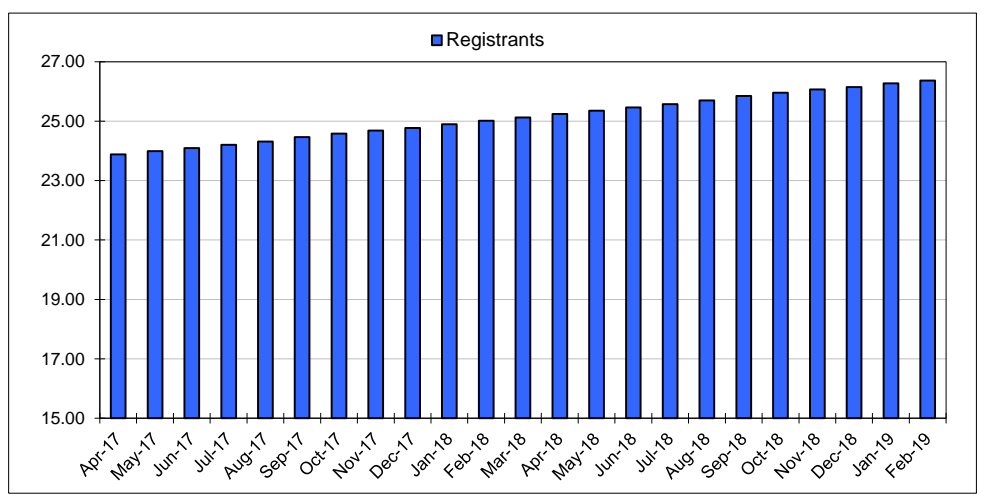
Monthly Performance Report - As at the end of February 2019

Organ Donation and Transplant - Consent / ODR

57. Transplantable v Transplanted Organs per Donor

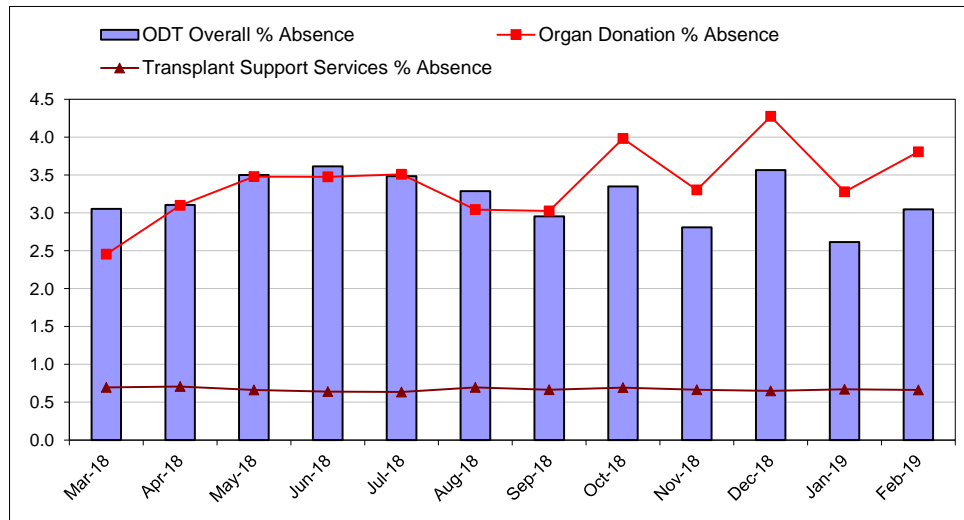


58. Number of people registered on the ODR (Opt-Ins)

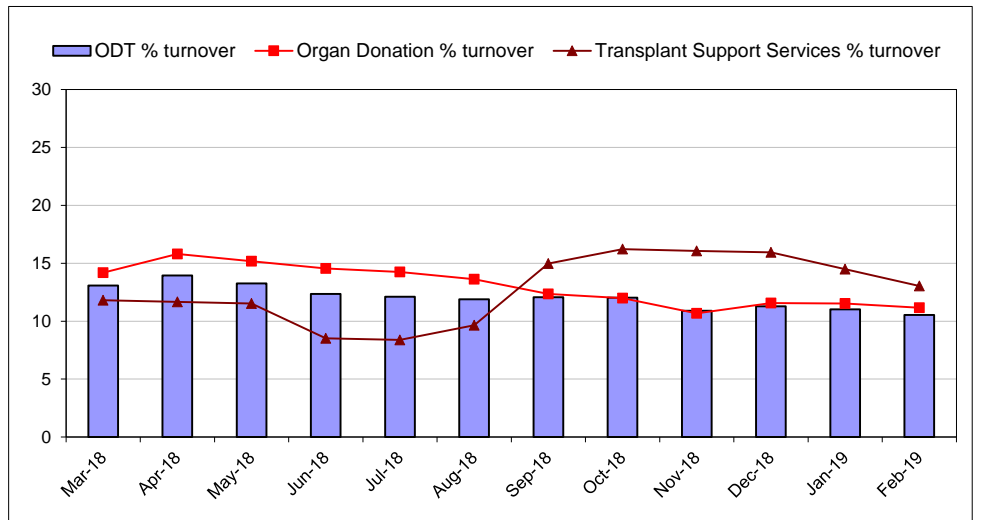


Organ Donation and Transplant - Absence/Turnover

59. ODT Absence rate (%)



60. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
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NHSBT Corporate	<p>Sickness absence was lower at 3.56% in the month, and stable at 3.64% year to date. However, this average masks high (>9%) levels of sickness in some areas (e.g. within some individual blood donation teams).</p> <p>The Health & Safety Incidence rate (12 months to December 2018) for all work-related lost time is 1.1 (an increase of 0.1 from last month).</p> <p>Quality system overdues saw a further significant reductions with now only 4 items more than 30 days overdue.</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
Barnsley Project (Leeds Sheffield)	Delivery	G	A	20.2	20.2	1.1	Jan 21	Jan 21
Exchange On-Line Migration	Delivery	G	A	0.7	0.6	N/A	Feb 19	Apr 19
General Data Protection Regulations	Delivery	R	R	0.1	0.1	N/A	N/A	Mar 19
Site Server Replacement	Initiation	A	G	0.1	0.1	N/A	May 19	Mar 19
Telephony Upgrade	Delivery	A	G	1.3	0.7	N/A	Dec 19	Sep 19
Hematos Upgrade	Delivery	A	G	N/A	N/A	N/A	Jul 19	Jul 19
Brexit No Deal Response	Start-Up	A	A	N/A	N/A	N/A	N/A	Mar 19
Medical Device Regulatory Implementation	Start-Up	A	A	N/A	N/A	N/A	May 20	Mar 19
Windows 2000 Server Remediation	Start-Up	G	G	0.1	0.1	N/A	N/A	Jun 19
Filton LAN	Start-Up	G	N/A	0.4	0.4	N/A	Jun 19	Oct 19

Red projects:

GDPR – resource now recruited but the Data Protection by Design work stream will continue to report red until a plan can be confirmed to deliver an internally developed data protection impact assessment (DPIA).

Monthly Performance Report - As at the end of February 2019

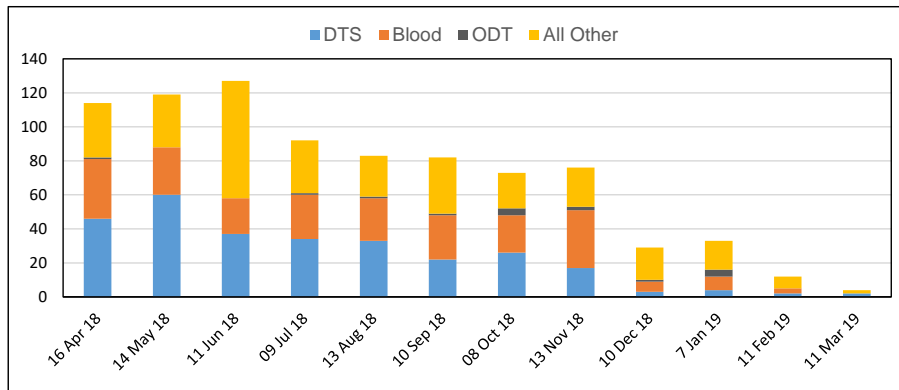
NHSBT Corporate - ICT / Workforce

61. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	Better
Pulse	99.95%	100.00%	G	Better
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	-

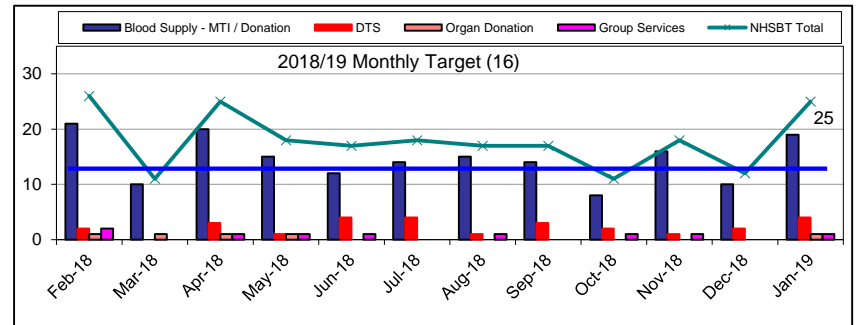
63. Quality System >30 days Overdue Items

Directorate (as at 10 Dec)	Documents	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
BD	0	0	0	0	0	0
DTS	0	2	0	0	0	2
ICT	1	0	0	0	0	1
M&L	0	0	0	0	0	0
All Other	0	0	0	0	1	1
Total	1	2	0	0	1	4

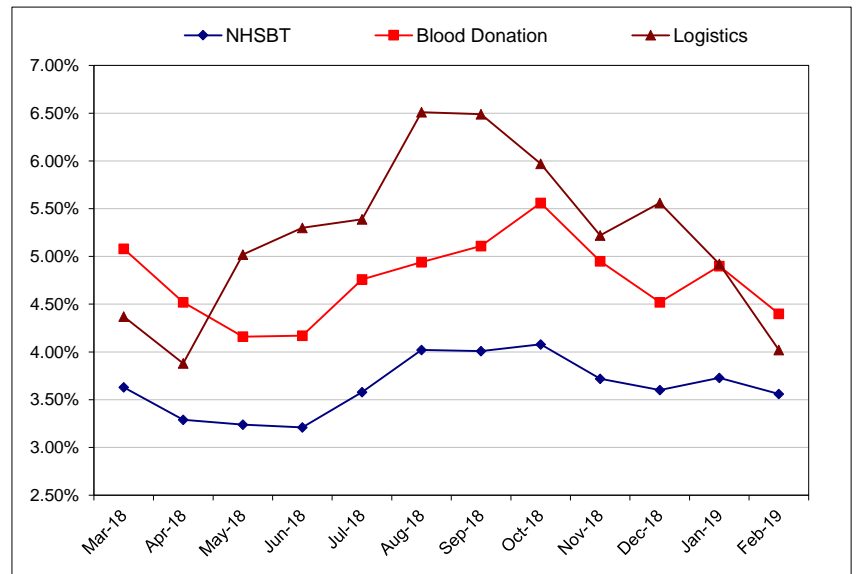


62. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly	Level 1-3 Period
Blood Donation	<=13	12	<=9	16
M&L	<=4	5	<=3	3
DTS/SpS	<=1	1	<=2	4
Organ Donation	0	0	<=1	1
Group Services	0	1	<=1	1
NHSBT	<=18	19	<=16	25



64. Sickness Absence



Risk Management Summary – Pentana Performance System at 13 March 2019

Summary of residual organisational risks- 13 March 2019					
Certain 5		1	1		
Likely 4		1	3	2	
Possible 3		2	12	20	4
Unlikely 2		5	9	5	9
Rare 1	2	2	2	5	3
<div style="display: flex; justify-content: space-between;"> <div style="width: 15%;">Likelihood</div> <div style="width: 15%;">Insignificant 1</div> <div style="width: 15%;">Minor 2</div> <div style="width: 15%;">Moderate 3</div> <div style="width: 15%;">Major 4</div> <div style="width: 15%;">Catastrophic 5</div> </div>					
Impact					

The main changes recorded since the previous report (12 February 2019) are:

- The number of P1 risks with a high residual risk score (≥ 15) has remained at 7 this month.
- One new risk has been added – ICTBX: There is a risk that NHSBT data and services in EU data centres may become inaccessible in the event of a no deal Brexit; residual score $5 \times 1 = 5$
- One risk has been removed – QA30: Compliance of CSM IT systems with regulatory standards;
- No further movement in risk scores within Pentana since the previous report.

The six high/extreme financial risks will be reviewed as part of going into the new financial year, particularly taking into account reduced DHSC funding (versus assumptions), blood pricing development and an update of the blood safety risks.

Risk Code	Risk Description	Residual Risk Score	Target Risk Score
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
ODT-003	There is a risk that ODT is unable to facilitate organ donation and transplantation caused by peak activity; risk adverse behaviour or resource constraints resulting in lower levels of transplantation. 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 previous page provides a summary of the status of risks as captured by the Pentana system (dated 13 March 2019).

Potentially catastrophic but very low probability risks continue to be:

Product and Service Safety: The key control mitigating the risk to product safety is 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 volumes.

Business continuity: i.e. the inability to supply due to loss of a key facility (primarily Filton, Speke); users being unable to access critical IT systems (e.g. Pulse, Hematos) or critical consumables becoming unavailable. The risk to supply represented by Pulse will increase over time as its constituent components age. The risk to consumables supply is increasing due to ongoing uncertainty around 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 & Transplant. These are mitigated by appropriate manual control checks. Risk is decreasing with the implementation 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 maintenance of appropriate resilience. Risk is currently increasing due to increasing R₀ demand and the impact of the Interval/Compare studies on the management of donor iron testing.

Financial risk applies differentially across Blood Supply, Diagnostics and ODT:

Risk in ODT relates to the sufficiency of funding provided by the four UK governments to allow delivery of strategic targets. Risk is currently increasing due to increasing baseline costs, uncertainty re the nature of costs and duration of the ODT Hub programme and a funding gap versus expectations in 2019/20.

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 the limited number of efficiency projects in the Change Programme pipeline (and now exacerbated by employer pension cost increases).

Transformation risk exists in NHSBT's ability to safely execute planned changes without detracting from 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 provide support for early stage clinical trials in the UK (impact of CBC and Barnsley projects).