Board Performance Report
Performance Report

For the period ended 31st August 2016

	Status	Trend	Comments
Blood Components			Red Cell issues year to date are 4.5% lower than 2015/16 with an apparent acceleration in demand decline over the last few months. Differential demands at component / group level continue to generate significant supply planning challenges with O neg stocks unable to climb above 4 days. Costs are running in excess of budget, especially in blood donation.
DTS			Income is ahead of plan in SCDT, TAS and RCI. Activity in SCDT continues to improve with a sharp pick up seen in cord blood issues and with BBMR provisions also better this month.
ODT			There were 105 deceased donors in August (vs 120 planned). Year to date deceased donors are 48 (8%) below target. The number of deceased transplants was also lower than plan (289 vs 325) and year to date is now 163 (10%) behind target. Living Donors (reported one month in arrears) are 68 (16%) behind plan.
Corporate			Sickness absence was marginally lower at 3.7%. IT system performance was better in the month albeit Pulse availability was impacted by system overload on the Donor Portal as a result of the "Missing Types" campaign.
Finance			NHSBT is reporting a surplus of £2.2m, £1.9m better than plan. The 2016/17 forecast is a deficit of £17.0m (funded by cash). The recent acceleration in red cell demand decline will significantly impact income in 2017/18 and beyond, requiring additional savings to be found and an increase to blood prices.
Change Programme			Four projects are reporting at 'red' status. This includes the CSM Project and, given its size / importance, has put the overall programme at "red" status.

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	72% of blood donors scoring =/> 9/10 for satisfaction.	G	-	Ahead of plan year to date (74.5% vs 72%) - Chart 15.
		No. of complaints per million donation	R	-	Higher than plan at 5.5k (vs 4.9k)- Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Above plan in August (872.2k vs 868.8k) - Chart 19.
		Frequency of Donation (overall)	G	-	Lower than plan in August – 1.87 vs 1.88 (Chart 19).
		Number of O- neg Donors donating last 12 months (000's)	G	-	106.4k donors versus plan of 105.5k - Chart 19.
		Frequency of Donation (O neg donors)	G	-	Lower than plan in August (1.97 vs 1.98) - Chart 19.
		% of whole blood donations in donor centres	G	Better	August at 16.6% vs plan of 16.6% - Chart 11.
		% of 9 bed sessions	G	-	Better than plan in August (66.3% vs 60%) - Chart 12.
		Blood Donation Productivity: units/FTE/year	G	-	August at 1,371 vs plan of 1,367 – charts 27/28
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above 3 day alert for all groups - (chart 13).
		Platelet Demand vs. Stock levels	R	-	Aggregate stocks +/- the 2 day alert level -chart 14.
		Number of 'critical' and "major" regulatory non-compliances	R	-	One reported in the year to date (July 2016).
		96.5% of Products Issued on Time	A	-	95.3% year to date versus plan of 96.5% - chart 21.
		Manufacturing Productivity (units/FTE/year)	A	-	Lower than plan year to date (9.9k vs 10.1k) - Chart 25.
		Testing Productivity (units/FTE/year)	R	-	27.0k year to date (vs target of 28.6k) - Chart 26
	Customer Service and the Hospital Interface	% hospitals scoring =/> 9/10 for satisfaction (chart 22).	-	-	June at 75% (target 70%). Next survey Sept 2016.
		Red Cell Price £120.00 in 2016/17.	G	-	Red cell price at £120 p/unit – per agreement with NCG

DIVISION	PILLAR	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Hospital Integration	Hospital Served via Vendor Managed Inventory	-	-	8 hospitals (vs 2015/16 target 14). Discussions ongoing with a further 13 hospitals.
		Hospital networks with extended / integrated services	-	-	Focus is on “extending” service - piloted with 3 Trusts.

- Red Cell issues in August were 2.1% lower than plan. In the year to date issues are 0.5% lower than plan, and 4.5% lower than the previous year. There appears to have been a deterioration in the demand trend with average weekday issues 6% lower than seen last year. Demand in September has seen some improvement and it remains unclear if this is a short term fluctuation, or a more structural shift, perhaps driven by the recent “NHS Reset”.

- The forecast for 2016/17 has been reduced to 1.517m issues (versus 1.527m agreed at NCG) representing a 4.8% reduction on 2015/16 (and reflects the 6% decline in average weekday issues noted above). Projected demand is very uncertain. For NCG pricing purposes a further 3.0% decline in average weekday issues has been included in the demand of 1.461m proposed for 2017/18. Given this, and the ongoing reductions that are projected in the 5 year plan, it is proposed that a 2% price increase will be made to the NCG to meet the consequential loss of contribution and provide the head room to fund the transformation plan. This would imply that the cost of blood supply to the NHS overall would, however, fall by 1.7% in 2107/18.

- Blood collection in August was 0.5% higher than plan with overall stocks increasing to 35k by month end. All blood groups remained > 3 day alert. O neg stocks were above 4 days during the month, although they have again slipped below 4 days during the first half of September (and are close to 3 days at the time of writing).

- Pressure on O neg supply remains with the proportion of O neg issues at 13.2% in August (versus 12.7% in 2015/16).

- In w/c 12 September there was a sharp and inexplicable increase in O neg demand that has resulted is stocks falling close to 3 days, and in danger of falling below the alert level. This is being addressed through customer services who are working with hospitals to understand the trend and rationale for demand. It is anticipated that this is a short term fluctuation but it demonstrates the lack of resilience (in advance of the Winter months) when stocks remain below 4 days for the prolonged period that we have seen. Actions are underway to boost the stock position but the trend is unsustainable in the longer term. An increase in the number of active O neg donors is required and, to this end, a positive impact from the missing types campaign is anticipated. Differential pricing of O neg red cells is not proposed for 2017/18 but remains a potentially unavoidable option in future if present trends continue.

- Platelet demand has also started to fall in 2016/17 and issues in the year to date are now 0.6% lower than plan and 3.7% lower than the previous year. Forecast platelet demand for 2016/17 has been retained at 268k (versus 273k agreed with the NCG), with demand for 2017/18 continuing to be set at 256k. This adds further pressure to the income / contribution gap and our financial / pricing projections.

- The proportion of CD platelets was 61.1% in the month and in the year to date is 61.5% versus plan of 57% in 2016/17 (and 50% during 2017/18). Managing demand from hospitals is proving challenging with a number insisting on 100% CD platelets. There is a cost differential in providing CD platelets versus pooled platelets and our NCG proposals will include an intention to apply the higher cost for CD platelets within our price list.

- Platelet stocks in aggregate were above the alert level during August. Stock of Group A- platelet's, were above the 1 day alert level on all working days during the month, and into the early part of September.

- Demand for universal A neg platelets continues to increase whilst total platelet demand is falling. In response we are increasing the number of whole blood donors for pooling of platelets. This will further increase stock levels of A neg red cells and lead to higher wastage. This is reflected in expiries year to date which are at 1.6% (versus plan 0.3%) with A neg units accounting for 64% of the total. To address this we are also calling in those A neg platelet donors who may only provide single doses albeit this will reduce overall yield and increase unit costs. As with O neg red cells the trend is not sustainable in the long term and, although differential pricing of A neg platelets is not proposed for 2017/18 it remains an option for the future.

- The red cell loss rate was higher in August at 3.74% and higher than both plan (3.60%) and in the previous year (3.71%). Platelets issued / produced was also lower in August at 90.20% and worse than plan (91.36%) and also the previous year (90.88%). The level of platelet losses directly reflects the differential supply challenges described above and it will be difficult to maintain the year on year improvements that have been generated in the past.

- OTIF delivery performance (before substitutions) in August improved to 95.3% (versus plan of 96.5%), and in the year to date remains lower than plan at 95.3%**.** An OTIF task force has been established to analyse geographical and single issue fails (eg HEV units).

- The number of faints in the month was 181 versus target of 160 (reflecting the hotter weather patterns recently seen). The number of rebleeds was 26, better than target of 30.

- Donor satisfaction was lower this month, although remains ahead of plan at 74.3% (vs target of 72%) and in the year to date is 74.5%. Donor complaints, although slightly better this month, remain higher than plan (5.3k vs 4.9k) as does the year to date position (5.5k). Complaints tend to de driven by the reduction in the collection service, and the cancellation of sessions, as we respond to demand decline.

- Sickness absence in Blood Donation was marginally higher this month at 5.57%. Logistics improved to 6.01%.

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

Blood Supply – status of strategic projects per TPB reporting – is reported on the following page

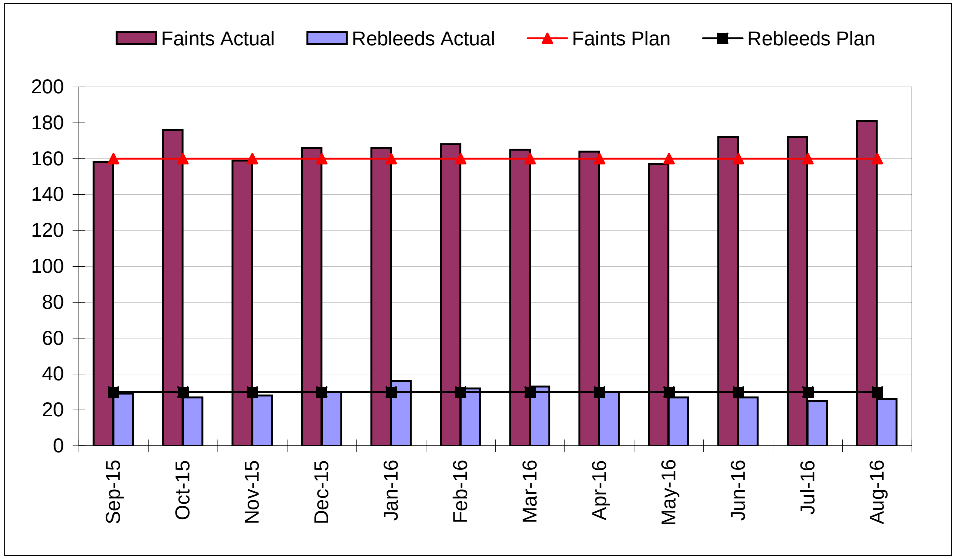
Blood Supply – Status of Strategic Projects per TPB reporting

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Planning and Control System	Delivery	G	G	1.0	0.9	0.1	Jul 15	Sep 16
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.3	3.3	0.4	Oct 17	Oct 17
Bacterial Screening Contract	Delivery	A	R	0.06	0.06	N/A	Nov16	Nov 16
Core Systems Modernisation	Define	R	A	9.8*	9.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Initiation	G	G	0.3	0.3	N/A	Aug 18	Aug 18
Hev & HTLV Testing	Delivery	G	G	0.09	0.09	0.5**	Apr 16	Dec 16
Leicester Donor Centre	Closed***		A	1.0	1.3	0.14	Mar 17	Aug 17
Session of the Future	Start-Up	G	G	0.2	0.2	1.5	May 19	May 19
Bradford Donor Centre	Initiation	G	G	0.1	0.1	0.1	May 17	Jun 17
HEV Procurement	Start-Up	G	G	0****	N/A	N/A	Jun 17	Jun 17
Platelet Supply Phase 2	Initiation	G	G	1.0*****	1.0	0.6	Dec 17	Jun 17

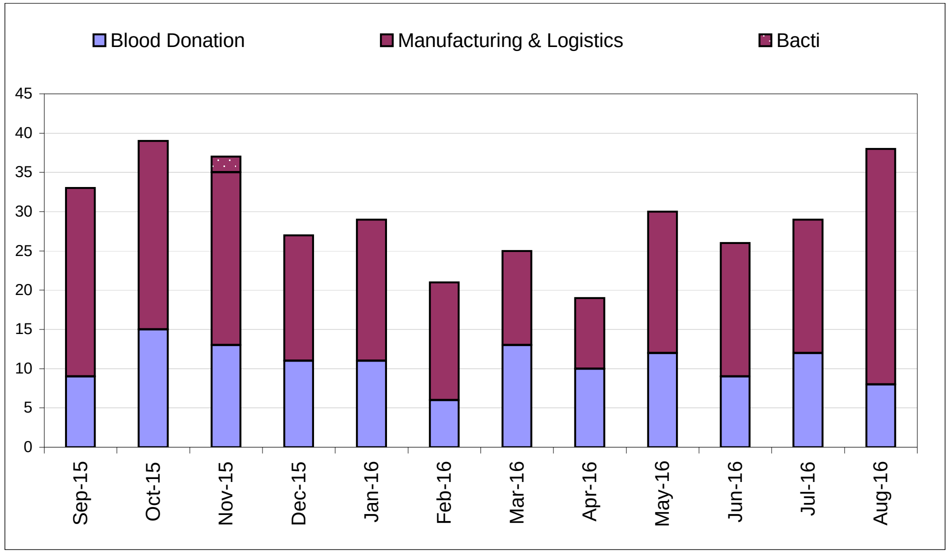
Note:
*This represents the 2015/2016 total budget approved: £2.2m for April to July 2016 and £7.6 August to March 2017.
**This is the HTLV Testing figure only.
*** Closed but reopened next month on submission of OBC.
****No project budget required - all resources allocated as BAU.
*****Approved at OBC.

Blood Components - Safety and Compliance

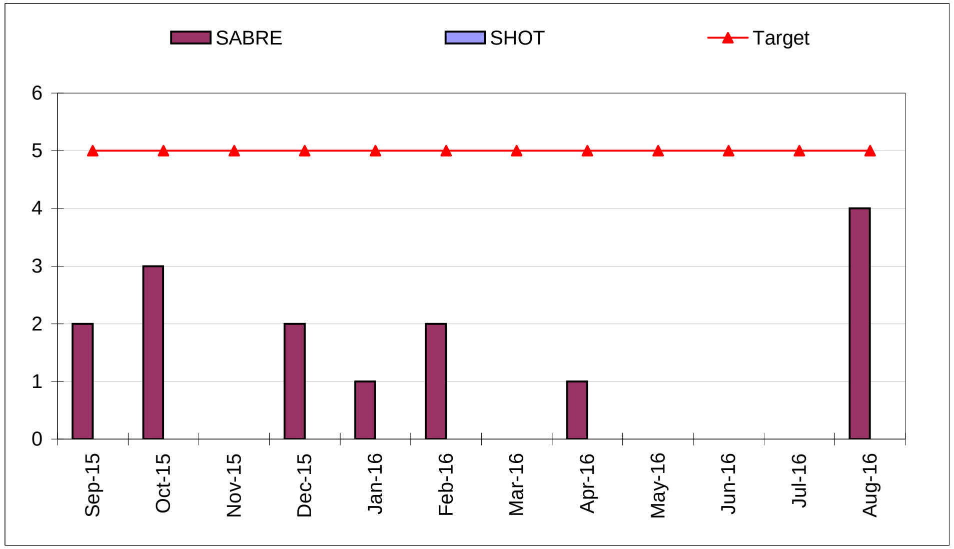
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QI's raised per month - Blood Supply Directorate

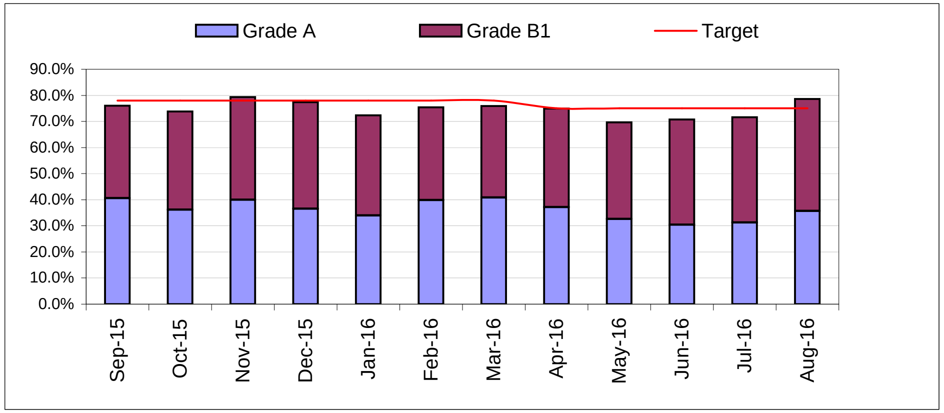


3. SABRE and SHOT Events Reported per Month

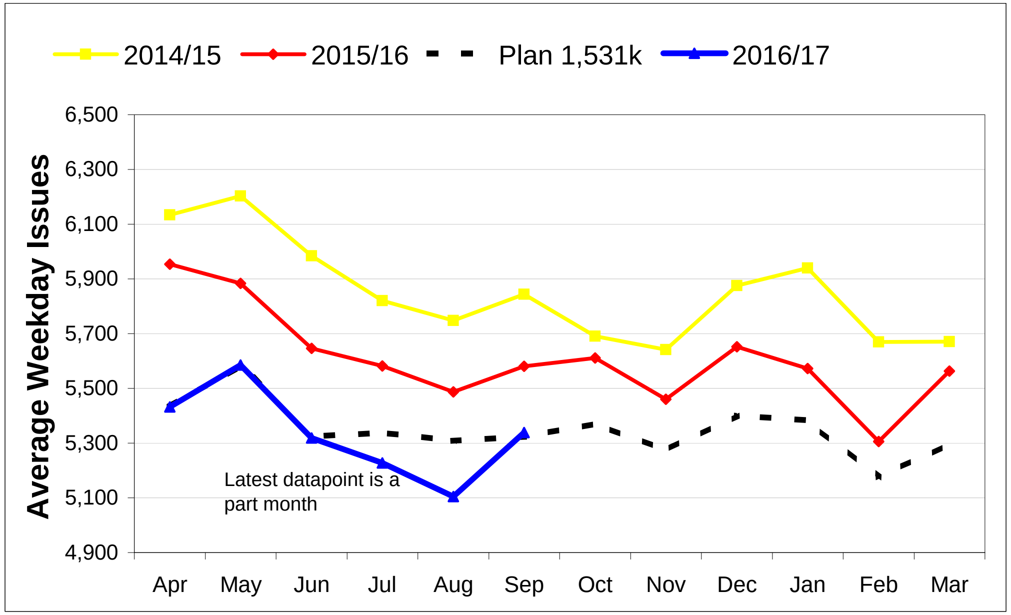


4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

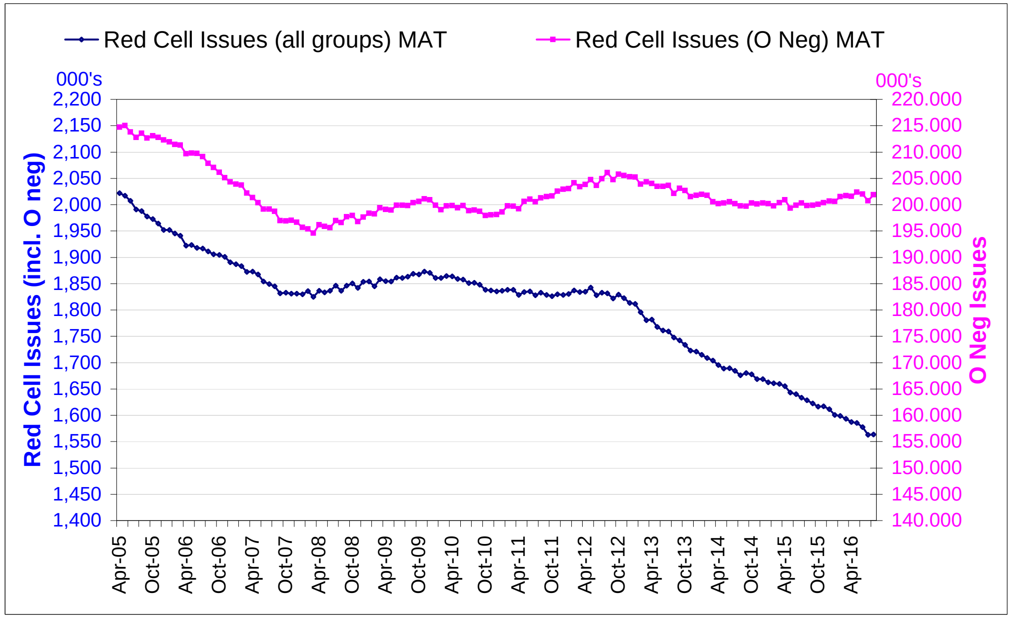
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	73.0%	A	-



5. Average Weekday Red Cell Issues By Month ->April 2014



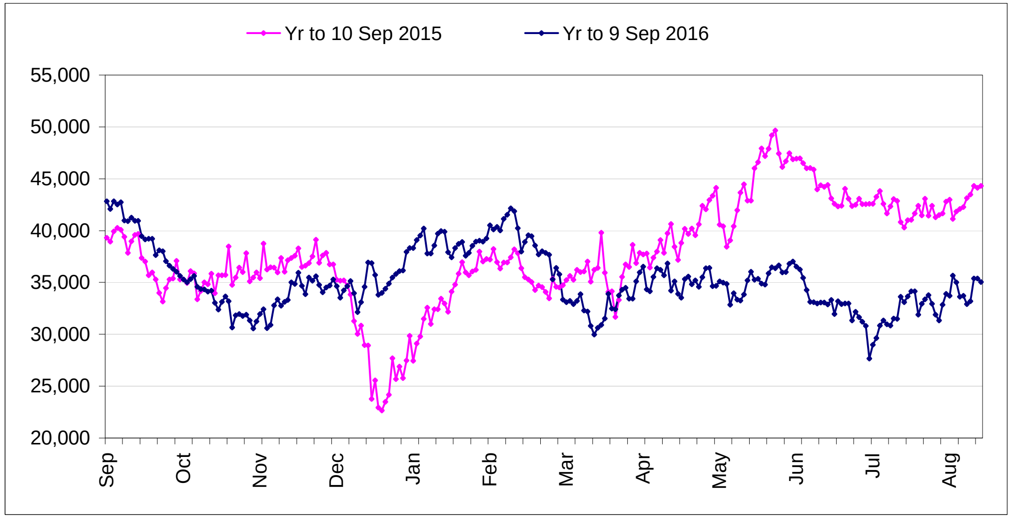
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

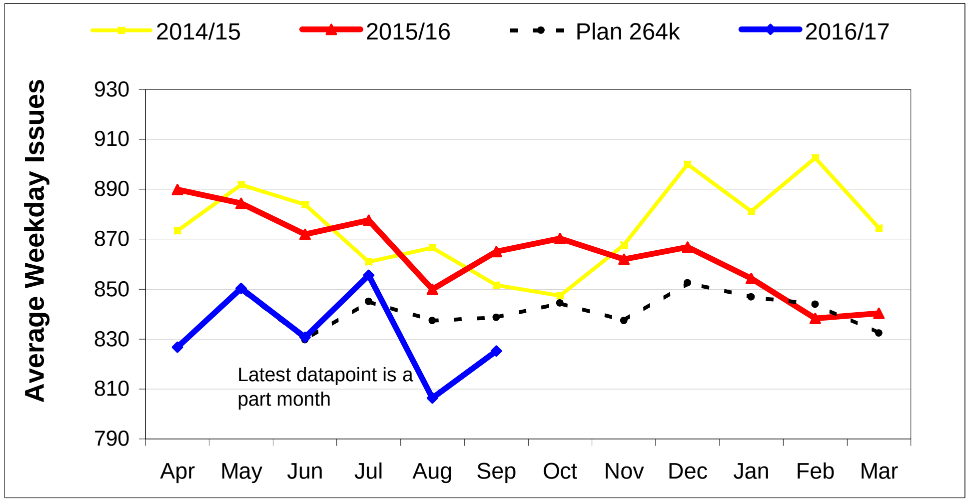
Blood Group	2016/17 - YTD August 2016	2015/16 - YTD August 2015	Change
A Neg	53,640	52,873	1.5%
A Pos	190,270	204,878	-7.1%
AB Neg	5,051	5,188	-2.6%
AB Pos	13,472	14,976	-10.0%
B Neg	15,959	16,318	-2.2%
B Pos	50,841	53,282	-4.6%
O Neg	84,080	83,853	0.3%
O Pos	228,217	240,339	-5.0%
Total	**641,530**	**671,707**	**-4.5%**

8. Red Cell - Blood Stocks (Units)

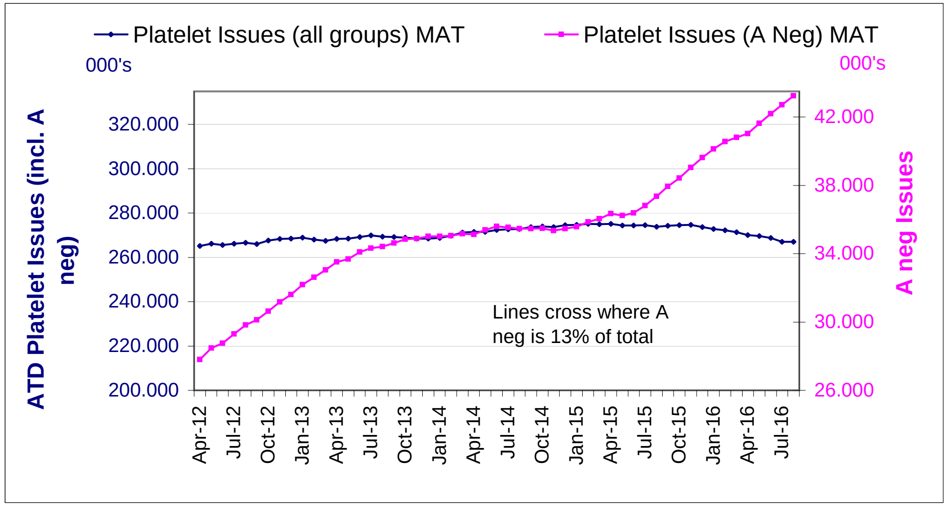


Blood Components - Platelet Demand

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



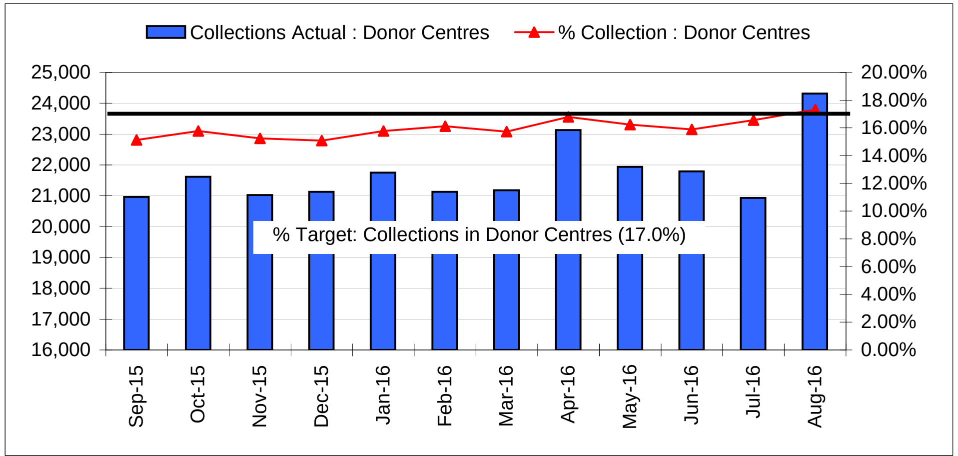
10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's



Blood Components - Blood Collection: Important targets

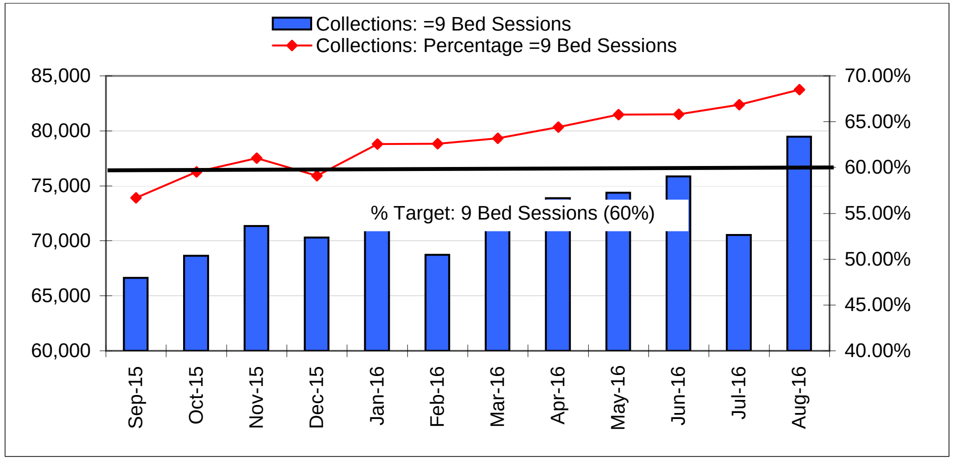
11. Collections in Donor Centres

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations in Donor Centres	17.0%	16.6%	16.6%	G	-



12. Collections from 9 Bed Sessions

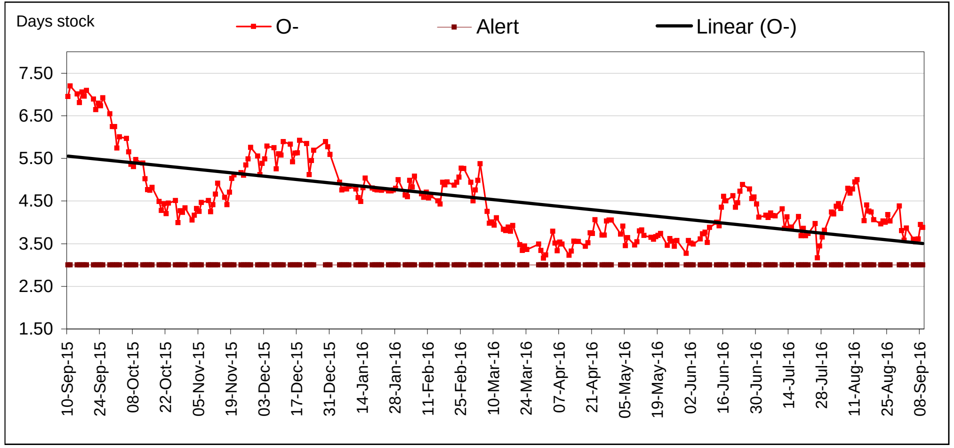
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations at =9 chair sessions	60.0%	60.0%	66.3%	G	-



Blood Components - Vulnerable Stocks

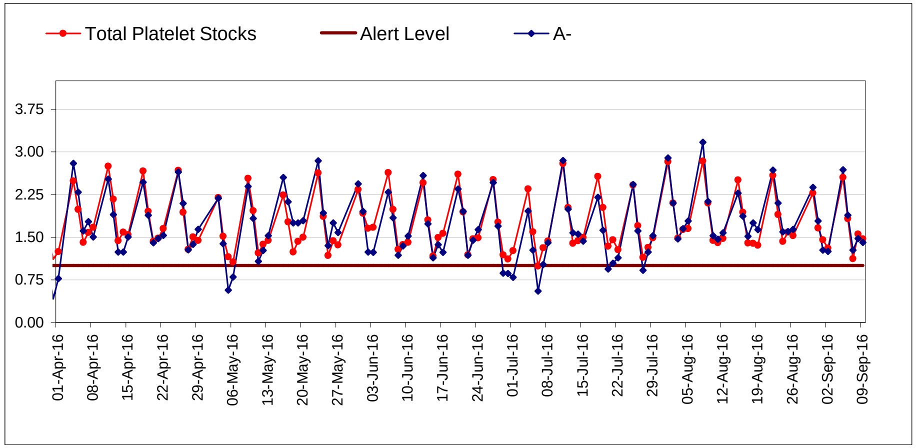
13. Red Cell - O neg : weekday stock levels

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where red cell stocks (for any blood group) are below the three day alert level for three or more consecutive days	0	0	0	G	-



14. Total Platelet / A neg stock levels

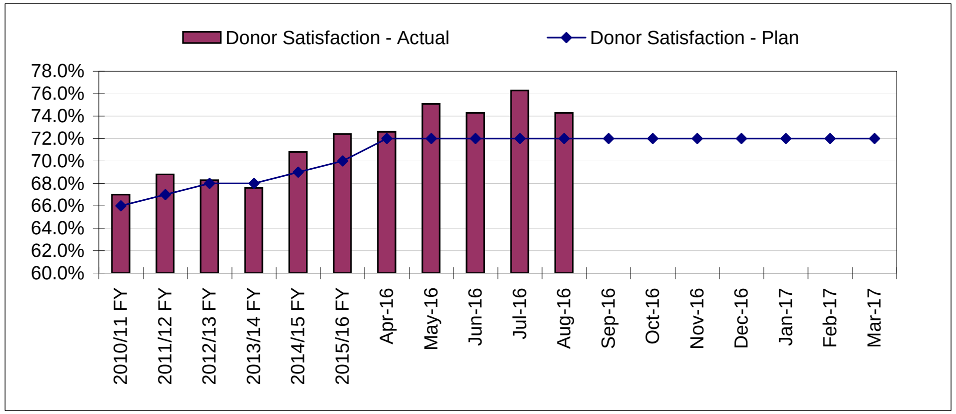
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	12	R	-



Blood Components - Blood Donor Base

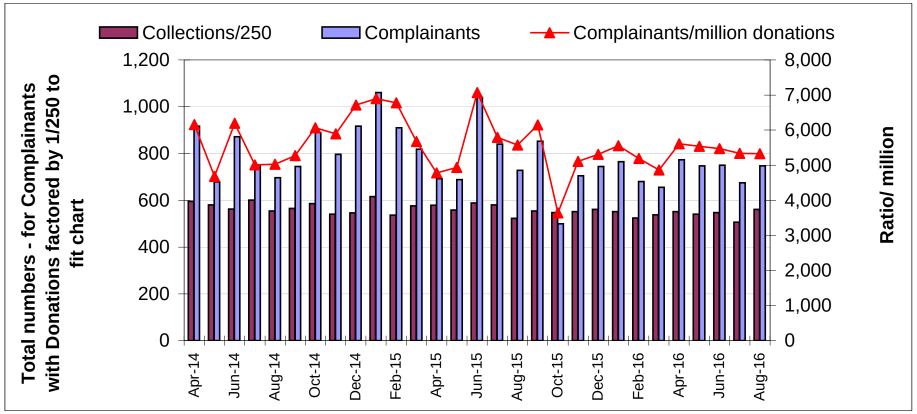
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	72.0%	72.0%	74.5%	G	-



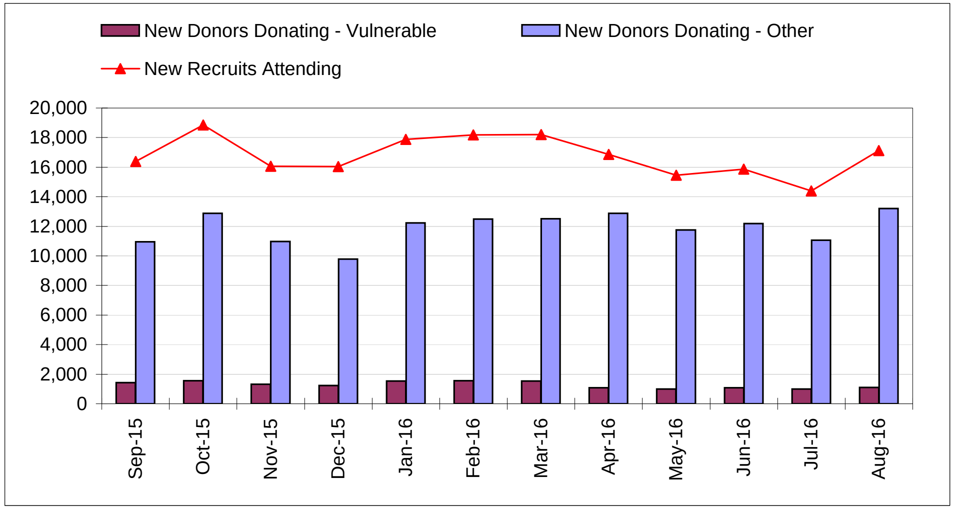
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	5,457	R	-

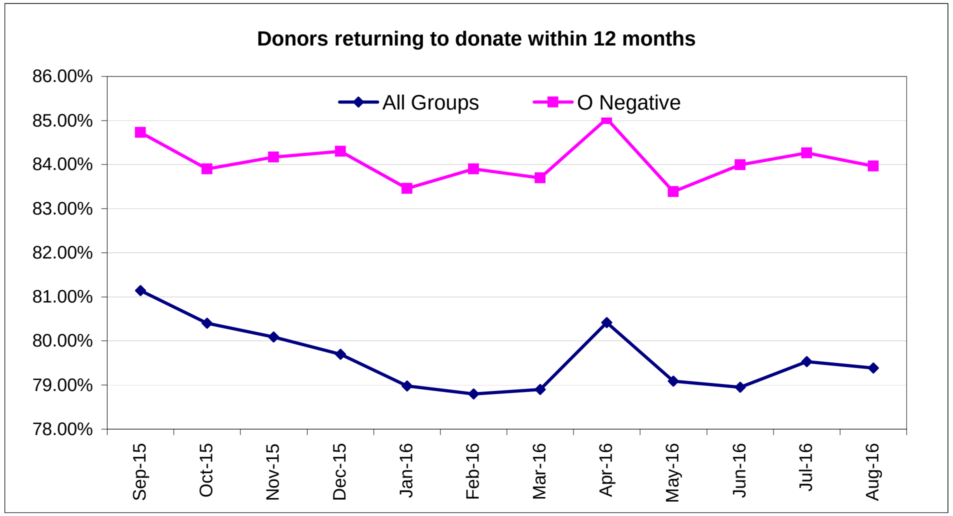


Blood Components - Donor Recruitment and Retention

17. Donor Recruitment (Whole Blood)

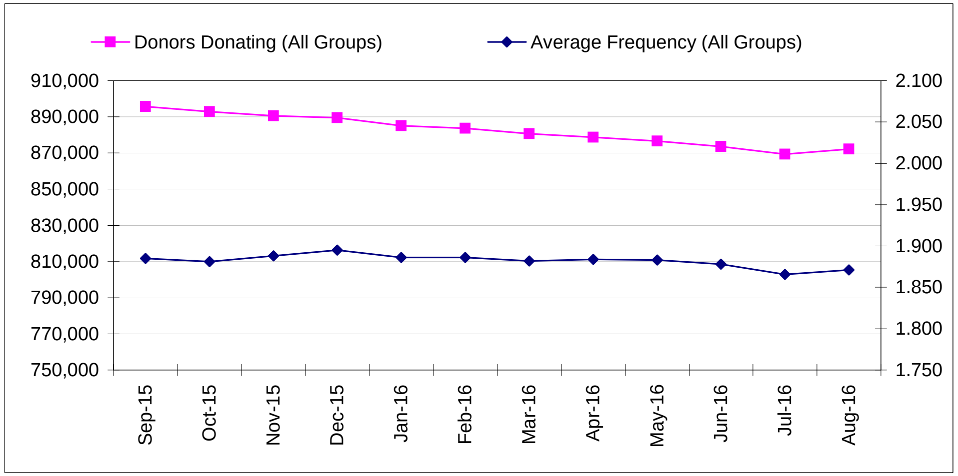


18. Donor Retention Rate (Whole Blood)



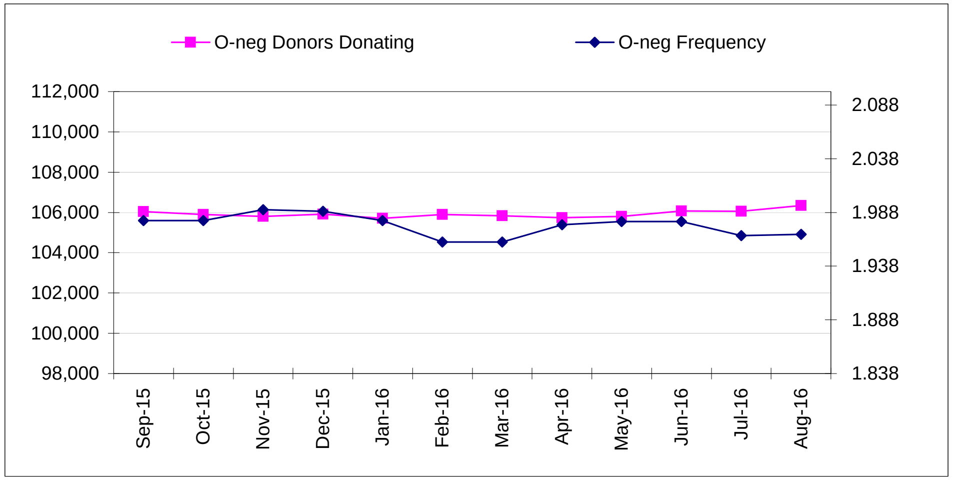
19.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	852,000	868,751	872,223	G	-
Frequency of donation (overall)	1.880	1.880	1.871	G	-



20. O Neg: Donorbase and Frequency of Donation

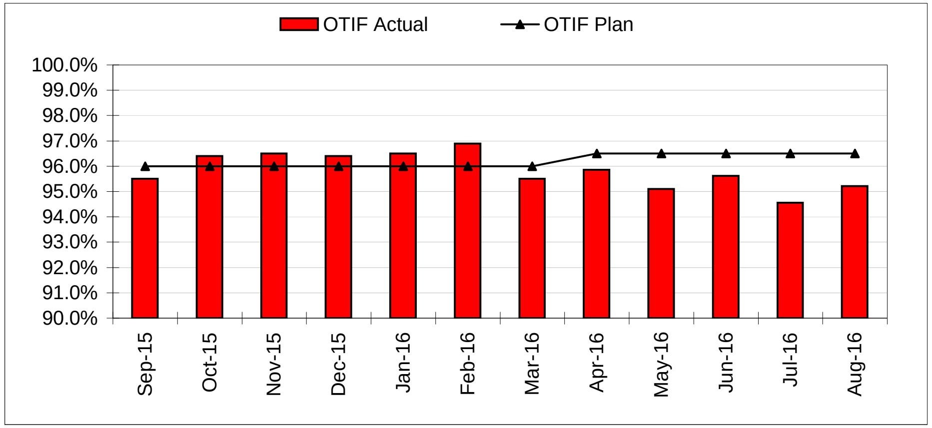
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	105,000	105,485	106,350	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.967	G	-



Blood Components - Customer Service

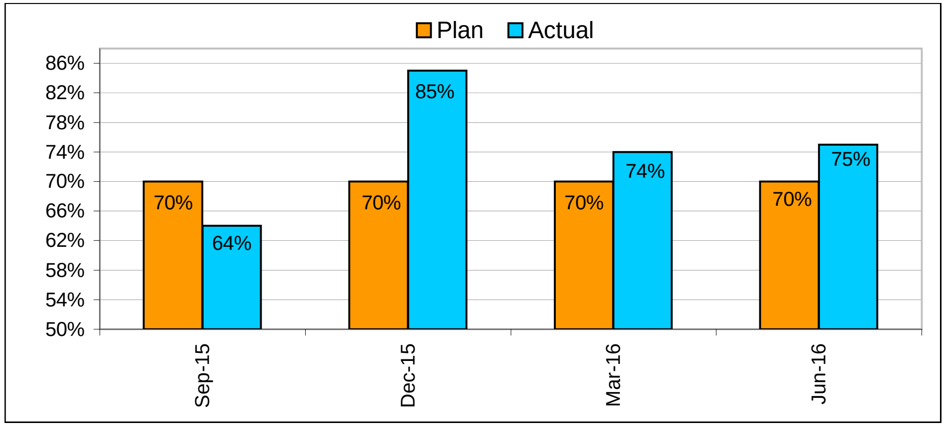
21. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	95.27%	A	-



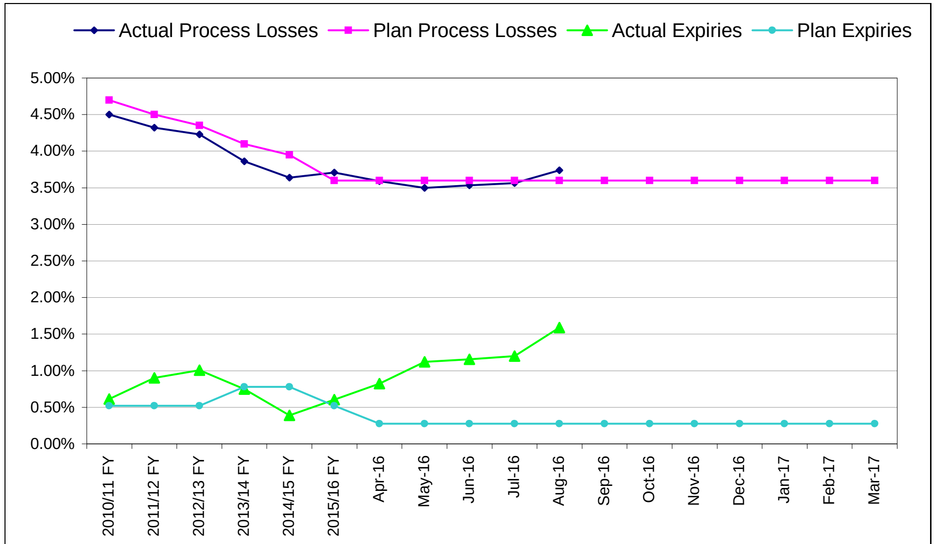
22. Hospital Satisfaction - next survey results due in September 2016

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

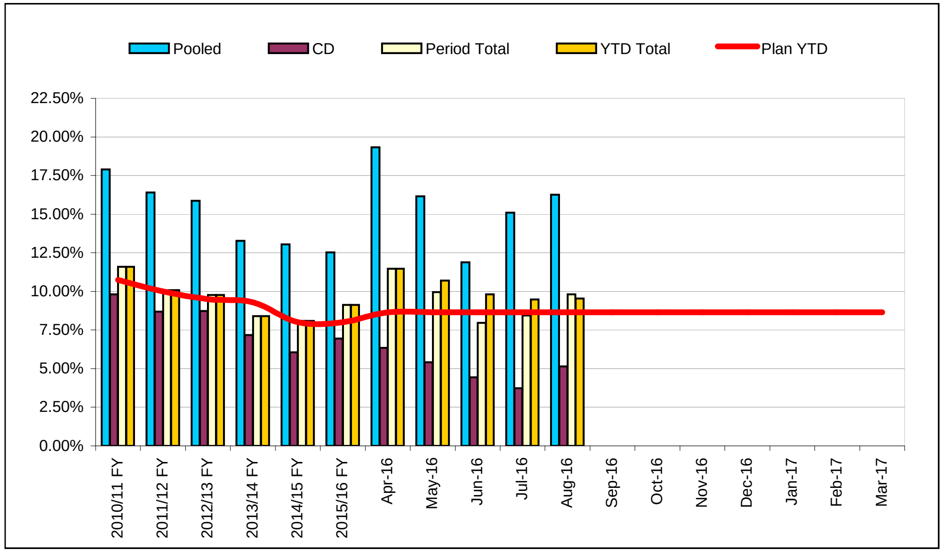


Blood Components - Wastage

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



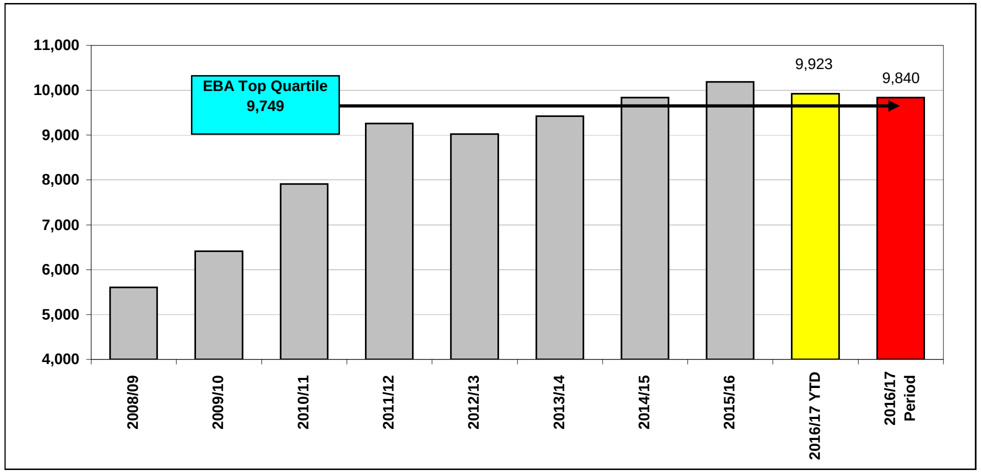
24. Percentage of Platelets Produced NOT Issued



Blood Components - Productivity

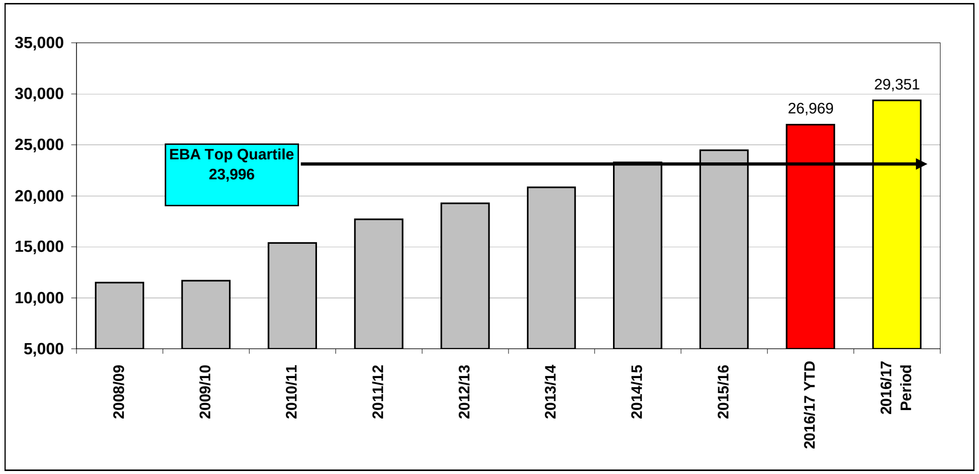
25. Processing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,175	10,080	9,923	A	-



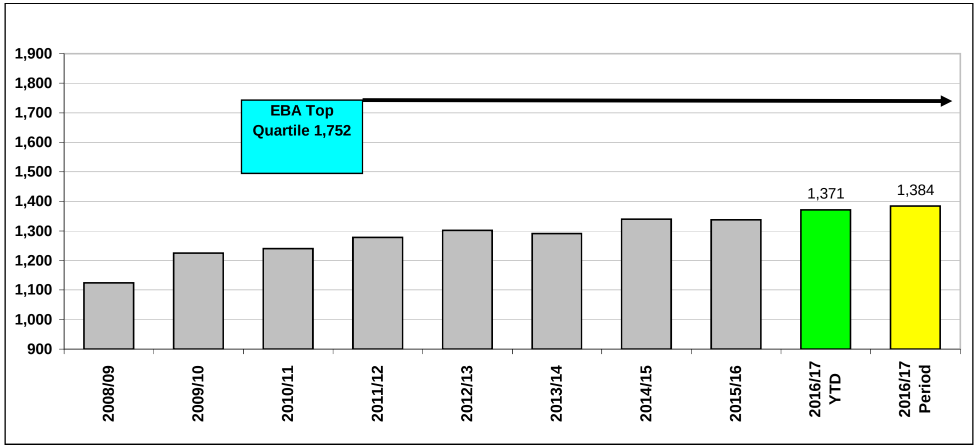
26. Testing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,100	28,664	26,969	R	-

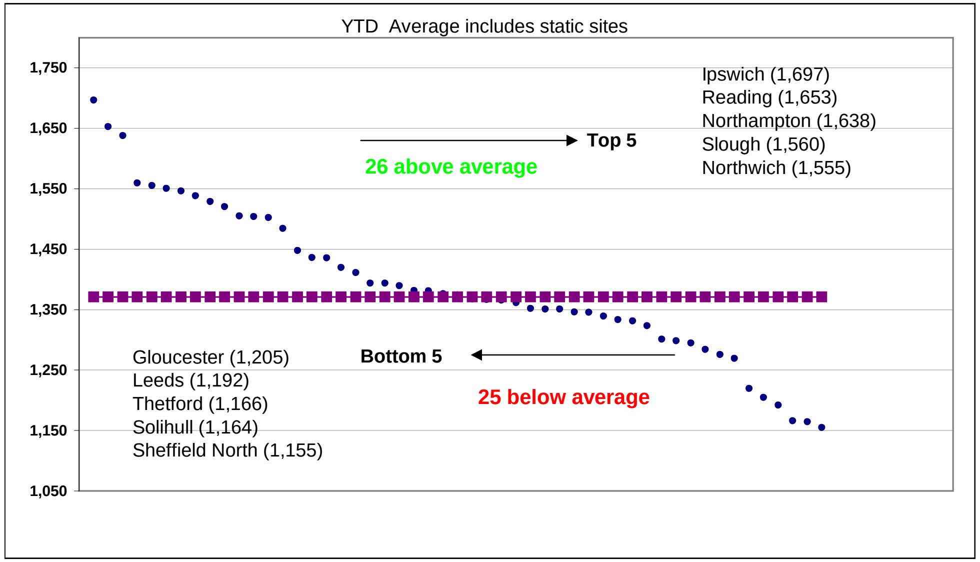


27. Blood Donation Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,395	1,367	1,371	G	-



28. Blood Donation Productivity - Distribution Mobile Teams



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	G	-	Ahead of plan year to date (£28.6m vs £28.0m).
		Number of Serious Incidents (SI's)	R	-	None reported this month and one in the year to date.
		Zero 'critical' regulatory non-compliances	G	-	None reported year to date.
		Number of 'major' regulatory non-compliances	R	-	None reported this month and one in the year to date.
	Tissue & Eye Services	Sales income achieved - £12.7m (chart 29)	A	-	Year to date worse than plan (£5.07m vs plan of £5.10m).
		Contribution to overheads – £0.7m	-	-	Better than plan in June (£0.14m vs £0.10m). Next report at September 2016
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	Better than plan at 83% in August 2015.
		98.0% of Product issued on time	G	-	Better than plan (99.6% vs 99.0%)
	H&I	Sales Income achieved - £13.8m (chart 30)	A	-	Lower than plan in the year to date (£5.5m vs £5.7m).
		Contribution to overheads - £1.9m	-		Below plan at £0.2m vs £0.3m in June. Next report at Sept 2016
		60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	73% in June 2016 Next survey September 2016.
		% of patients receiving A or B1 platelets	A	-	Below plan in July (73% vs 75%) - Chart 4 -
		Time to type DCD organ donors	R	-	Reporting monthly in arrears - at 70% vs target of 80%.
		Turnaround time vs SLA (chart 34)	A	-	Behind plan in July (95% vs 98%).
	RCI	£13.5m Sales income achieved (chart 30)	G	-	Ahead of plan in the year to date (£5.1m vs £4.9m)
		Contribution to overheads (£1.2m)	-	-	Better than plan in June at £0.27m (vs £0.24m) next report in September.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	RCI (cont.)	60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	68% in June 2016. Next survey September 2016
		Sample turnaround time vs SLA (chart 33)	G	-	Year to date lower than plan at 95.4% (vs plan of 95%)
	CMT	£10.6m sales income achieved (chart 31)	G	-	Better than plan in the year to date (£4.2m vs £4.1m).
		Contribution to overheads (£1.5m)	-	-	£0.3m vs plan of £0.2m in June. Next report in Sept 2016
	SCDT	£10.1m sales income achieved (chart 31)	G	-	Income above target in the year to date (£4.4m vs £4.0m)
		Contribution to overheads (£2.3m)	-	-	£0.3m vs plan of £0.5m in June. Next report in Sept 2016.
		% Confirmatory typing within 14 days	R	-	77% vs 85% in August and 78% vs 85% year to date.
		2,300 increase to Banked Cords TNC > 140	A	-	Behind plan year to date (939 vs 958)
		40% BAME Cord Blood units add to the bank	G	-	39% of total units banked (> 40).
		Issue 53 Cord Blood units	G	-	Better than plan with 29 units issued (vs 20).
		Adult Donor Provisions	R	-	Lower than plan in the year to date (87 vs 95).
		BAME donors <40 years old – 3k	G	-	Higher than plan year to date (1,483 vs 1,250)
		Donors recruited to fit panel – 7k	G	-	Better than plan year to date (5,616 vs 2,915)
	Therapeutic Apheresis Services	£6.52m sales income achieved (chart 32)	G	-	Better than plan year to date (£2.9m vs £2.7m)
		Contribution to overheads (£1.22m)	-		£01.m higher than plan in June. Next report in Sept 2016.
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	Equal with target in 2015/16 at 62%.
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2015 at 99% vs 95%

- In the year to date, DTS income is better than plan by £0.6m, driven by TAS, SCDT and RCI and is resulting in a favourable I&E contribution to plan of £0.4m.

- Sickness absence continues to be low within DTS at 2.50% (vs 4% target).

DTS Income by SBU – YTD August 2016	2016/17 Budget	2016/17 Income	2016/17 Variance	2015/16 Actual	Growth
Tissue & Eye Services	5.1	5.1	0.0	4.8	6%
TAS	2.7	2.9	0.2	2.5	18%
H&I	5.7	5.5	-0.2	5.4	1%
RCI	5.6	5.7	0.2	5.5	5%
IBGRL & DD	0.3	0.3	-	0.3	-5%
CMT	4.1	4.2	0.1	3.9	7%
SCDT	4.0	4.4	0.4	3.7	18%
NCI / Other	0.6	0.6	-	0.7	-13%
Total (£m's)	**28.0**	**28.6**	**0.6**	**26.7**	**7%**

- **Tissue and Eye Services –** planned income growth in 2016/17 remains largely dependant on the acquisition of the Bristol and Manchester eye banks last year. Income in August was again slightly behind plan this month, with the year to date position now also marginally worse than plan, although 6.4% higher than the corresponding period last year. Sales of skin, pre-cut corneas, sclera, tendons and meniscus have continued to perform well this well, although there continues to be pressure on a number of service lines eg Corneas, DBM and ASE / AlloSE. The stock of corneas was lower at month end (254 units) which was sufficient to meet seasonally lower orders, but is lower than the planned operating range of between 300-350.

- **RCI** income was ahead of plan in August and in the year to date is £0.2m ahead of plan and 4.7% higher vs last year. Antenatal referrals, higher income from the MoD and improved red cell reference activity are the drivers for the year to date position with all other income streams remain close to plan.

- **IBGRL** currently undertakes c5k fetal RHD screening tests per annum (whereby cell free fetal DNA in maternal plasma is used to determine fetal RhD status so that RhD negative pregnant women can avoid receiving antenatal anti-D if they are carrying a RhD negative baby). The current process has a significant manual transcription element and would be a barrier to ramping up activity in response to NICE guidance, which is expected to recommend this as a cost effective test for the NHS. NHSBT is currently investigating solutions to overcome this and safely manage the expansion of the fetal RHD screening programme.

- **H&I** income is £0.2m lower than plan in the year to date and remains 1% behind 2015/16 driven by continuing lower activity for both stem cell related and solid organ investigations. Turnaround times continue to run behind plan and were at 95% in August (vs 98% target). The provision of A and B1 matched platelets (a key safety target set by the platelets target) improved in the month to 79% and better than plan (75%), albeit behind plan at 73% year to date.

- The overall outturn for **Diagnostics** continues to be an adverse contribution of £0.2m to plan as a result of the lower H&I income.

- **Stem Cell Donation & Transplantation** income is £0.4m ahead of plan and 18% higher than last year in the year to date. This is driven by higher demand for cord blood with 29 unit issued (45% higher than plan) although the plan for this year of 53 issues is a reduction on last year. The number of BBMR provisions reversed the trend of recent months and was better than plan (23 vs 19), although in the year to date activity remains behind plan (87 vs 95). Within this international provisions continue to be lower than plan (36 vs 45). The outturn for the year to date is broadly at breakeven, albeit that BBMR is reporting a £0.2m contribution shortfall versus budget, offset by a corresponding improvement within Cord Blood.

Cord blood collections were worse than target this month (175 vs 192) and in the year to date remain 1.9% below target (939 vs 958) and so far unable to make up for last years shortfall of 350 (over and above this years target of 2,300). There is a WiP of 1,907 units in the Cord Blood bank, which includes 1,047 units in quarantine pending medical review / discard, this leaves a net 860 units which have been identified as being of clinical grade (A,B,C) and are currently in the processing pipeline, through to the searchable bank . The proportion of units banked from BAME communities was at 39% in July (vs 40% target). World Marrow Donor Day was September 17 and NHSBT marked the day by announcing the 30th anniversary of the British Bone Marrow Registry and the 20th for the NHS Cord Blood Bank.

- **Cellular and Molecular Therapies** - income in year to date August was £0.1m lower than target although 7% higher than plan. The shortfall is driven by both lower service and CBC income although contracts are in place that should see the CBC position improve. Overall there is a small favourable contribution to plan of £0.1m in the year to date.

- **Therapeutic Apheresis Services** income in August year to date is £0.1m higher than plan and 18% higher than last year. Higher demand for Plasma Exchange (+19%) and Photopheresis (+5%) is driving the overall position, with most of the other areas being close to plan. Progress at the new units continues to go well with the new unit in London (GOSH) completing 42 procedures against a target of 14 in August and 9 Red Cell Exchange procedures completed at City Hospital, Birmingham. Overall TAS is reporting a favourable contribution of £0.2m versus plan in the year to date.

- There was a combined MHRA (BSQR, Specials & IMP) and HTA (TQSR) inspection at the Liverpool site (22nd-26th August). No critical / major non-compliances were reported.

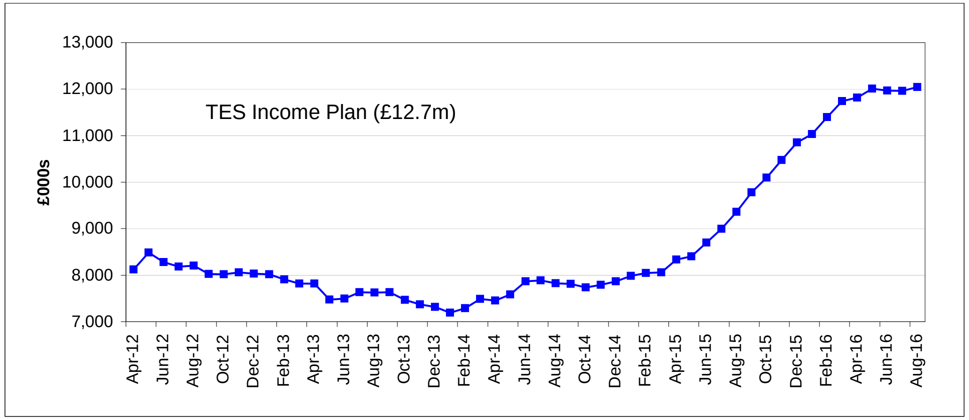
DTS – Status of Strategic Projects per TPB reporting

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Eye Banking	Delivery	G	G	1.0	1.0	N/A	Sep 16	Oct 16
Stock Management Rollout	Delivery	R	R	0.3	0.3	N/A	May 16	Feb 17

Diagnostic and Therapeutic Services - Income

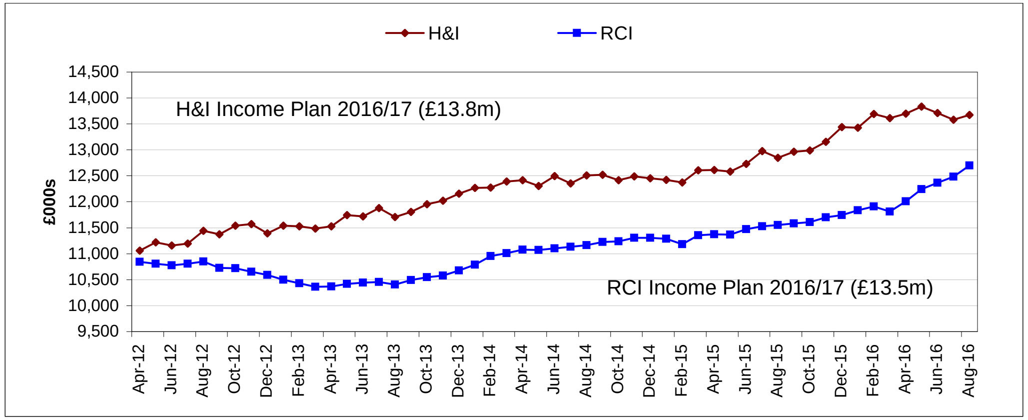
29. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	12.715	5.107	5.070	A	Worse



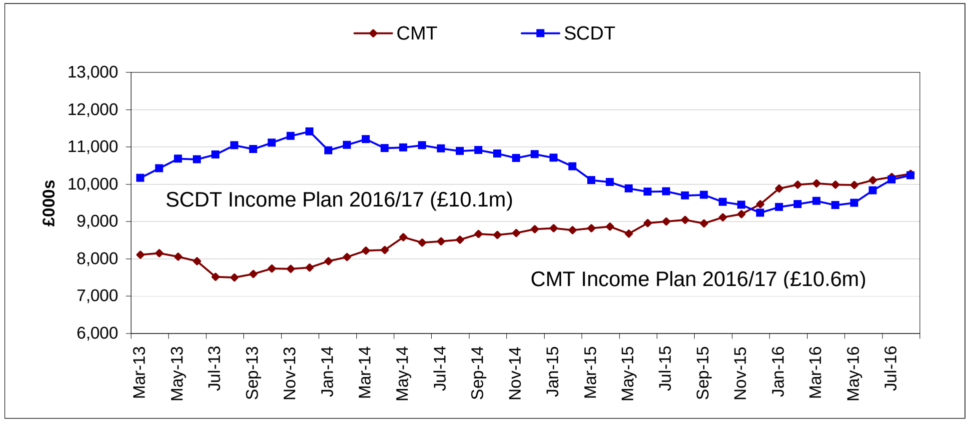
30. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	13.500	5.550	5.726	G	-
Income (£m's) - H&I	13.800	5.701	5.484	A	-



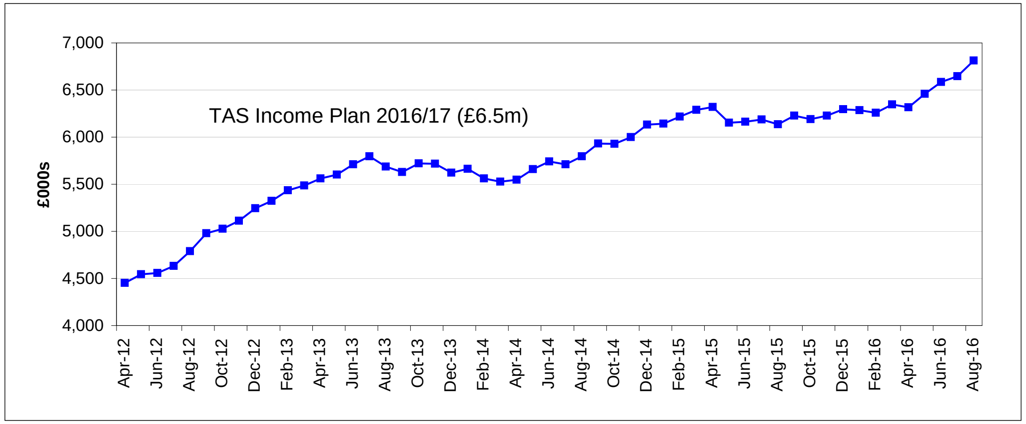
31. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	10.600	4.101	4.159	G	-
Income (£m's) - SCDT	10.100	4.042	4.418	G	-



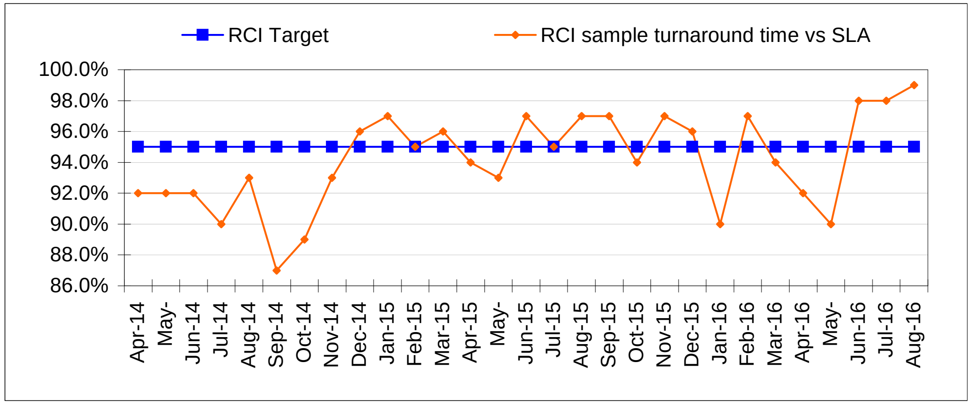
32. Therapeutic Apheresis Services (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	6.520	2.689	2.926	G	-



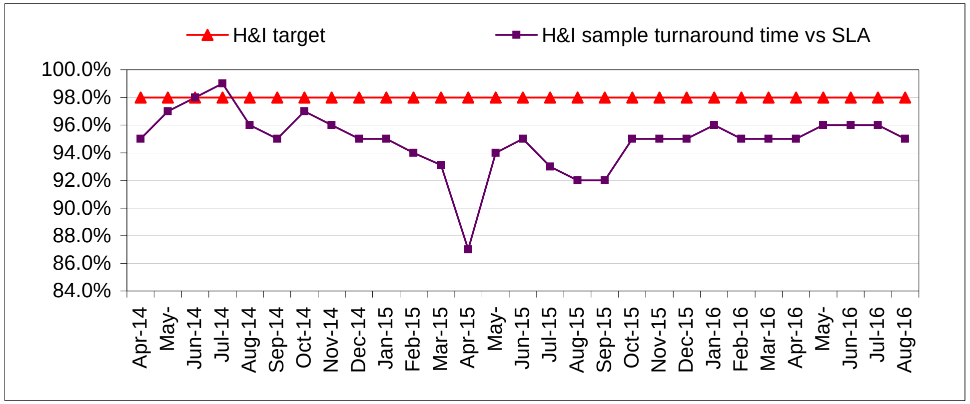
33. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	95.4%	G	-



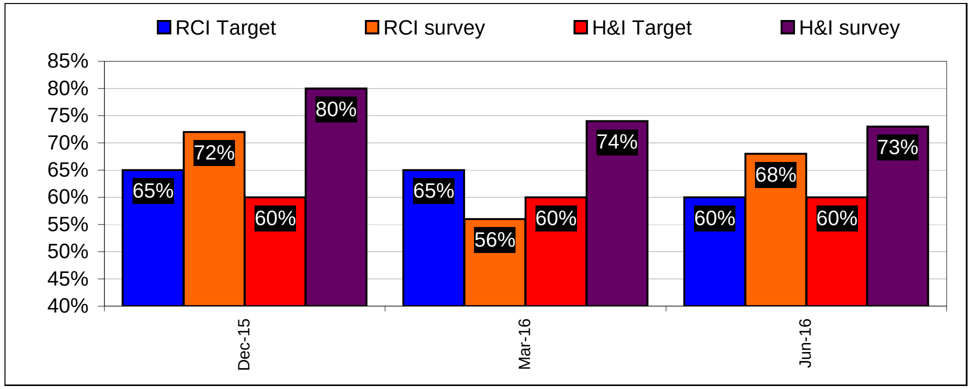
34. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	98.0%	98.0%	95.0%	A	-

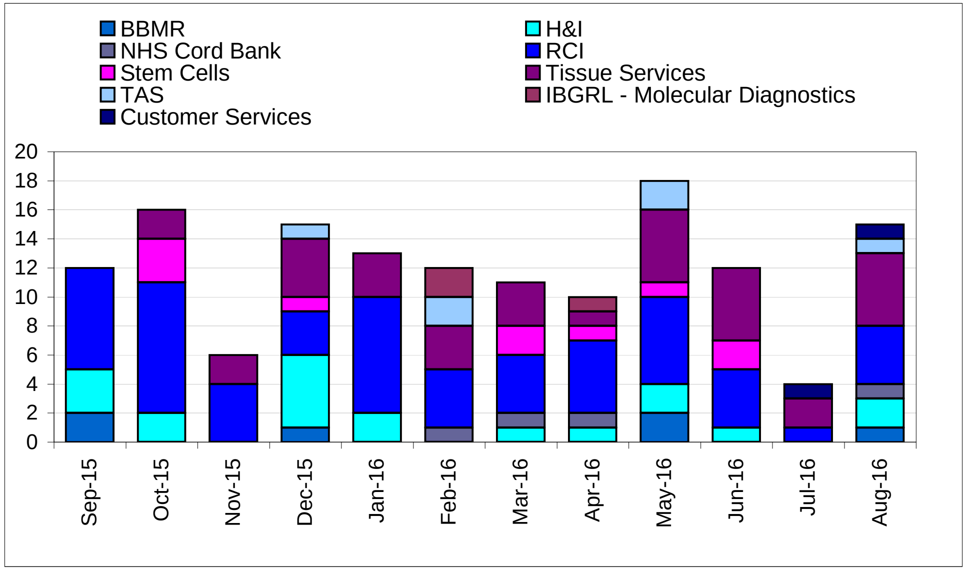


35. Hospital Satisfaction - next survey results due in June 2016

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI	60.0%	NM	NM	NM	-
Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI	60.0%	NM	NM	NM	-

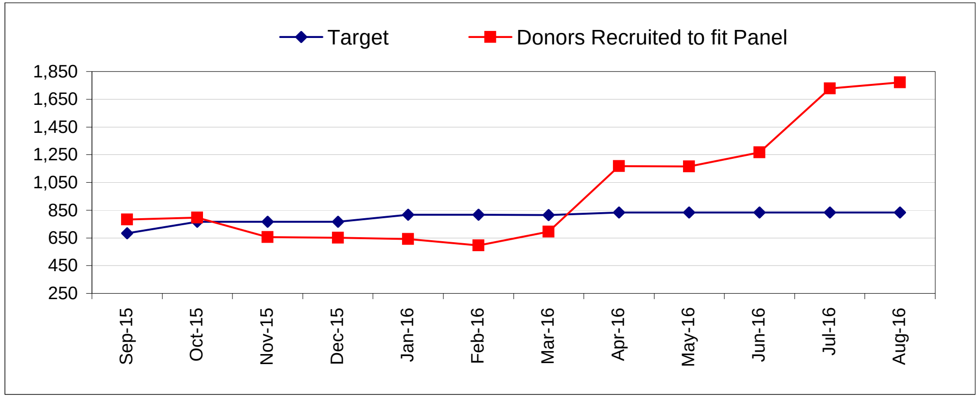


36. Major QI's raised per month - DTS



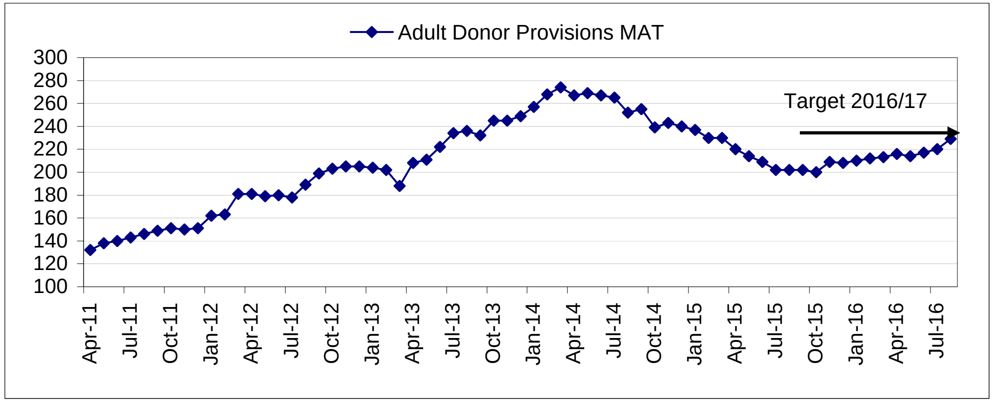
37. Donors recruited to fit panel

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Donors recruited to fit panel (Caucasian males <30y old) and BAME donors <40 years old	10,000	4,165	7,099	G	-



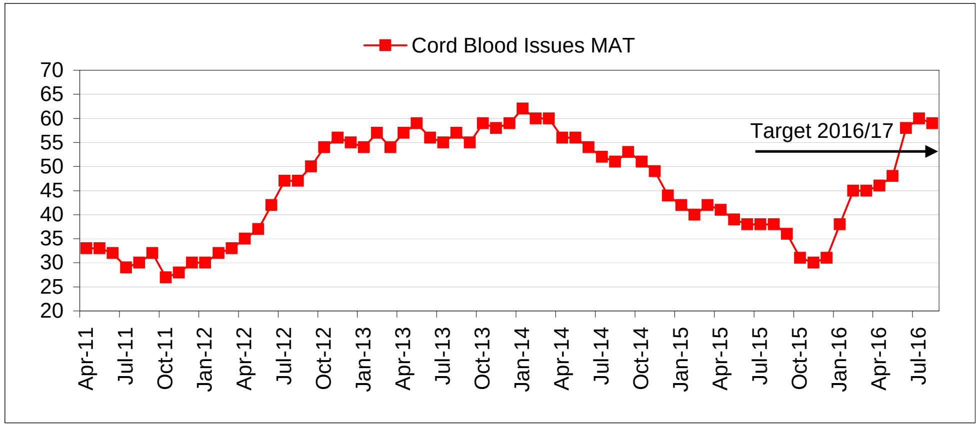
38. Adult donor provisions - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions	234	95	87	R	-



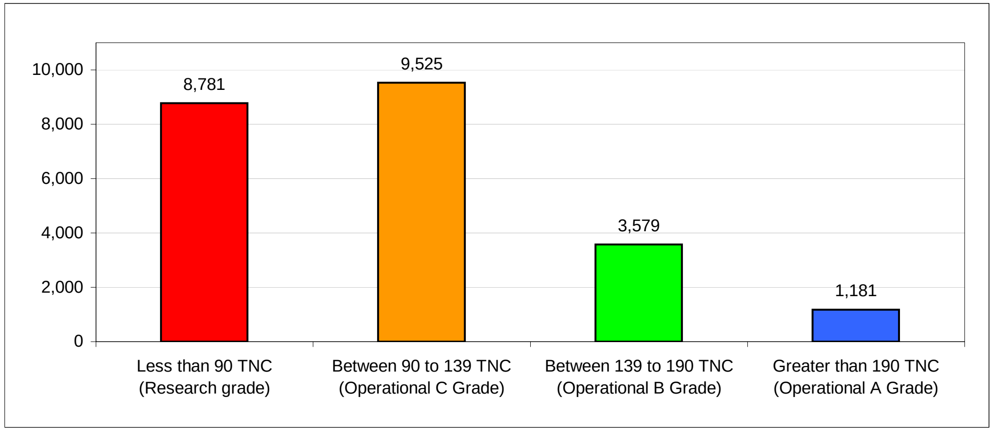
39. Issue of cord blood units - MAT

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued	53	20	29	G	-



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

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Banked Donations TNC > 140	2,300	958	939	A	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	**TOT 2020** **Key Outcome Measures**	Increase % Consent/Authorisation rate (Overall)	R	-	Year to date at 62.2% (vs plan of 70%) - chart 53.
		Increase % Consent/Authorisation rate (Overall) – DBD	A		Year to date at 67.3% (vs plan of 72%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R		58.4% in the year to date (vs plan of 68%)
		Deceased donors - 2016/17 target – 1,440	A	-	Deceased donors year to date 552 (vs 600) - chart 41
		Deceased Organ Donors per million population – 22 per/m (reported quarterly).	-	-	June at 21.3m vs 21m planned. Next return Sept 2016
		Number of Living donors 2016/17 (1,260) – reported one month in arrears (chart 52).	R	-	Year to date at 352 (vs plan of 420) - chart 44.
		Living Donors per million population – 19.0 per/m (reported quarterly – one month in arrears)	-		June at 16.6m vs 17.5m planned. Next return Sept 2016 (NB reported one month in arrears)
		OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17.	-	-	Reporting will re-commence once all of the data feeds are re-installed and backlog uploaded.
		Organ Transplants – Deceased (3,900)	R	Worse	1,462 transplants year to date (vs plan of 1,625) - chart 42.
		Deceased Organ Transplants per million population – 60 per/m (reported quarterly)	-	-	June at 55.2m vs 57.0m planned. Next return Sept 2016.
		NHSBT Cost per Transplant (chart 43). - £17.9k	A	-	August at £18.99k (vs £17.9k).

Commentary - ODT

- There were 105 deceased donors in August, 15 below target. In the year to date deceased donors are now 48 (8%) below target.

- Although year to date there were 19 more deceased donors than the same period last year (552 vs 533), if current activity levels continue, the impact of demanding comparatives from October onwards (eg 143 deceased donors were reported in October 2015) would mean that the MAT for deceased donation would fall below the level of 2015/16.

- The overall consent rate in August was 61% (vs plan if 70%) and in the year to date remains behind plan at 62.2%. The DBD consent rate in August was lower at 65% and in the year to date is at 67.3%. The DCD consent rate was also lower in August at 57.5% and is lower than plan in the year to date (58.4% vs 68%).

- The consent rate for BAME families improved to 42.9%, the highest reported in 2016/17. However, the year to date of 34.1% continues to be significantly below plan (50%) and only marginally higher than the outturn for 2015/16 (33.8%).

- There were 289 transplants this month, 36 behind the monthly target of 325. In the year to date transplants are 163 (10%) lower than plan (1,462 vs 1,625).

- During July there were 92 living donors, the highest month so far in 2016/17, but still 13 short of the monthly target. Year to date, there have been 352 living donors, 68 (16%) below target.

- There were only four ODR overrides in August, which is a major improvement on the average of 9 that we have seen in 2015/16 and early 2016/17. The four ODR overrides equate to a consent rate of 93% for patients on the ODR, which is the highest this year. Of the 40 ODR overrides in the year to date, 14 were DBD and 26 were DCD (35:65). When a patient is known to be on the ODR, and a SNOD is involved in the formal approach to the family, 92% of families said yes year to date, compared with 64% when a SNOD is not involved in the formal approach.

- The transfer of backlog registrations from DVLA is now complete. Once loaded and validated during September, ODR registration performance reporting is expected to recommence.

- Absence has increased this month to 3.1% in August. Overall five ODSTs have absence over target (North West, South West, South Wales, Midlands and Northern Ireland); due to both long and short term absence.

- Turnover has decreased this month to 14.7% (from 16.1% in July). Actions agreed in the Workforce Stabilisation plan are being rolled out and exit interviews continue to be offered to SNOD leavers.

- The launch of Organ Donation Week commenced on the 5th September, accompanied by the publication of the Organ donation and Transplantation Activity Report, which highlights that there were more organ transplants across UK than ever before in 2015/16.

ODT – Status of Strategic Projects per TPB reporting

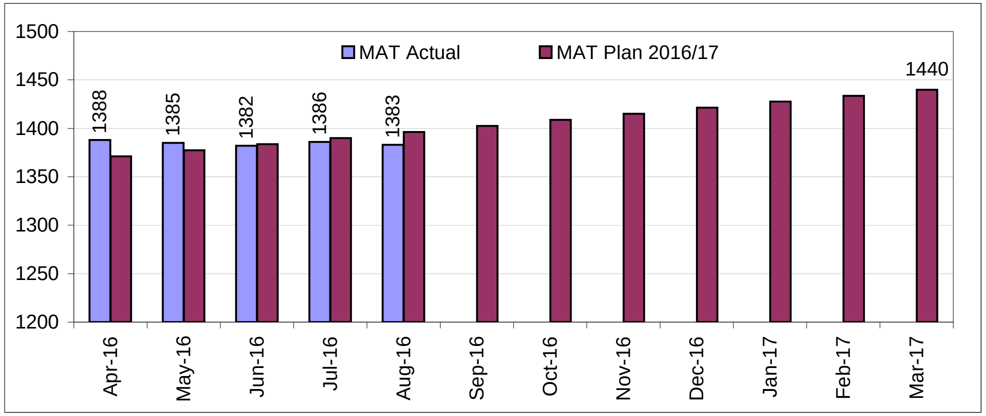
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Bristol Consolidation	Initiation	A	G	0.9	1.2	0.4	Oct 17	Oct 17
ODT Hub	Define	A	A	4.1 (2.6*)	4.1 (2.5*)	N/A	Dec 19	Dec 19

Note:

TPB supported the request to combine the Stoke Gifford Service and Infrastructure Alignment Project into Desktop Modernisation and Infrastructure Hosting Phase 2.
* Costs are also noted for ODT Hub Year against figures quoted in the Year 2 business case.

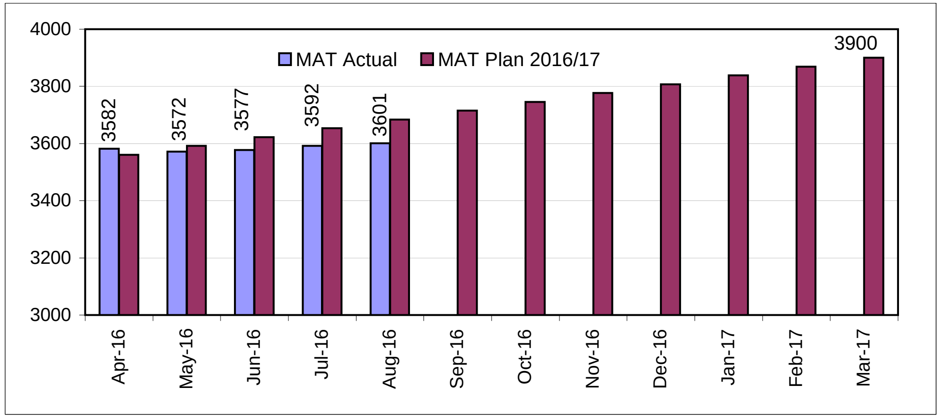
41. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1440	600	552	A	-



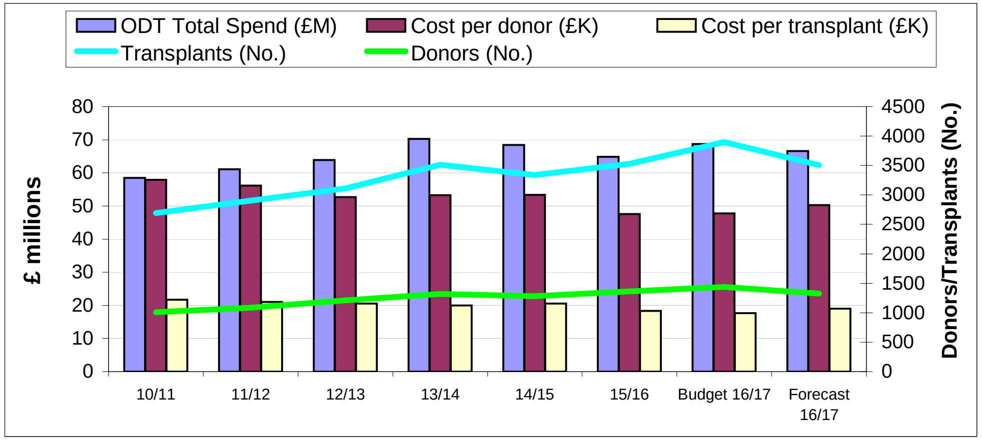
42. MAT number of Deceased Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	3900	1625	1462	R	Worse



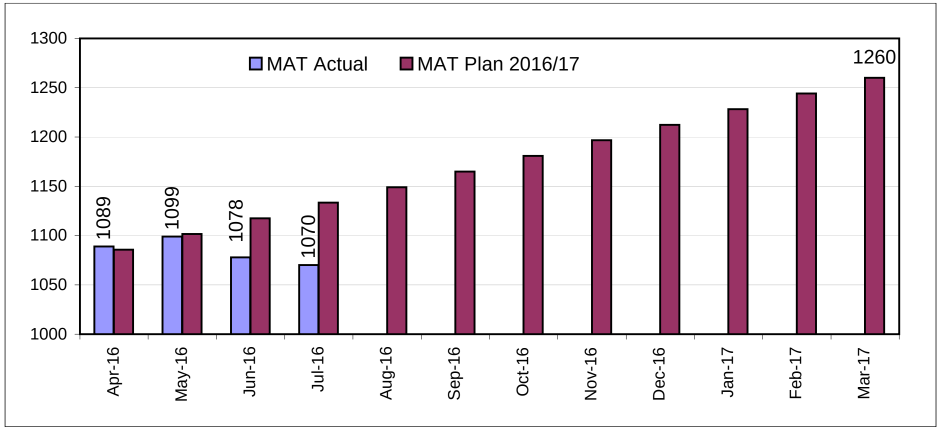
43. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	17.9	17.9	18.9	A	-

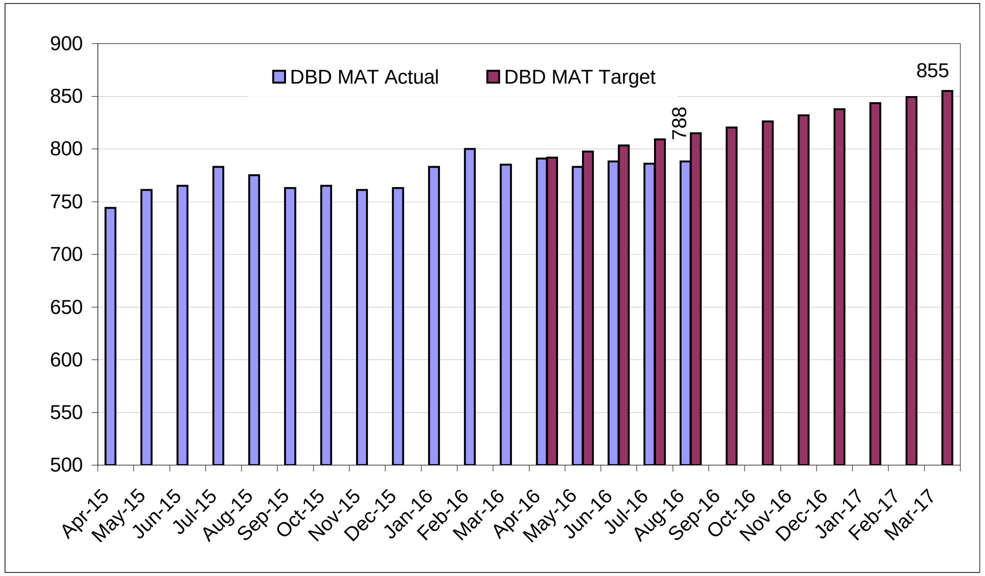


44. MAT number of Live Organ Donors (reported one month in arrears)

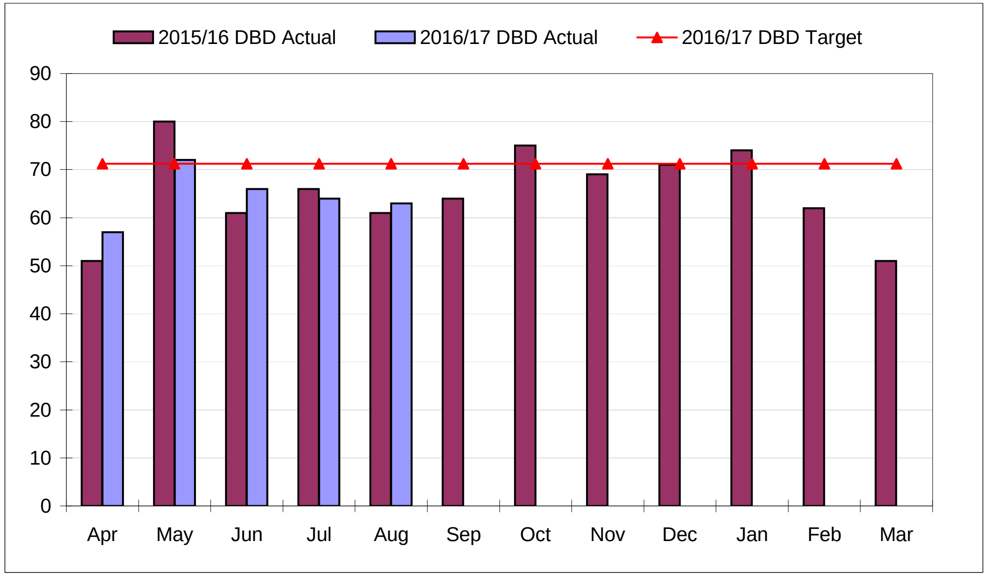
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1260	420	352	R	-



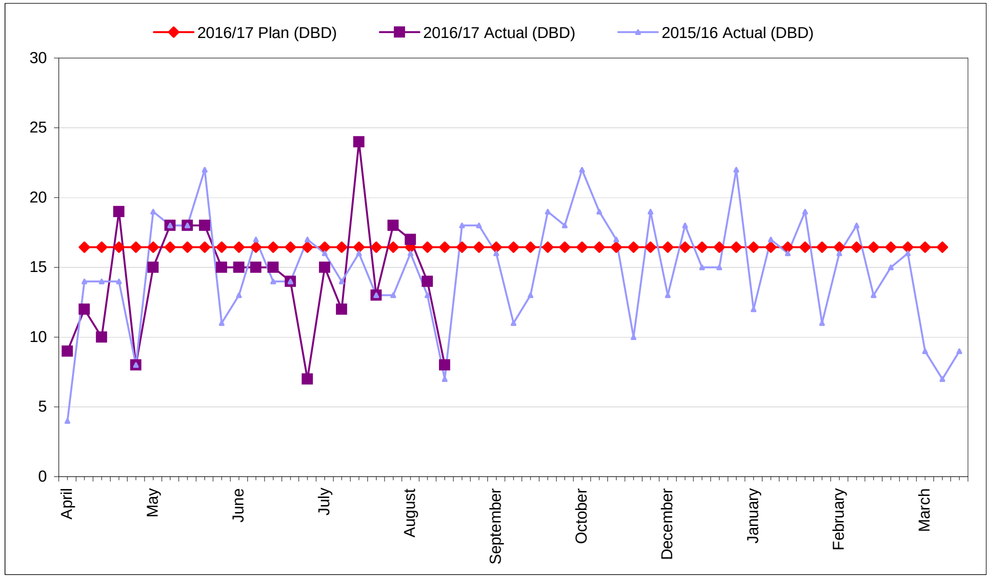
45. MAT number of Deceased Organ Donors (DBD)



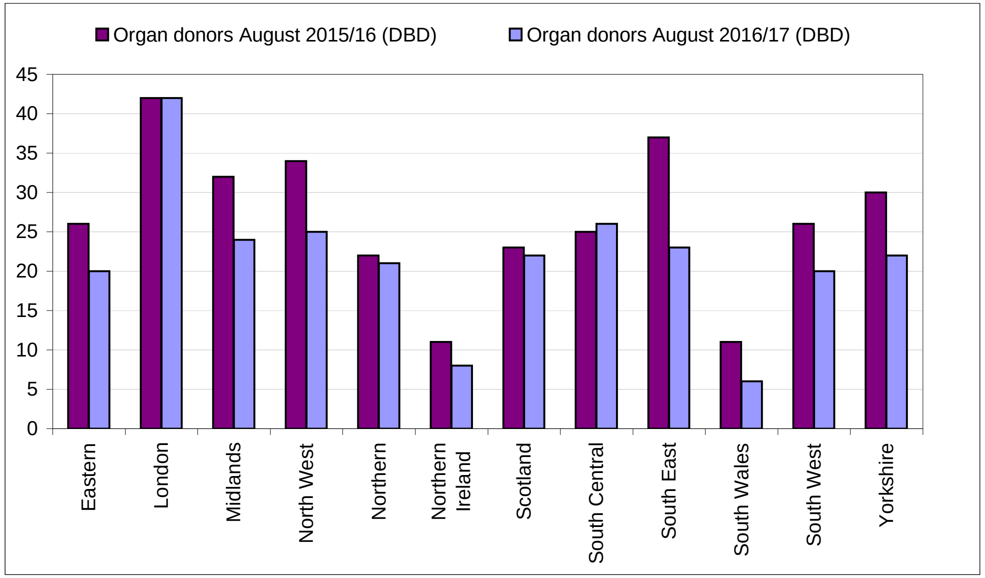
46. Deceased Organ Donors - Monthly (DBD)



47. Deceased Organ Donors - Weekly (DBD)

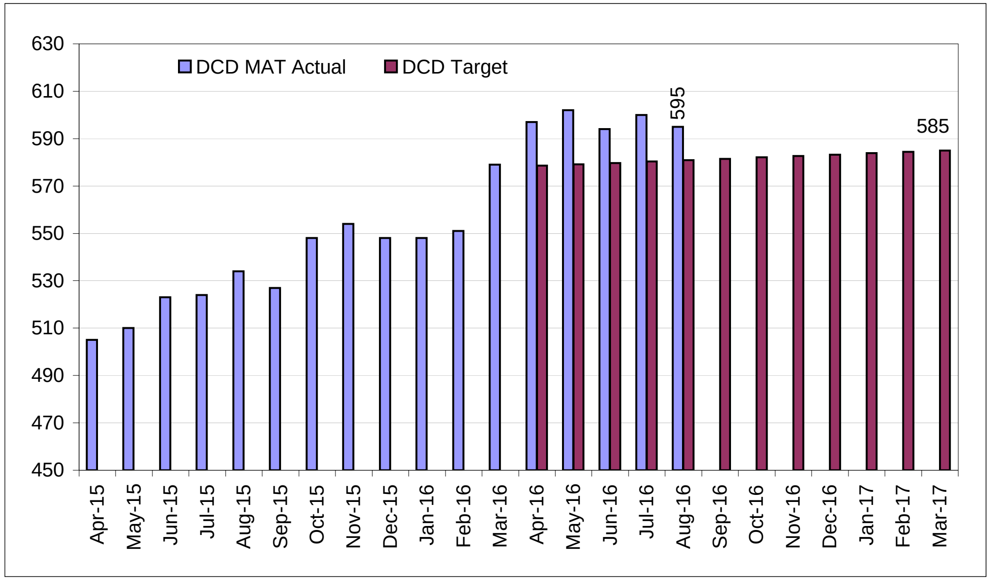


48. Deceased Organ Donors - Team (DBD)

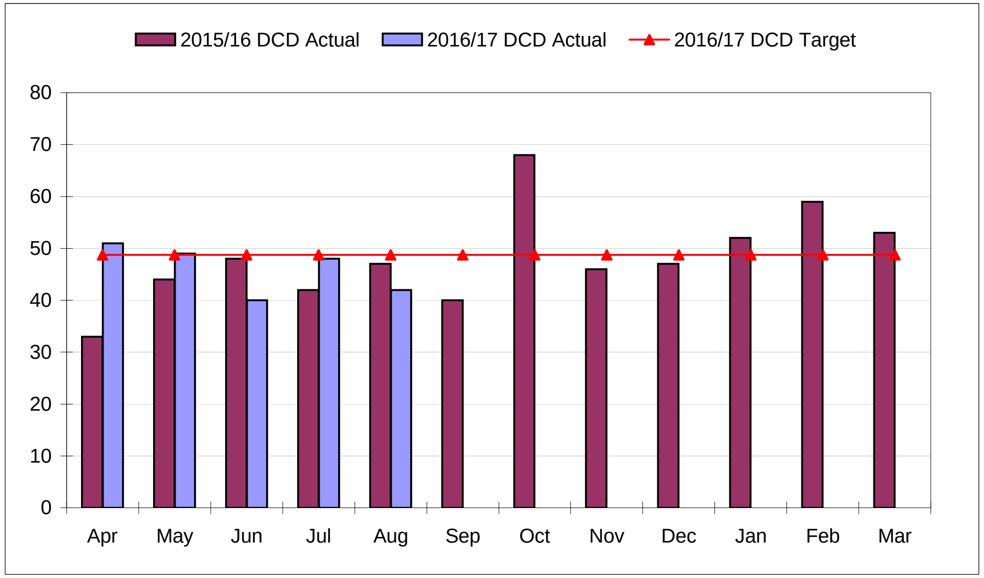


Organ Donation and Transplant - DCD Activity

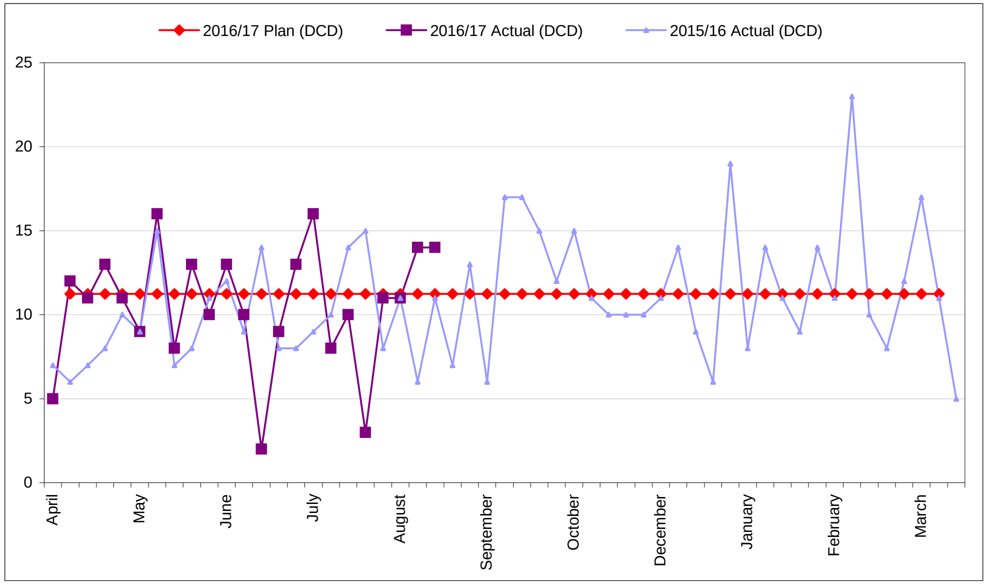
49. MAT number of Deceased Organ Donors (DCD)



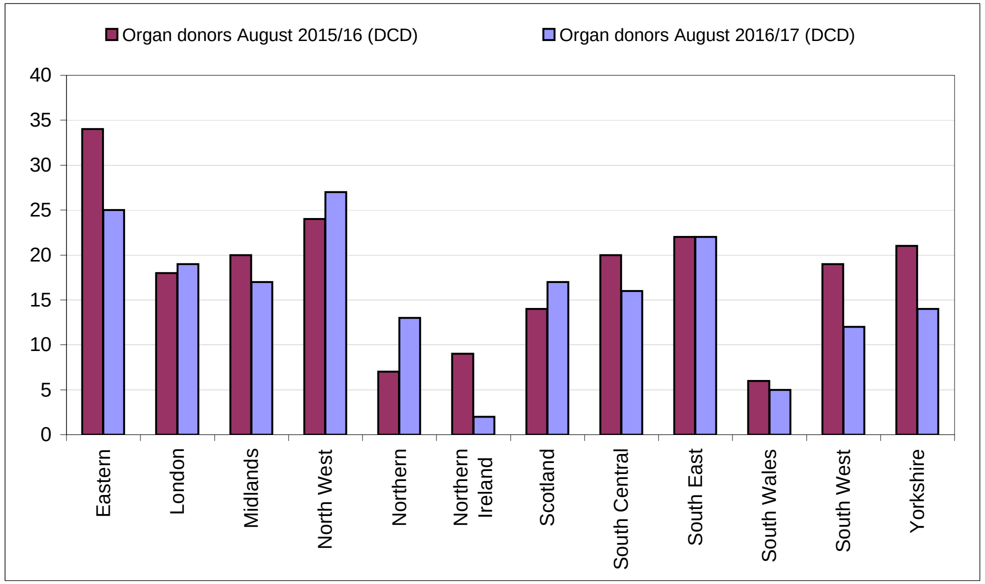
50. Deceased Organ Donors - Monthly (DCD)



51. Deceased Organ Donors - Weekly (DCD)

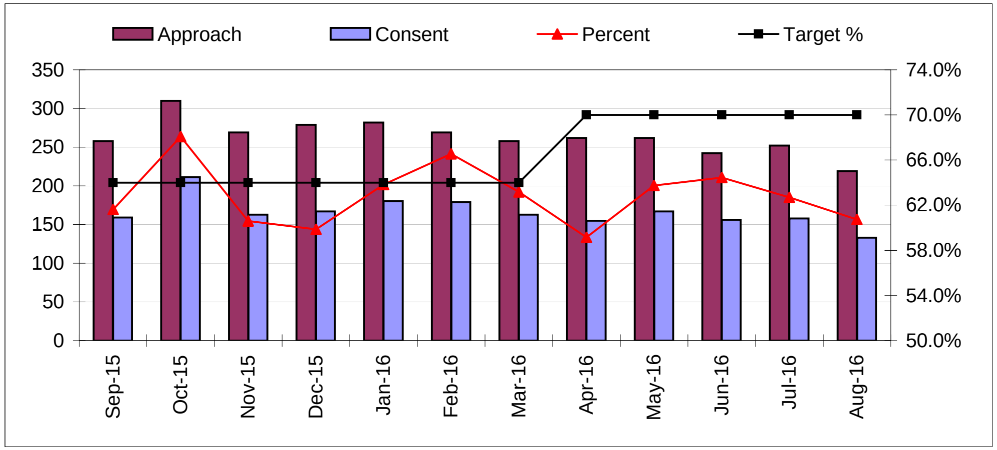


52. Deceased Organ Donors - Team (DCD)

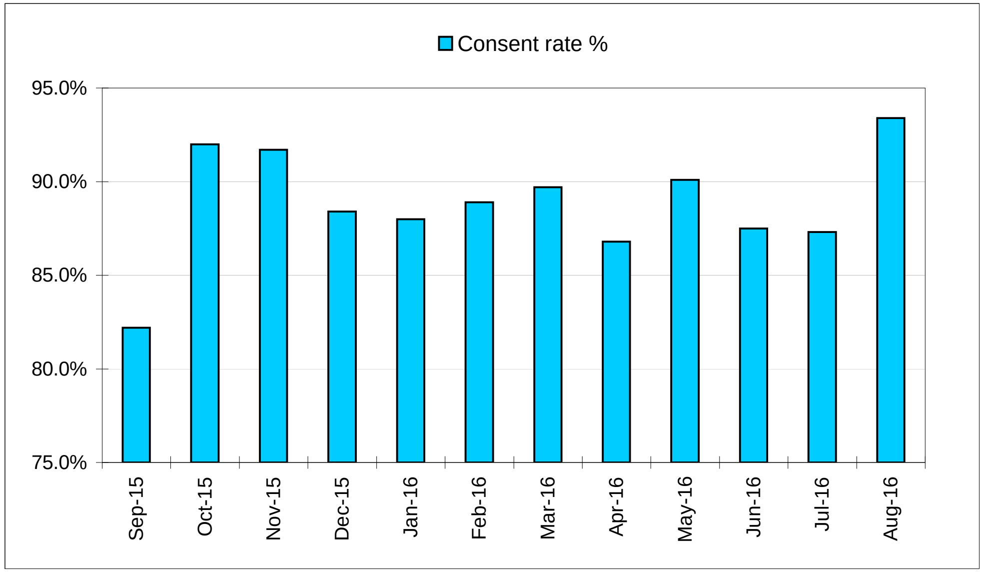


53. Consent / Authorisation rate (DBD & DCD)

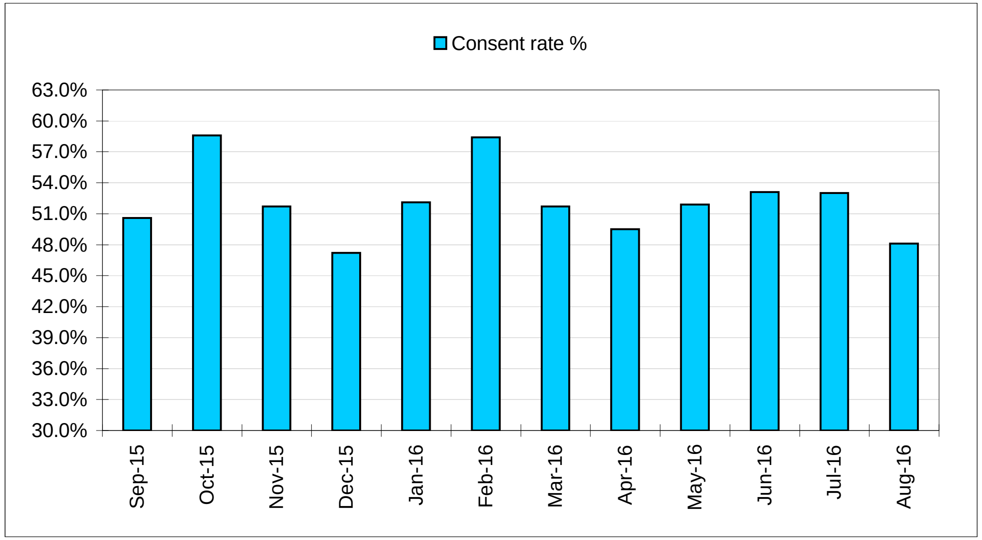
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (Overall)	70.0%	70.0%	62.3%	R	-



54. Consent/Authorisation rate (patient expressed wish to donate on the ODR)

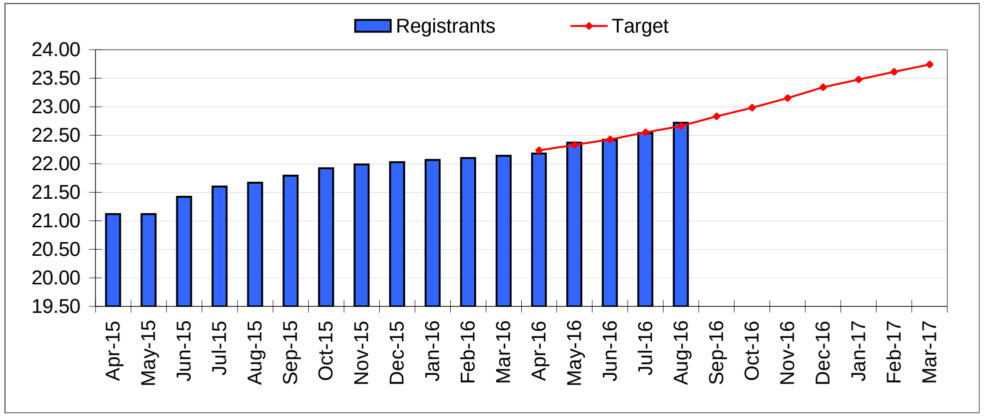


55.Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)



56. Number of people registered on the ODR

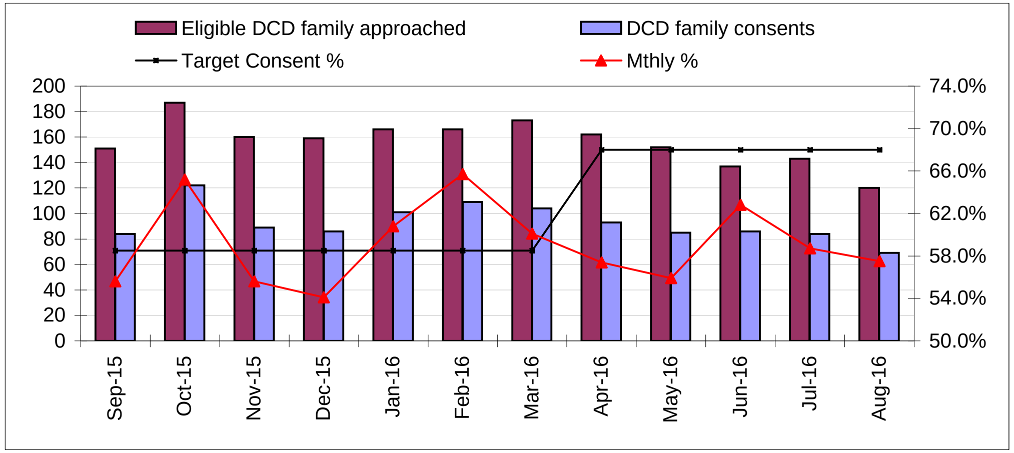
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Organ Donor Register – number of new registrations (millions)	1.600	0.525	NM	NM	-



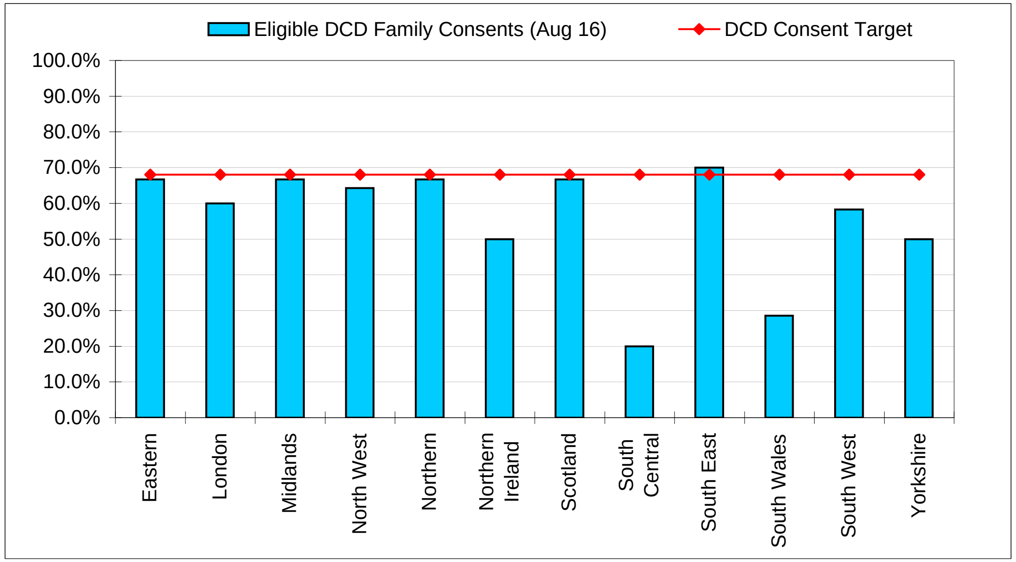
Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

57. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (DCD)	68.0%	68.0%	58.5%	R	-

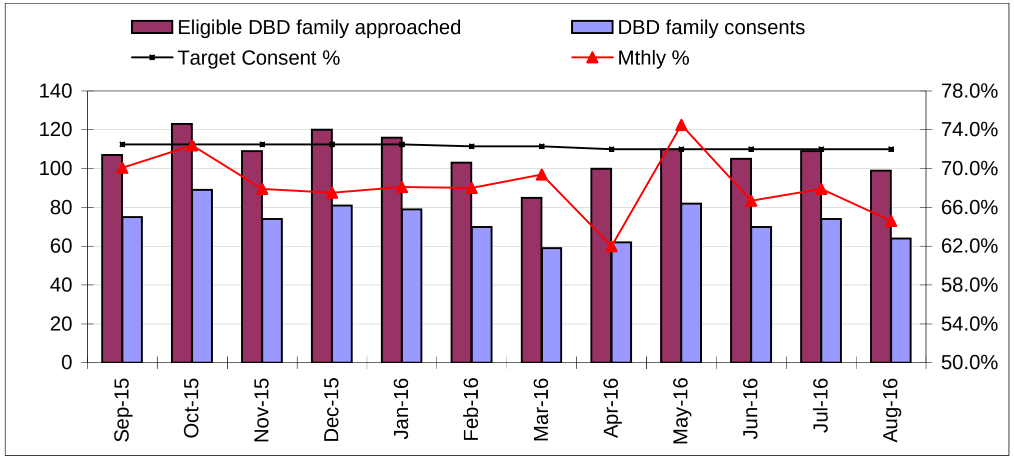


58. Consent/Authorisation rate (DCD) % by Region

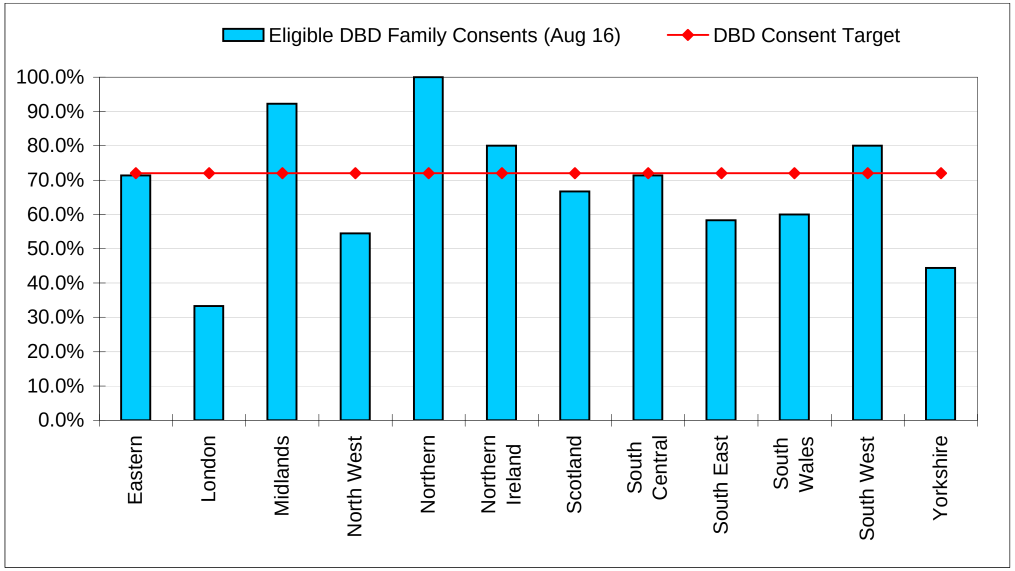


59. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (DBD)	72.0%	72.0%	67.6%	A	-

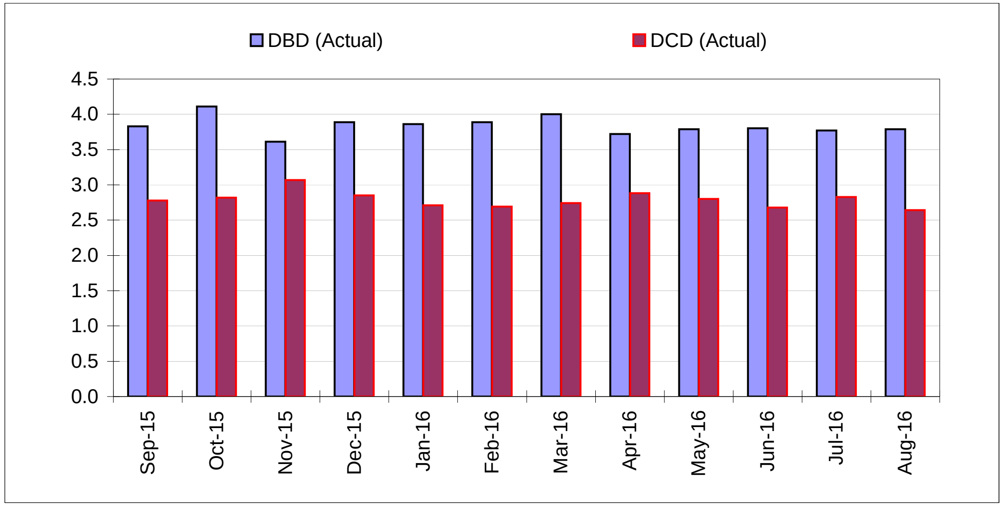


60. Consent/Authorisation rate (DBD) % by Region

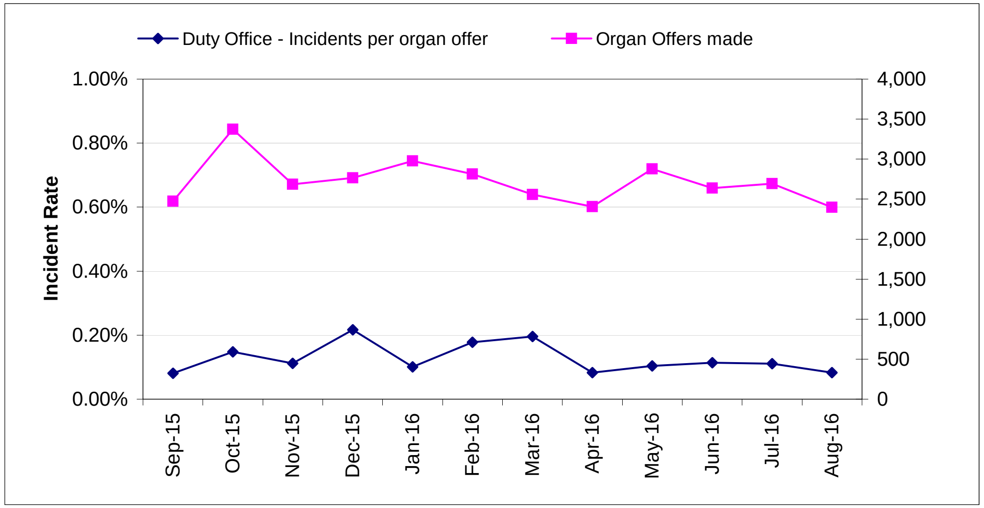


Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

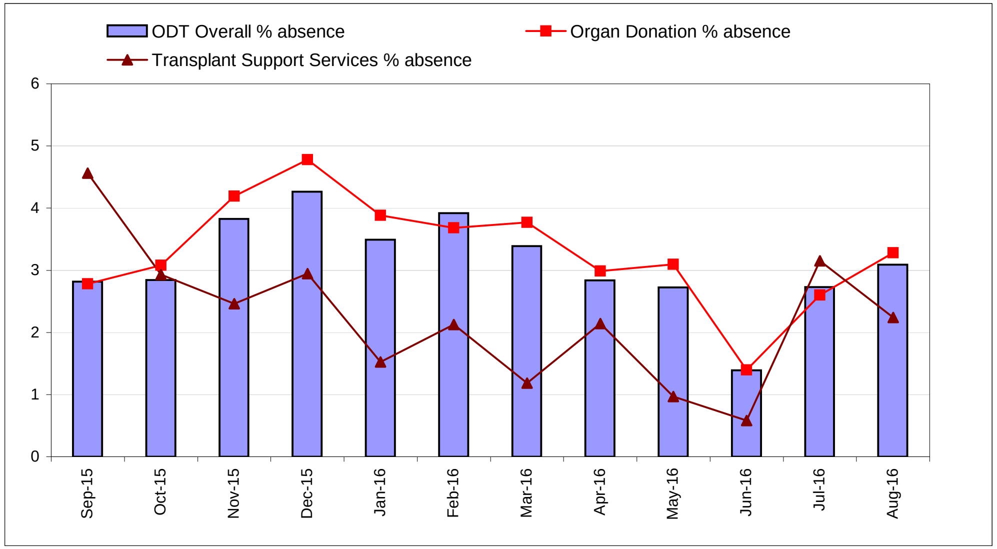


62. Duty Office - Incidents per Organ Offer

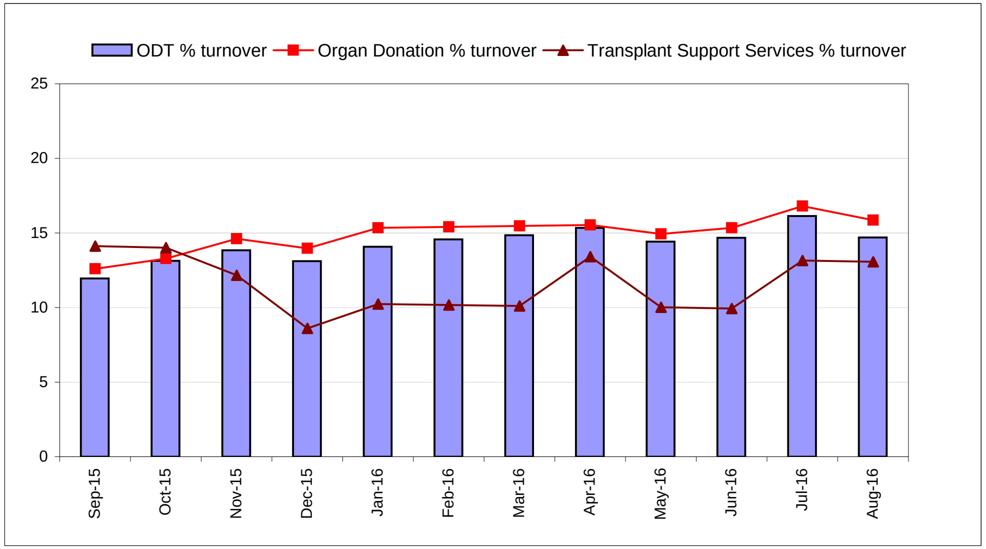


Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate (%)



64. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	The Triennial review into NHSBT was published in early September and confirms our current role and endorses the work we have been doing to provide a safe and efficient supply of blood, organs, tissues, stem cells and related services. Sickness absence was marginally lower this month at 3.7% but with levels in Blood Donation continuing to increase towards 6%. Action has been taken to reduce long term sickness in blood donation. Future focus will be on improving the quality of return to work interviews. IT system performance was better in the month. Pulse availability, however, was impacted by system overload on the Donor Portal as a result of the "Missing Types" campaign. This required the portal to be temporarily suspended at certain times in order to allow test results in Pulse to be processed.

Corporate – status of Strategic projects per TPB reporting – is reported in the following table

TRANSFORMATION PROGARMME – GROUP LEVEL PROJECTS

Corporate - Status of Strategic Projects per TPB reporting

Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Brentwood Estates Optimisation	Delivery	R	G	7.1	4.1	1.1	May 17	May 17
Networks & Telephony Contract	Delivery	R	R	0.9	0.9	0.1	Apr 17	Jun 17
Oracle Database Upgrade	Delivery	A	A	0.2	0.2	N/A	Sep 16	Jan 17
Leeds Sheffield	Initiation	G	G	12.7	12.7	N/A	Sep 20	Sep 20
Next Generation Firewalls Managed Service	Initiation	A	A	1.5	1.5	N/A	Nov 16	Mar 17
Desktop Modernisation – Infrastructure Improvement	Initiation	A	A	9.1	9.1	N/A	May 17	May 17

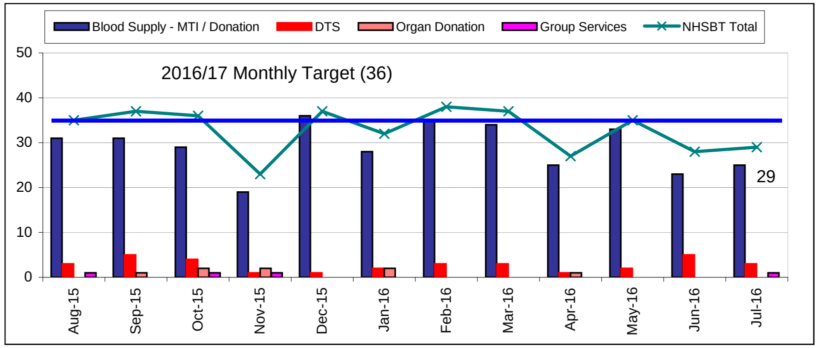
NHSBT Corporate - ICT / Workforce

65. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.80%	A	Better
Pulse	99.95%	98.43%	R	-
OBOS	99.95%	100.00%	G	Better
Hematos	99.95%	100.00%	G	Better
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	100.00%	G	-

66. Health and Safety - Accident Reporting

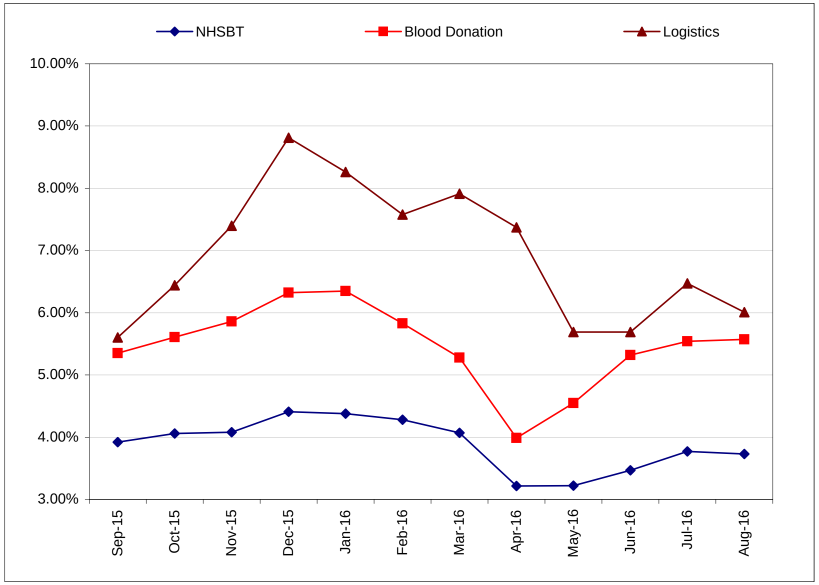
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<24	20	=/<27	18
M&L	<9	11	=/<5	7
DTS/SpS	=/<1	1	=/<2	3
Organ Donation	0	0	=/<1	0
Group Services	0	0	=/<1	1
NHSBT	<34	32	=/<36	29



67. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	814	830	-15	-1.9%
Blood Supply: Blood Donation	1,497	1,528	-31	-2.1%
Diagnostic and Therapeutic Services	802	788	13	1.6%
Organ Donation (including Group Services)	398	370	28	7.1%
Sub-total Operational	**3,511**	**3,516**	**-5**	**-0.1%**
CEO and Board	3	3	0	-16.3%
Quality	85	82	3	3.9%
Communications	70	60	9	13.5%
Estates & Facilities	82	76	6	7.0%
Blood Supply: Logistics	360	342	18	5.1%
Finance	98	92	6	6.1%
HR and BTS Project Management	151	143	7	4.9%
BTS - Information Communication Technology	161	139	22	13.5%
Clinical	186	181	5	2.8%
Research and Development	36	42	-6	-17.3%
Change Programme & Development	4	10	-6	-142.9%
Sub-total Group Service	**1,235**	**1,171**	**64**	**5.2%**
Total	**4,746**	**4,687**	**60**	**1.3%**
% Operational WTE to Total WTE	**74%**	**75%**		

68. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
139	9	121	9

The dependency and reliance on the SME that currently provides support for our critical operational systems (PULSE/Hematos) and, in particular, their ability to retain the necessary capability and service levels as we transition away to new systems as part of the CSM project.

The ability to supply in case of the loss of a key facility (e.g. Filton, Speke) or the loss of critical IT systems (Pulse, Hematos, networks etc). The risk of critical system loss is increasing on the back of the significant changes that are planned (e.g. new desktop, CSM etc.) and the significant complexity and inter-dependency between them.

Inability to supply as a result of planning / supply challenges through:

- (at the macro level) limited visibility with regard to blood demand trends and when current demand decline will be offset by the anticipated impact of demographic trends
- significant differential demand trends at group / component level (eg O neg red cells, A neg platelets)

The scale of the transformation programme across NHSBT will create a significant challenge on the capacity and capability of NHSBT to safely execute the change (both ICT and business resources) and a potential distraction to delivering business as usual.

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

- the need to fund the significant investment in CSM (and uncertainty regarding the phasing of the spend and timescale)
- the organisational focus required to safely implement CSM and a slow down in the delivery of underlying BAU efficiency improvements
- ongoing reduction in red cell (and now platelet) demand and the loss of related income and contribution
- being able to generate significant productivity improvements in Blood Donation especially (given the inherent productivity gap and high contribution to overall costs) and the significant impact on service configuration required.

Ongoing reduction in demand will require significant changes to the configuration of blood collection services in order to not just maintain productivity but deliver the increased Blood 2020 targets. This would involve fewer / larger mobile sessions, greater use of fixed donor venues and much less collection activity in certain parts of the country. This may result in adverse donor reaction (and potentially attendance) if not managed and communicated well and an impact on supply if, for example, sufficient numbers of O neg donors cannot be retained.

The high prevalence of manual, paper based and verbal processes throughout NHSBT's operations, especially within reference testing and in the duty office within organ donation and transplant. Although these are mitigated by appropriate manual control checks, and new systems are removing transcription in some areas, there is a residual risk that these are ineffective and cause transcription errors that could lead to the death or harm of NHS patients.

RISK MANAGEMENT **Risk register summary (net risk) and summary by themes (cont.)**	Risk to delivery of TOT 2020 strategic targets driven by : • adverse trends in the donor pool • inability to change consent levels • lack of funding required for supporting business cases in respect of consent strategy and new technologies • lack of transplant capacity. Changing clinical/commissioning intentions in Stem Cells - ie Cord Blood / BBMR, as a recommended treatment, impacting on the outcomes and therefore the future viability of these services. There were no new high/extreme risks for review this month. .

NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 AUGUST 2016

Income	Year to date Budget £k	Year to date Actual £k	Year to date Variance £k	Full year 2015-16 Actual £k	Full year Initial Budget £k	Full year Latest Budget £k	Full year Forecast £k
Revenue Cash Limit - Organ Donation & Transplantation	25,803	25,803	0	59,142	61,927	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	1,739	1,739	0	4,273	4,173	4,173	4,173
Blood & Components Income	109,216	110,424	1,208	271,104	261,933	260,145	260,919
Diagnostic and Therapeutic Services Income	26,305	26,903	598	62,712	65,126	65,316	65,618
Research & Development	535	819	285	3,881	1,283	1,283	1,183
Organ Donation & Transplantation Other Income	5,026	4,719	-307	12,357	12,062	12,062	11,246
All Other Income	1,925	2,246	320	5,430	4,687	4,633	5,196
Total Income	**170,548**	**172,653**	**2,105**	**418,898**	**411,190**	**409,539**	**410,262**
Expenditure							
Cost of Sales - Blood Component Stock Movement	738	409	-329	-109	0	1141	0
Cost of Sales - Tissues Stock Movement	0	73	73	266	0	0	0
Organ Donation & Transplantation Operational Expenditure	-27356	-26281	1075	-60486	-66710	-66710	-65329
Blood Supply: Manufacturing, Testing & Issue	-29231	-29582	-351	-69926	-69182	-69409	-70288
Blood Supply: Blood Donation	-32537	-33542	-1004	-82097	-77429	-76836	-78286
Blood Supply: Logistics	-8572	-8832	-260	-23112	-20741	-20741	-21165
Diagnostic and Therapeutic Services	-24673	-24931	-258	-56307	-58744	-59025	-59097
Quality	-2077	-1984	92	-4738	-5017	-5017	-4867
Chief Executive and Board	-261	-252	9	-581	-776	-776	-751
Communications	-2073	-1980	93	-5033	-5048	-5048	-4868
Estates & Facilities	-15500	-15133	367	-40816	-38818	-38810	-38810
Finance	-2388	-2402	-14	-6739	-5751	-5751	-5761
HR and BTS Project Management	-3850	-3780	69	-9487	-9150	-9230	-9355
BTS - Information Communication Technology	-8252	-8233	19	-18108	-19481	-20280	-19880
Clinical Directorate	-6011	-5934	77	-13512	-14332	-14294	-13919
Research & Development	-2075	-2321	-245	-7441	-4828	-4878	-5018
Change Programme & Development	-5380	-5380	-0	-12338	-13669	-12360	-28267
Miscellaneous and Capital Charges	-725	-318	407	-3435	-1515	-1515	-1642
Total Expenditure	**-170222**	**-170403**	**-181**	**-413998**	**-411190**	**-409539**	**-427303**
Surplus/(Deficit)	**326**	**2249**	**1923**	**4900**	**0**	**0**	**-17041**

Statutory Accounts Presentation							
NHSBT Surplus/(Deficit) as above	326	2,249	1,923	15,658	0	0	-17,041
Add back Notional Cost of Capital	2,948	2,948		6,703	6,520	7,075	6,869
Remove Revenue Cash Limit	-27,542	-27,542		-63,415	-66,100	-66,100	-66,100
Deduct Capital Charges Cash Payment	-7,205	-7,205		-16,267	-17,292	-17,292	-17,292
Net Expenditure	-31,473	-29,549	1,923	-57,321	-76,872	-76,317	-93,564

Commentary - August 2016

A surplus of £0.4m was reported in August, £0.1m better than plan.

Year to date, NHSBT is reporting a surplus of £2.2m, £1.9m ahead of plan. This combinines surpluses in ODT of £0.8m, DTS of £0.4m; and Blood / Group of £0.7m.

In Blood / Group, the surplus reflects adverse spend variances in blood donation and manufacturing/logistics that are more than offset by favourable income and favourable spend variances in group services.

In DTS the surplus arises from positive sales variances in TAS, TES and also an improvement within SCDT.

The surplus in ODT is driven by SNOD vacancies and lower logistics costs (reflecting lower transplant activity than planned).

The forecast outturn for the year is a deficit of £17.0m driven by transformation fund spending (£15.9m higher than prices allow). In addition Blood is forecasting a deficit of £3.1m, partially offset by underspends in ODT (£0.6m); DTS (£0.2m) and Group services (£1.3m).

Balance sheet - current assets were £66.0m at the end of August 2016, with a cash balance of £54.5m.

Debtor days were 27 in August versus target 22 days.