Board Performance Report
Performance Report

For the period ended 31st October 2016

	Status	Trend	Comments
Blood Components			Red cell issues year to date are 5.5% lower than 2015/16. As we enter the winter period stocks are lower than planned due to under collection in blood donation. Differential demands at component / group level continue to generate significant supply planning challenges with O neg stocks mostly at 4.5 days or below in the month and red cell expiries continuing to be higher than plan. Costs are running in excess of budget, especially in blood donation.
DTS			Income is ahead of plan in CMT, TAS and RCI. Activity in SCDT continues to improve with a sharp pick up seen in cord blood issues, although BBMR provisions continue to lag behind in the year to date.
ODT			There were 127 deceased donors in October (versus target of 120). Year to date is now 52 (6%) behind plan. The number of transplants in the month were close to plan (324 vs 325) with year to date now 212 (9%) behind target. Living Donors (reported one month in arrears) are 115 (18%) behind plan in the year to date.
Corporate			Sickness absence is marginally lower this month at 3.6% (vs 3.9% September), There was a one day outage of the blood ordering system (OBOS) in the month.
Finance			NHSBT is reporting a surplus of £0.5m, £3.1m better than plan. The 2016/17 forecast is a reduced deficit of £12.7m (driven by lower transformation spending) funded by cash. The NCG in November approved an increase to blood prices and provides the headroom to cope with ongoing demand decline and managing the transformation plan investments.
Change Programme			Three projects are reporting at “red” status. In addition to Brentwood Estates Optimisation and Network & Telephony projects the CSM Project is at “red” status and, given its size / importance, puts the overall programme at “red” status.

Contents	Pages

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 (79% vs 72%) - Chart 15.
		No. of complaints per million donation	G	Better	Equal with plan at 4.9k - Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Above plan in October (866k vs 864k) - Chart 19.
		Frequency of Donation (overall)	G	-	Lower than plan in October – 1.86 vs 1.88 (Chart 19).
		Number of O- neg Donors donating last 12 months (000's)	G	-	Better than plan in October (106.4k vs 105k) - Chart 19.
		Frequency of Donation (O neg donors)	G	-	Lower than plan in October (1.956 vs 1.98) - Chart 19.
		% of whole blood donations in donor centres	G	-	October at 16.9% - equal to plan - Chart 11.
		% of 9 bed sessions	G	-	58.6% in October vs plan of 56.7% - Chart 12.
		Blood Donation Productivity: units/FTE/year	G	-	October at 1,383 vs plan of 1,373 – 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	-	None reported in October. One year to date (July 2016).
		96.5% of Products Issued on Time	A	-	95.3% year to date v plan of 96.5% - chart 21.
		Manufacturing Productivity (units/FTE/year)	A	-	Year to date 9.7k vs plan of 10.1k - Chart 25.
		Testing Productivity (units/FTE/year)	R	-	October reporting (27.0k vs 28.7k) - Chart 26 -
	Customer Service and the Hospital Interface	% hospitals scoring =/> 9/10 for satisfaction (chart 22).	-	-	October at 67%. Next survey December 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 target of 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 October were 1.7% lower than plan. In the year to date red cell issues are now 5.5% lower than last year with average week day issues in October month 8% lower than last year and indicating an acceleration in demand decline. November issue levels appear to have stabilised, however, and (after one week) are 4.5 % lower than last year. It remains unclear if this is a short term fluctuation or a more structural shift, perhaps driven by the recent "NHS Reset".

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- The forecast for 2016/17 has been further reduced to 1.507m red cell issues (from the 1.517 seen last month) and compares to the 1.527m agreed at last year's NCG. This represents a 5.4% reduction on 2015/16 and hence assumes there is no further deterioration in demand in the remainder of the year.

- Following an adverse collection performance in September, blood collection in October was a further 3.8% lower than plan, with stocks decreasing to 29k by month end and having touched levels of 26k on 25 October. The shortfall in collections appears to be mostly donor driven with challenges in getting donors to attend and fill available capacity / slots and an apparent increase in the number of short term cancellations (ie within 24-48 hours). Collection performance has improved in November and is at/around plan but, assuming this continues, will only result in stock levels that will be ca 5k lower than planned at the start of December. This implies a lower level of resilience than would be preferred as we go into the winter period. All blood groups, however, remain > 3 day alert level, but with O neg stocks hovering between 3-4.5 days during the month. Early November has seen a partial improvement with stocks now between 4-4.5 days, although we remain unable to deliver the 5 days of cover that we would prefer to see.

- Pressure on O neg supply remains with October's proportion of O neg at 12.9% versus population of 7%. There are indications, however, that underlying demand has topped out, and may be declining, albeit this is masked in our issues data as a result of substitution.

- Platelet demand has also started to fall in 2016/17. Issues in the year to date are now 1.0% lower than plan and 4.5% lower than last year. Forecast platelet demand for 2016/17 has been retained at 267k (versus 273k agreed with last year's NCG), with demand for 2017/18 continuing to be set at 256k. This adds further pressure to the income / contribution gap and the rationale for the proposed price increase for 2017/18.

- The proportion of CD platelets was 59.0% in the month and in the year to date is 61.0% versus plan of 57%. 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 included an intention to apply the higher cost for CD platelets within our price list.

- Platelet stocks in aggregate were above the alert level during October. Stock of Group A- platelets were above the 1 day's stock alert level on all working days during the month and have been above 1 day of stock into early November.

- Although issues of universal A neg platelets continues to increase (whilst total platelet demand is falling), as with O neg red cells, there are indications that demand is topping out and falling but is masked in the issue data by substitution (driven by a lack of AB negative donors). We continue to increase the number of whole blood donors for pooling of platelets although this increases the stock of A neg red cells and is leading to sharply higher expiries. 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 and will work with blood donation on increased recruitment of AB negative donors.

- The red cell loss rate was higher in October at 3.77%. Year to date losses are 3.65%, higher than plan of 3.60%, although lower than in the previous year (3.71%). Platelets issued/produced were higher in October at 90.38% with year to date (90.68%) lower than plan (91.36%) and also behind the previous year (90.88%). The level of platelet losses directly reflects the differential supply challenges described above.

- OTIF delivery performance (before substitutions) in October was 95.6% versus plan of 96.5%. The year to date also remains lower than plan at 95.3%. An OTIF task force has been established to analyse geographical and single issue fails and is providing much greater insight into OTIF failures, especially with regard to timing failures. A lack of sufficient HEV negative platelets has been identified as a key gap (hence requiring a short term increase in testing levels) and Ro units remain a significant factor (driven by an insufficient number of Afro-Caribbean donors).

- A new campaign “Represent” developed in partnership with the MOBO Awards, was launched at the end of October. The aim will to be to recruit more young blood donors, particularly those of black and Asian heritage. The main focus of the campaign is an inspirational music video, featuring a number of high profile black and Asian figures, with the expectation that the campaign will attract national coverage.

- The number of faints in the month was higher at 154 although better than target (160). The number of rebleeds was 32 and worse than target this month (30).

- Donor satisfaction returned it’s highest ever score, reporting this month at 79% (vs target of 72%), and in the year to date is also better than plan at 75.1%. Donor complaints were also lower in the month, and better than plan.

- Sickness absence was lower in Blood Donation at 5.28% but higher in Logistics at 6.52% (September 5.85%).

- There were no critical/major regulatory non-compliance’s reported in the month.

- Given the demand trends being seen the projected demand for 2017/18, and the 5 year plan 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 agreed for 2017/18. Given this, and as agreed by the Board, a price increase of 2% was proposed to and accepted by the NCG on 11 November. This should be sufficient to cover current demand decline forecasts and provide the head room to fund the investment in CSM, desktop replacement etc. This implies that the cost of blood supply to the NHS overall would fall by 1.8% in 2107/18.

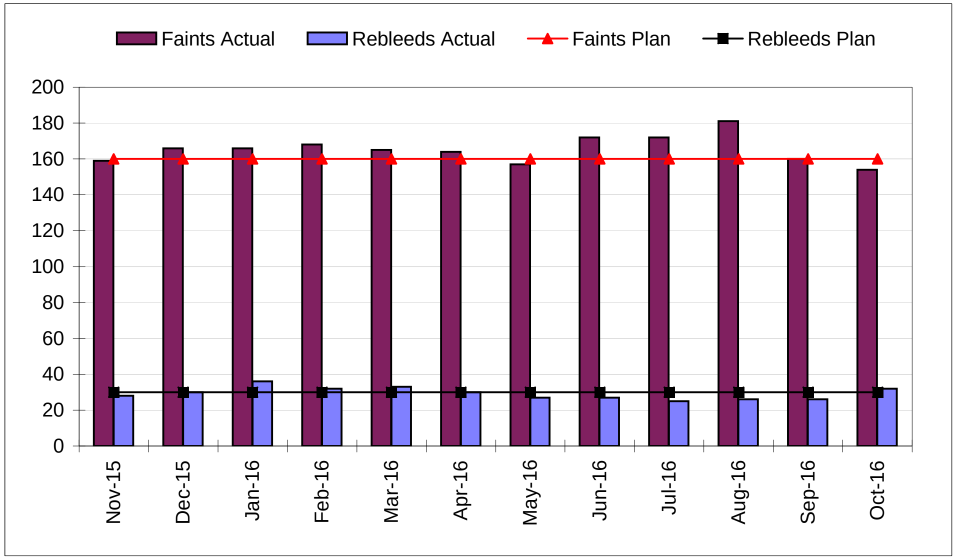
Blood Supply – Status of Strategic Projects per TPB reporting

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	A	A	1.0	0.9	0.1	Jul 15	Jan 17
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.3	6.3	1.4	Oct 17	Oct 17
Bacterial Screening Contract	Delivery	G	G	0.1	0.1	N/A	Aug 16	Dec 16
Core Systems Modernisation	Define	R	R	9.8*	7.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Initiation	G	G	0.4	0.3	N/A	Aug 18	Aug 18
Hev & HTLV Testing	Delivery	G	G	0.1	0.1	0.4**	Apr 16	Dec 16
Leicester Donor Centre	Initiation***	G		1.1	1.1	0.1	May 18	Aug 18
Session of the Future	Start-Up	G	G	0.2	0.2	1.5	May 19	May 19
Bradford Donor Centre	Delivery	G	G	0.8	0.8	0.1	Sep 17	Sep 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*****	N/A	0.6	Nov 17	Nov 17
Sickle and Secondary Grouping	Delivery	G	G	N/A	N/A	N/A	Dec 16	Jan 17

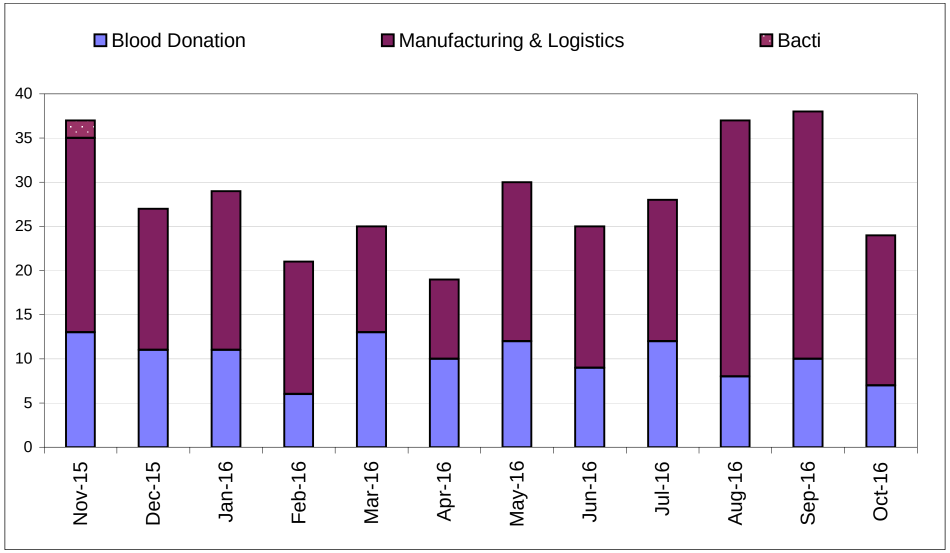
Note:
*This represents the 2015/2016 total budget approved: £2.2m for April to July 2016 and £7.6 August to March 2017.
**This is the HTLV Testing figure only.
*** Reopened this month.
****No project budget required - all resources allocated as BAU.
*****Approved at OBC.

Blood Components - Safety and Compliance

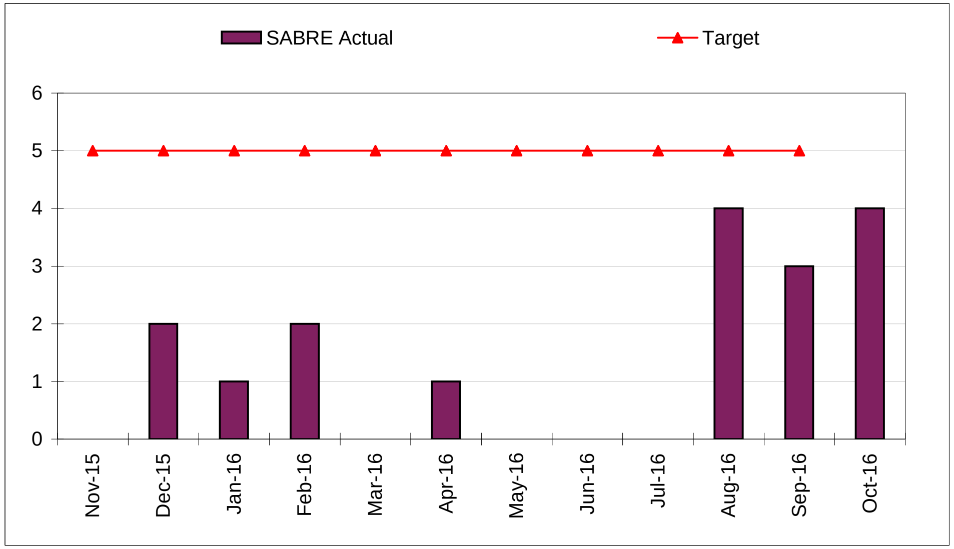
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



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

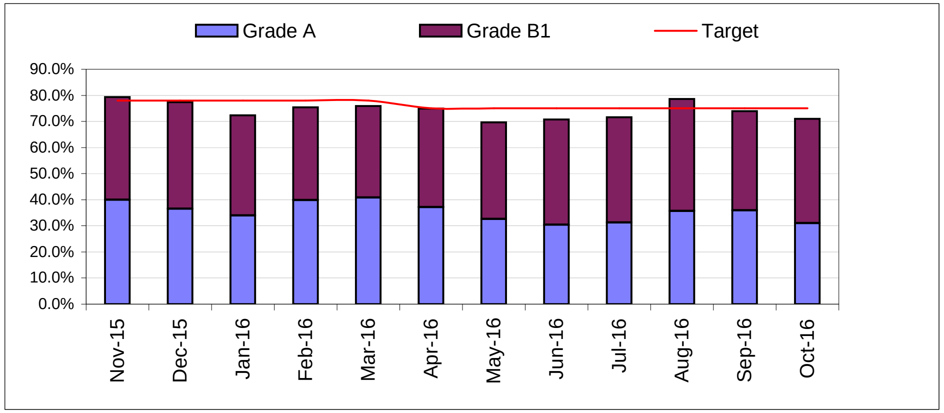


3. SABRE and SHOT Events Reported per Month

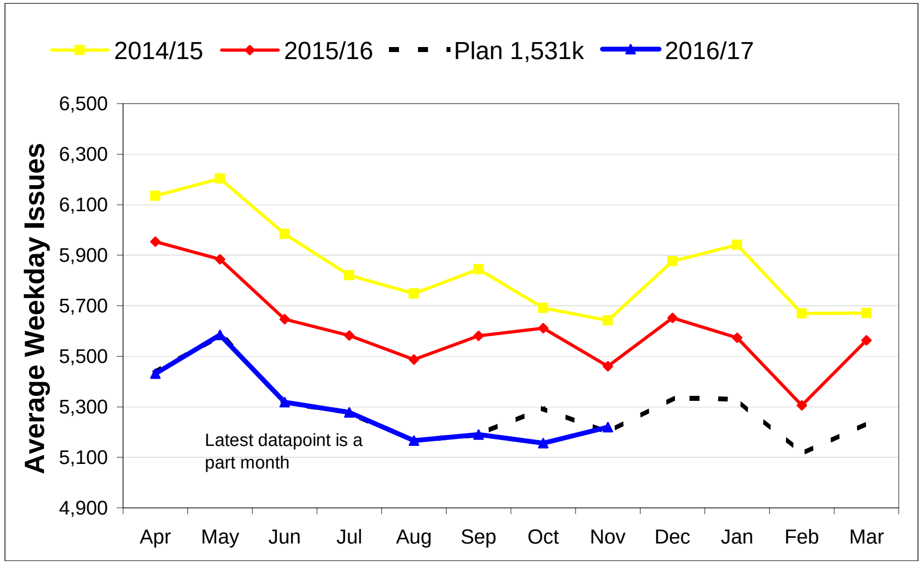


4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

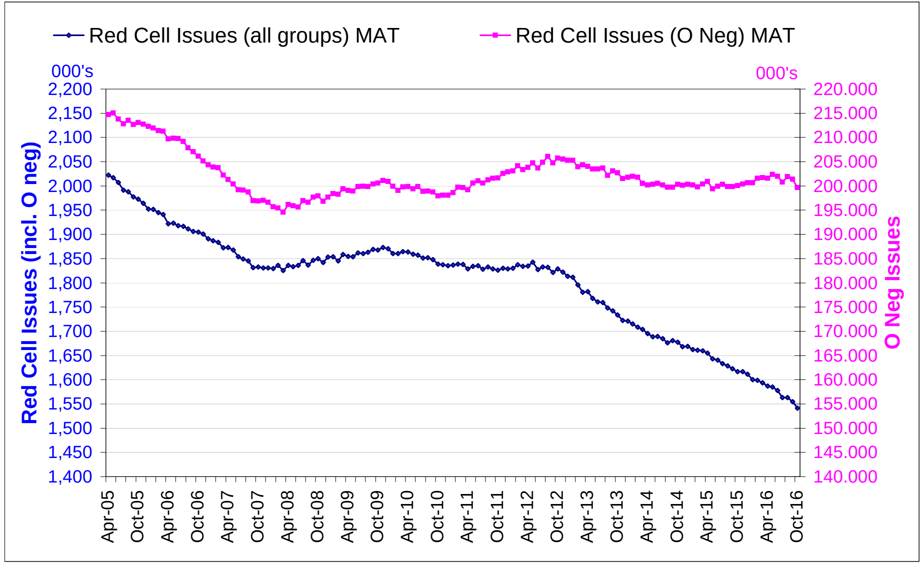
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	72.9%	A	-



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



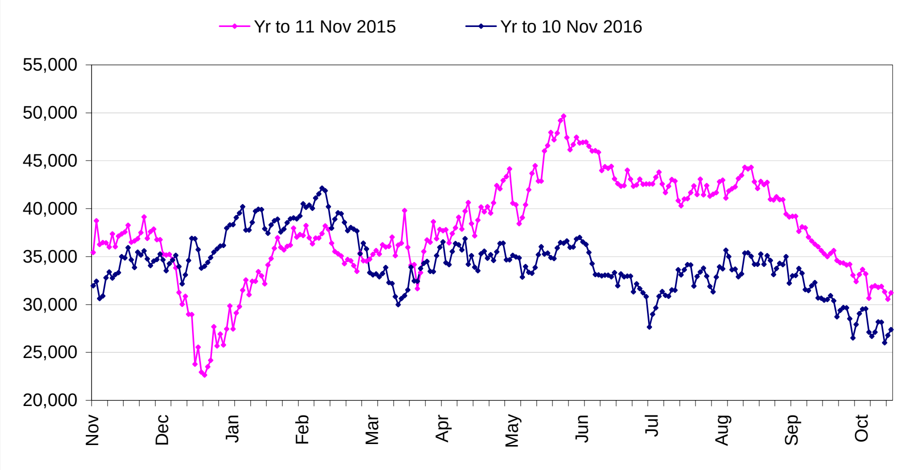
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

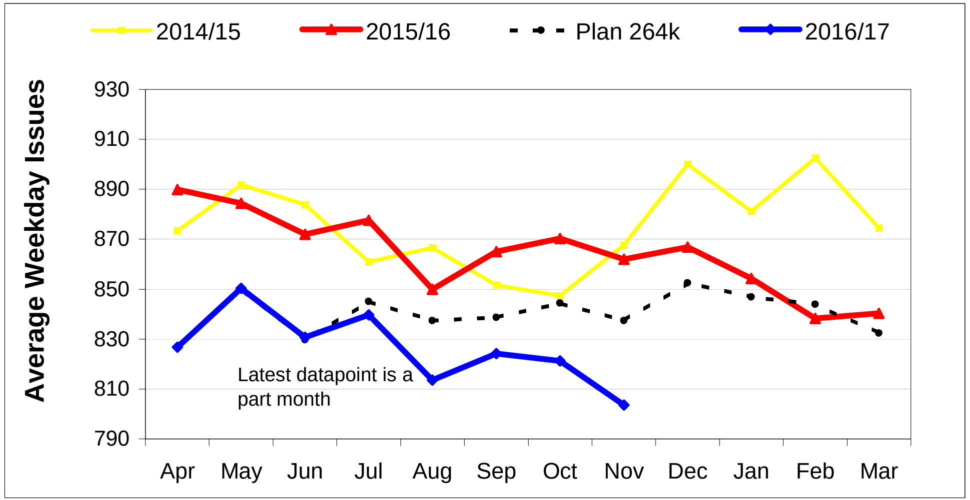
Blood Group	2016/17 - YTD October 2016	2015/16 - YTD October 2015	Change
A Neg	73,976	75,001	-1.4%
A Pos	265,804	287,933	-7.7%
AB Neg	7,039	7,337	-4.1%
AB Pos	18,888	20,821	-9.3%
B Neg	22,080	22,832	-3.3%
B Pos	70,515	74,785	-5.7%
O Neg	116,659	118,692	-1.7%
O Pos	318,023	337,808	-5.9%
Total	**892,984**	**945,209**	**-5.5%**

8. Red Cell - Blood Stocks (Units)

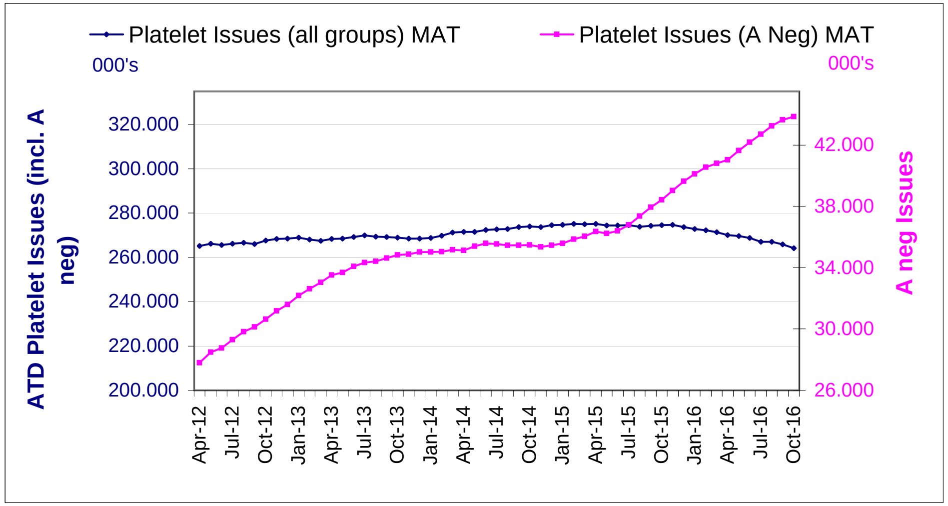


Blood Components - Platelet Demand

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



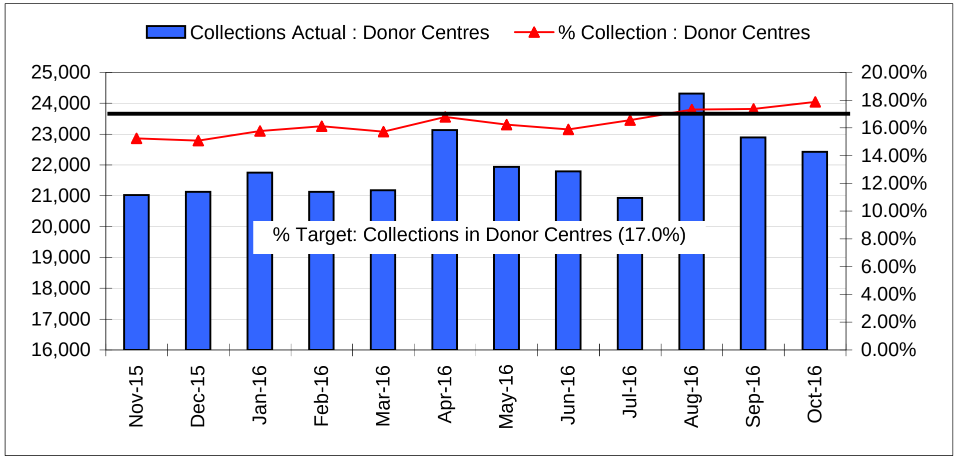
10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's



Blood Components - Blood Collection: Important targets

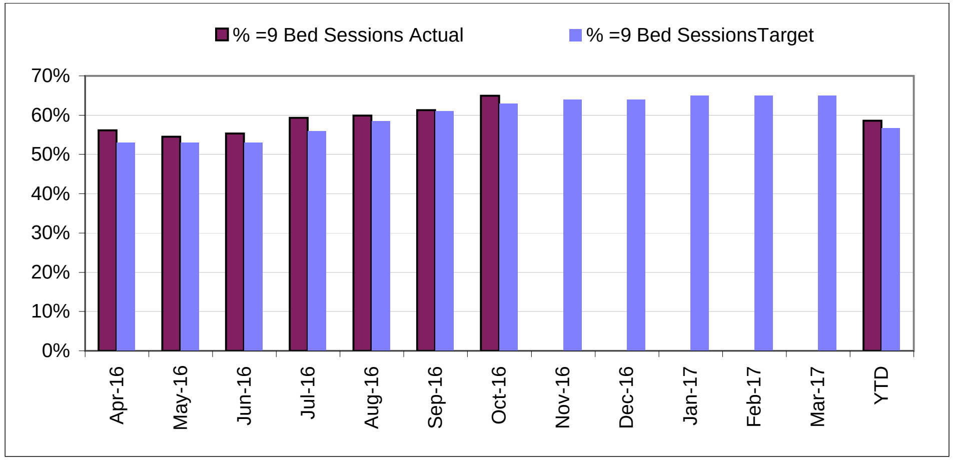
11. Collections in Donor Centres

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB Donations in Donor Centres	17.0%	16.9%	16.9%	G	-



12. Percentage of 9 Bed Whole Blood Sessions

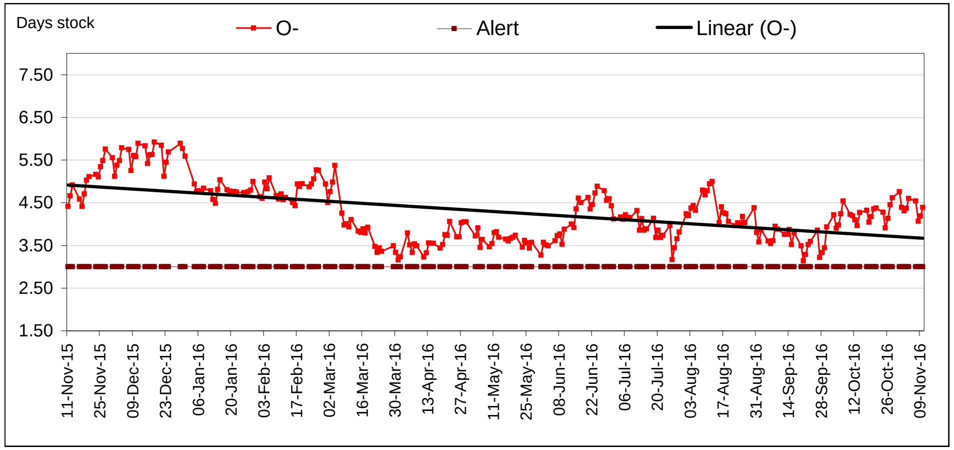
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of WB sessions held that are exactly 9 chair sessions	60.0%	56.7%	58.6%	G	-



Blood Components - Vulnerable Stocks

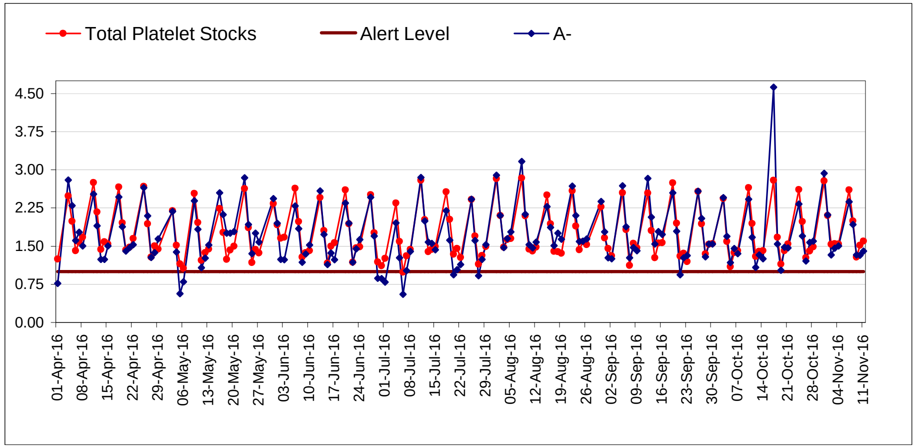
13. Red Cell - O neg : weekday stock levels

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

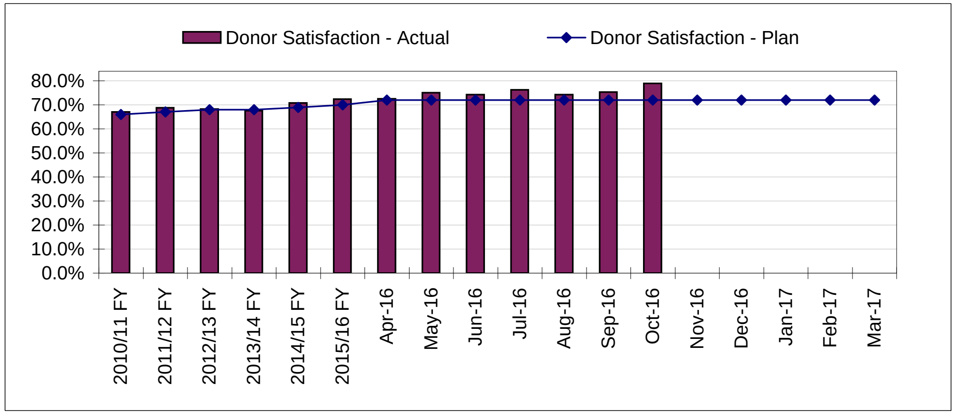
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	14	A	Better



Blood Components - Blood Donor Base

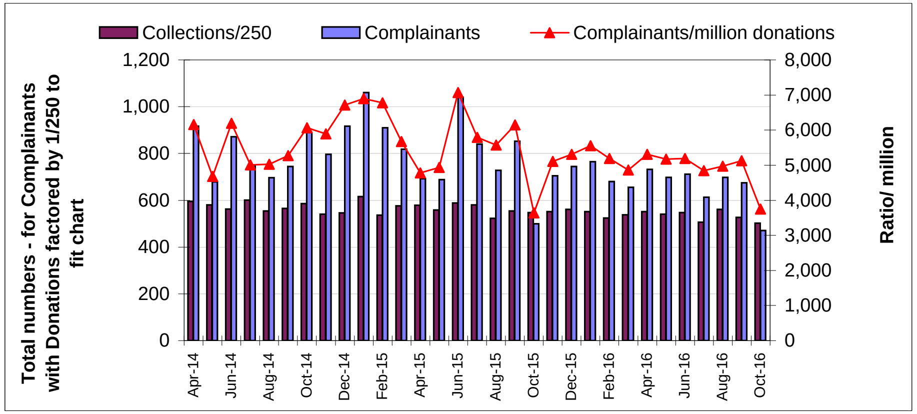
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	72.0%	72.0%	75.1%	G	-



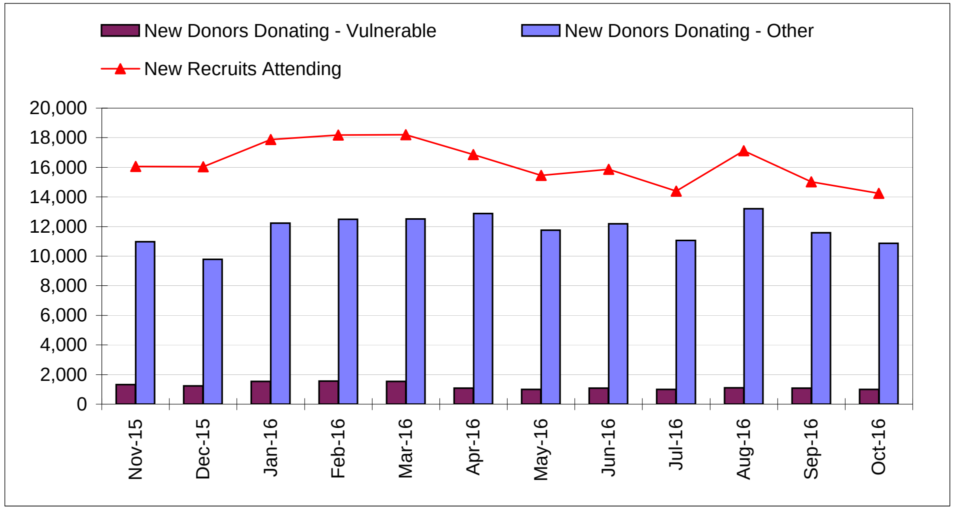
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	4,925	G	Better

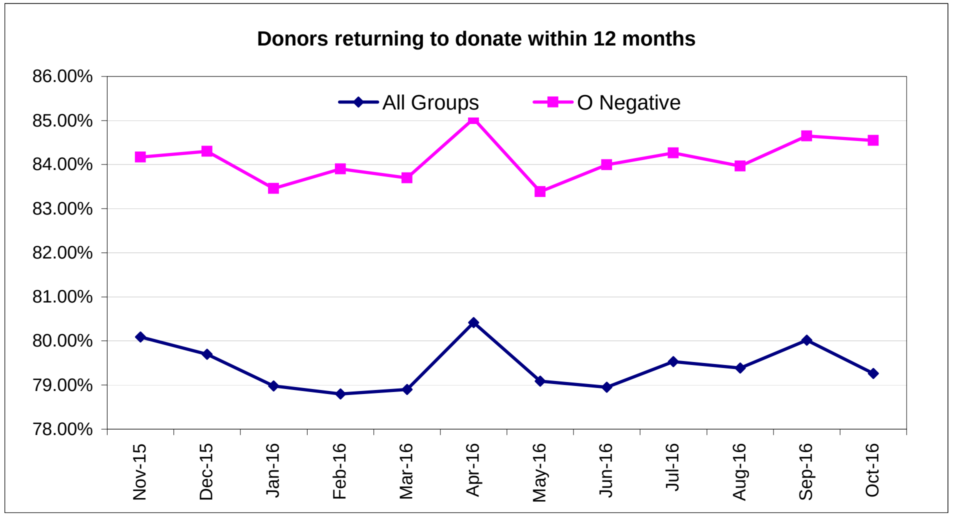


Blood Components - Donor Recruitment and Retention

17. Donor Recruitment (Whole Blood)

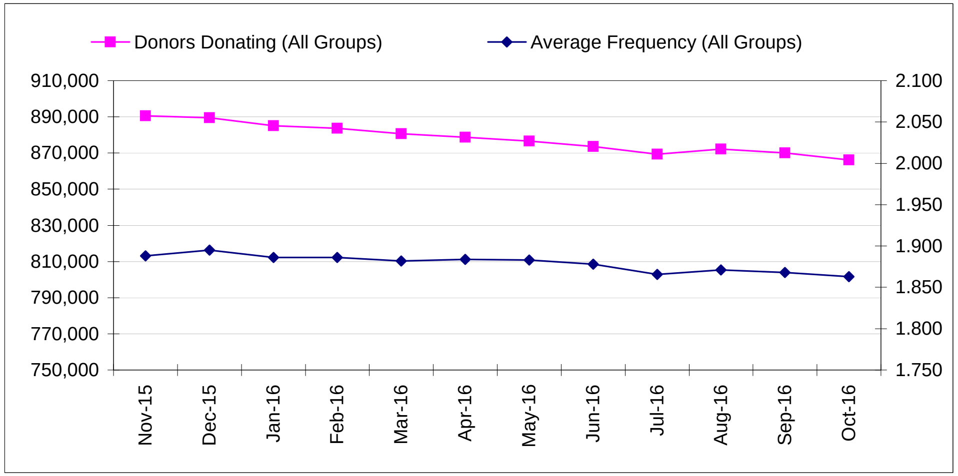


18. Donor Retention Rate (Whole Blood)



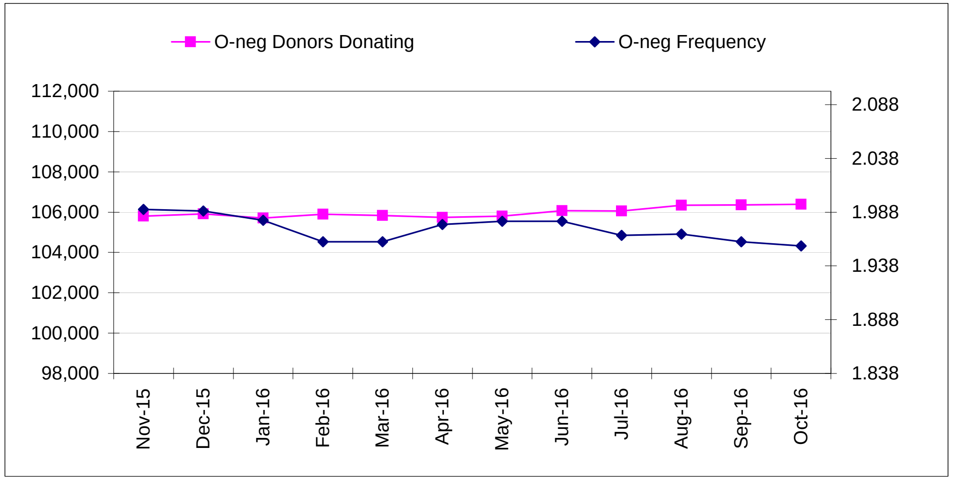
19.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	852,000	863,965	866,099	G	-
Frequency of donation (overall)	1.880	1.880	1.863	G	-



20. O Neg: Donorbase and Frequency of Donation

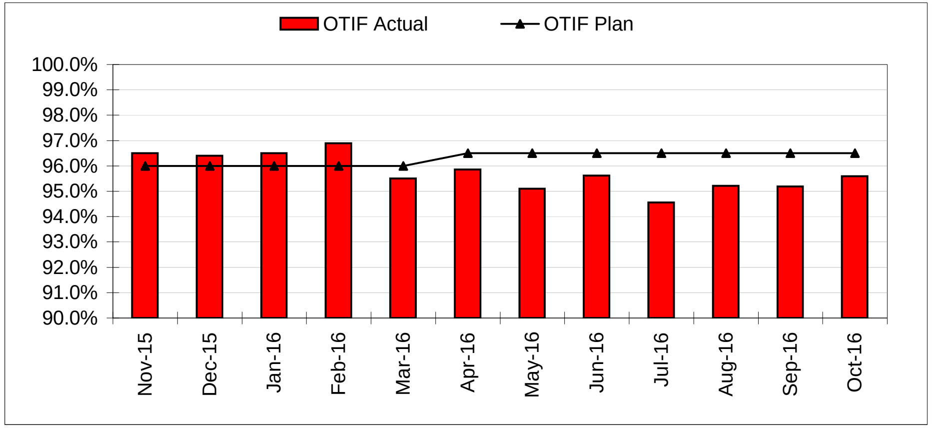
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	105,000	105,346	106,394	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.956	G	-



Blood Components - Customer Service

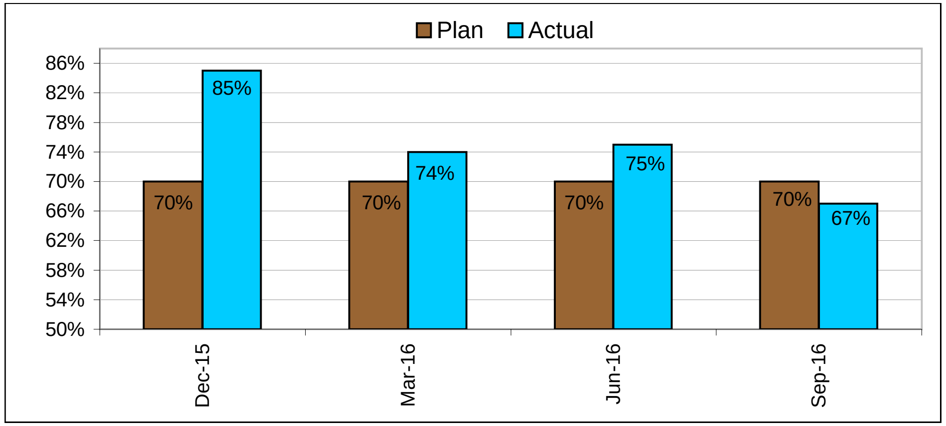
21. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	95.31%	A	-



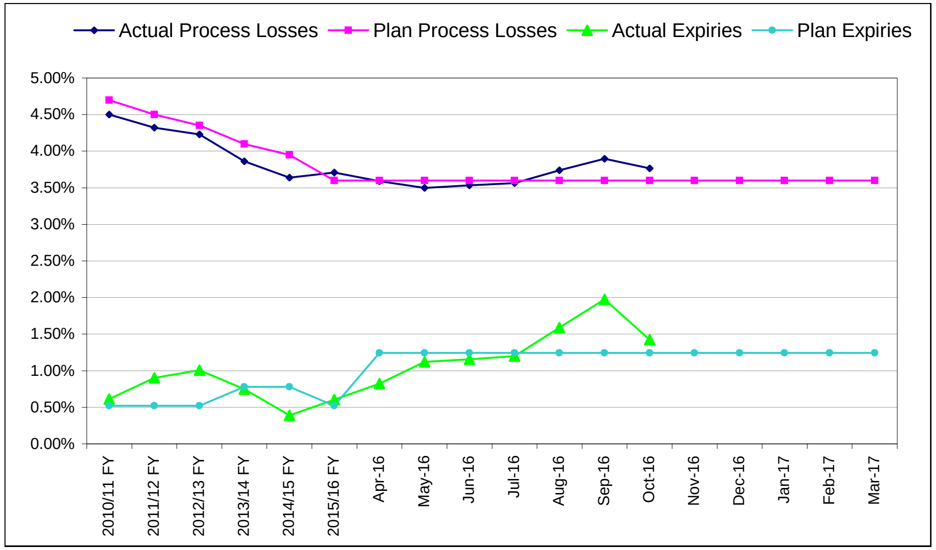
22. Hospital Satisfaction - next survey results due in December 2016

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

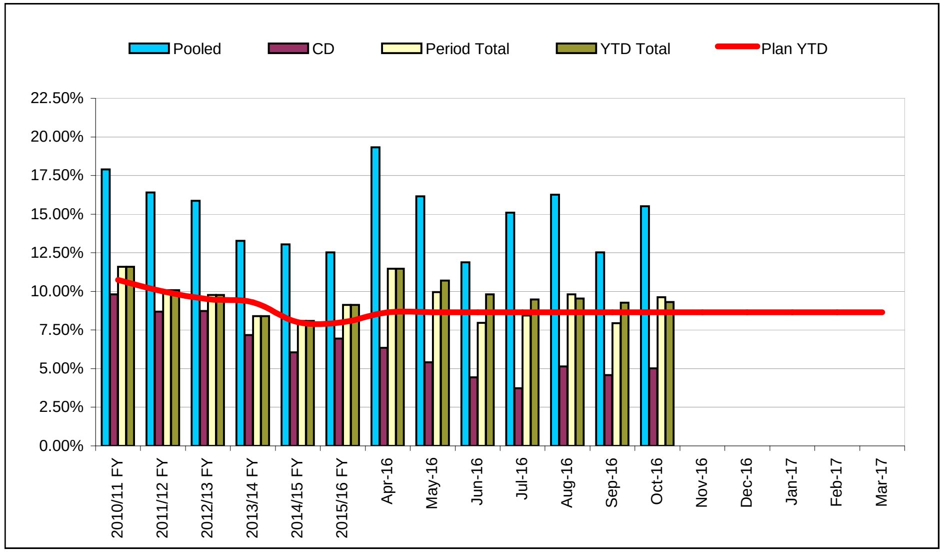


Blood Components - Wastage

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



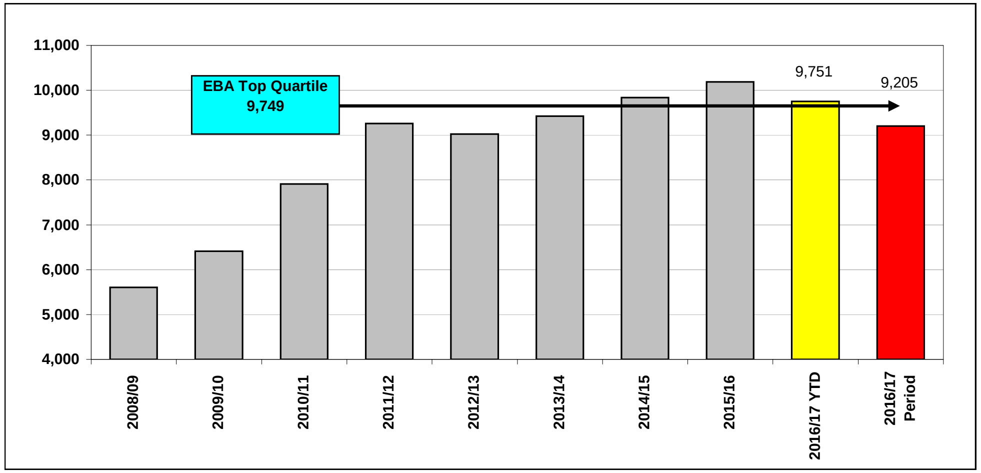
24. Percentage of Platelets Produced NOT Issued



Blood Components - Productivity

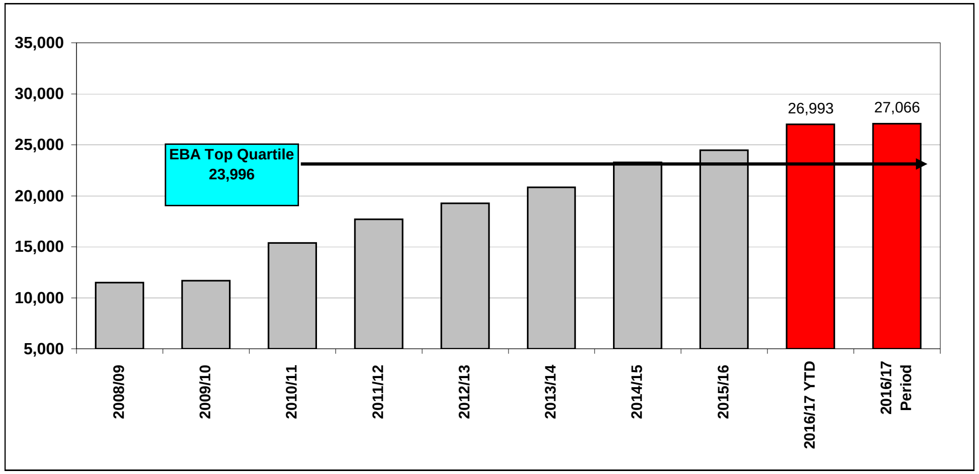
25. Processing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,175	10,061	9,751	A	-



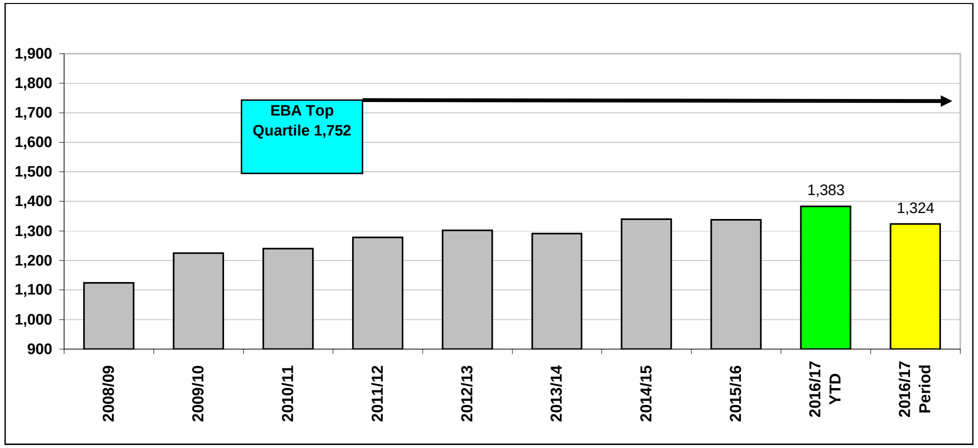
26. Testing Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,100	28,695	26,993	R	-

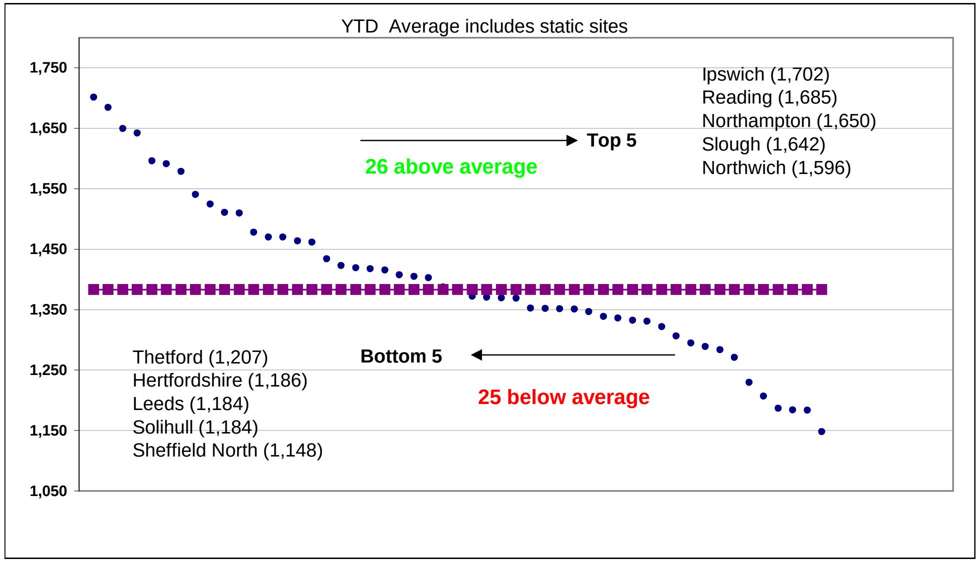


27. Blood Donation Productivity

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,391	1,373	1,383	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 (£37.2m vs £36.3m).
		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 (£7.2m vs plan of £7.3m).
		Contribution to overheads – £0.7m	G	-	£0.04m vs plan of £0.10m. Next report at December 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 (99.4 % vs 99.0%)
	H&I	Sales Income achieved - £13.8m (chart 30)	A	-	Lower than plan in the year to date (£7.7m vs £8.0m).
		Contribution to overheads - £1.9m	-		£0.7m vs plan of £1.0m. Next report at December 2016
		60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	79% in October (vs 73% in June). Next survey December 2016.
		% of patients receiving A or B1 platelets	A	-	Below plan in October (73% vs 75%) - Chart 4 -
		Time to type DCD organ donors	R	-	Reporting monthly in arrears - at 73% vs target of 80%.
		Turnaround time vs SLA (chart 34)	A	-	Behind plan in October (95% vs 98%).
	RCI	£13.5m Sales income achieved (chart 30)	G	-	Ahead of plan in the year to date (£7.1m vs £6.9m)
		Contribution to overheads (£1.2m)	-	-	£0.21m vs plan of £0.05m. Next report in December 2016.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	RCI (cont.)	60% of hospitals scoring =/> 9/10 for satisfaction (chart 35).	-	-	53% in October (vs 68% in June). Next survey December 2016
		Sample turnaround time vs SLA (chart 33)	G	-	Year to date better than plan at 97% (vs plan of 95%)
	CMT	£10.6m sales income achieved (chart 31)	G	-	Better than plan in the year to date (£5.9m vs £5.6m).
		Contribution to overheads (£1.5m)	-	-	£0.2m better than plan. Next report in December 2016
	SCDT	£10.1m sales income achieved (chart 31)	G	-	Income above target in the year to date (£6.0m vs £5.7m)
		Contribution to overheads (£2.3m)	-	-	£1.0m vs plan of £1.2m. Next report in December 2016.
		% Confirmatory typing within 14 days	R	-	70% vs plan of 85% in October. Lower than plan ytd at 77%
		2,300 increase to Banked Cords TNC > 140	A	-	Behind plan year to date (1288 vs 1341)
		40% BAME Cord Blood units add to the bank	A	Worse	39% of total units banked (> 40).
		Issue 53 Cord Blood units	G	-	Better than plan with 35 units issued (vs 28).
		Adult Donor Provisions	R	-	Lower than plan in the year to date (120 vs 134).
		BAME donors <40 years old – 3k	G	-	Higher than plan year to date (2,123 vs 1,750)
		Donors recruited to fit panel – 7k	G	-	7,952 vs plan of 4,081
	Therapeutic Apheresis Services	£6.52m sales income achieved (chart 32)	G	-	Better than plan year to date (£4.3m vs £3.9m)
		Contribution to overheads (£1.22m)	-		£0.04m better than plan. Next report in December 2016.
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	Equal with target in 2015/16 (62% vs 62%).
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2015 at 99% vs 95%

- DTS is reporting a small I&E surplus of £0.4m in October with a positive income variance of £0.8m (driven mainly by TAS / RCI / CMT) offset by a £0.4m adverse expenditure variance.

- Sickness absence was slightly lower this month at 2.50% and continues to be lower than plan (vs 4% target).

DTS Income by SBU – YTD October 2016	2016/17 Budget	2016/17 Income	2016/17 Variance	2015/16 Actual	Growth
Tissue & Eye Services	7.3	7.2	-0.1	6.7	6%
TAS	3.8	4.3	0.4	3.6	18%
H&I	8.0	7.7	-0.3	7.7	1%
RCI	7.8	8.1	0.2	7.7	5%
IBGRL & DD	0.5	0.4	-0.1	0.5	-20%
CMT	5.6	5.9	0.3	5.6	6%
SCDT	5.7	6.0	0.4	5.2	16%
Customer Services	0.1	0.1	0.0	0.0	47%
Total (£m's)	**38.8**	**39.6**	**0.8**	**37.0**	**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 October was again slightly behind plan this month, with the year to date position continuing to be 1.7% worse than plan, although 6.2% higher than the corresponding period last year. Sales of corneas, sclera, tendons and meniscus are performing well, although there continues to be pressure on a number of service lines eg DBM, pre-cut corneas, skin and dCell dermis. Stock of corneas were higher at month end at c250 (September 225), although lower than the planned operating range of between 300-350.

- **RCI** income in the year to date is 2.9% ahead of plan and 4.6% higher than last year. Antenatal referrals, higher income from the MoD and improved red cell reference activity continue to be the drivers for the year to date position with all other income streams close to plan. The favourable income position is partially offset by increased expenditure, resulting in a small surplus contribution of £0.1m.

- **H&I** income is 4% lower than plan in the year to date, although 1% ahead of 2015/16. Lower activity across most service lines continues, with both stem cell related investigations (£0.2m) and solid organ investigations (£0.1m), being particularly affected . Turnaround times are also continuing to run behind plan and have continued to report at 95% in October (vs 98% target). The provision of A and B1 matched platelets (a key safety target set by the platelets target) fell back to 73% in the month and is now 71% in the year to date (versus plan of 75%).

- The overall outturn for **Diagnostics** continues to be an adverse contribution of £0.3m to plan with H&I reporting a deficit position of £0.4m.

- **Stem Cell Donation & Transplantation** income continues to be ahead of plan (6%) and is also 16% higher than last year. Demand for Cord Blood units is the key driver and is now reporting 35 (25%) higher than plan in the year to date, albeit the plan for this year (53) is lower than in 2015/16 (60). The number of BBMR provisions is in the year to date remains behind plan (120 vs 134), with lower international provisions (52 vs 62) remaining a concern The year to date position is reporting a deficit of £0.3m driven by a BBMR contribution shortfall of £0,4m.

- Cord blood collections were slightly worse than target this month (159 vs 192) and in the year to date remain 53 (4.0%) below target (1288 vs 1341). The bank is also working to make up for last years shortfall of 350 ie over and above this year's target of 2,300. The bank is reporting a WiP of c1,900 units, of which the Clinical Grade units (Grade A-C) account for c970 units versus 860 reported in September and the more normal level of 600 units. The proportion of units banked from BAME communities was again at 39% in October (vs 40% target).

- **Cellular and Molecular Therapies** - year to date income is £0.3m higher than plan driven predominantly by service / CBC income. New cell therapy income is slightly below plan, although expected to improve through the year with contracts in place. The overall position is a favourable contribution to plan of £0.3m

- **Therapeutic Apheresis Services -** income in the year to date is £0.4m (11%) higher than plan and 19% higher than last year. Higher demand for Plasma Exchange (+19%), Red Cell Exchange (+ 58%) and Photopheresis (+ 9%) are the main drivers supported by contribution from the new units in GOSH and Birmingham. This is resulting in a favourable contribution to plan of £0.3m.

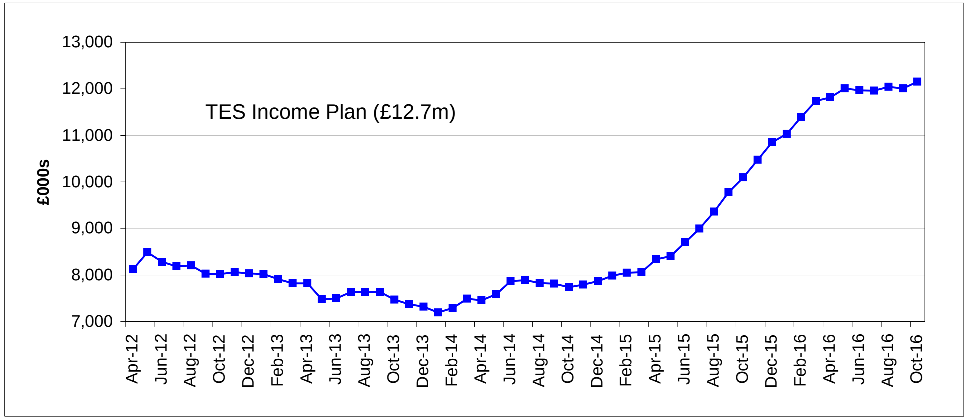
- There were no critical/major non-compliances were reported this month.

DTS – Status of Strategic Projects per TPB reporting

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

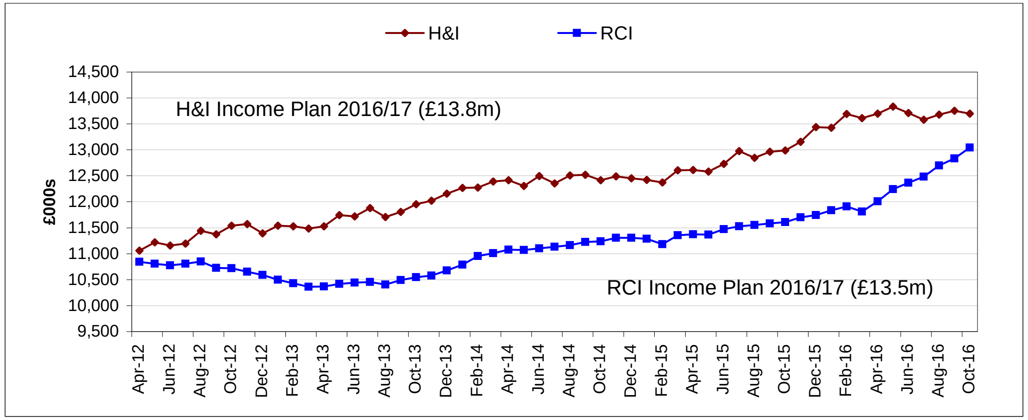
29. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	12.715	7.279	7.158	A	-



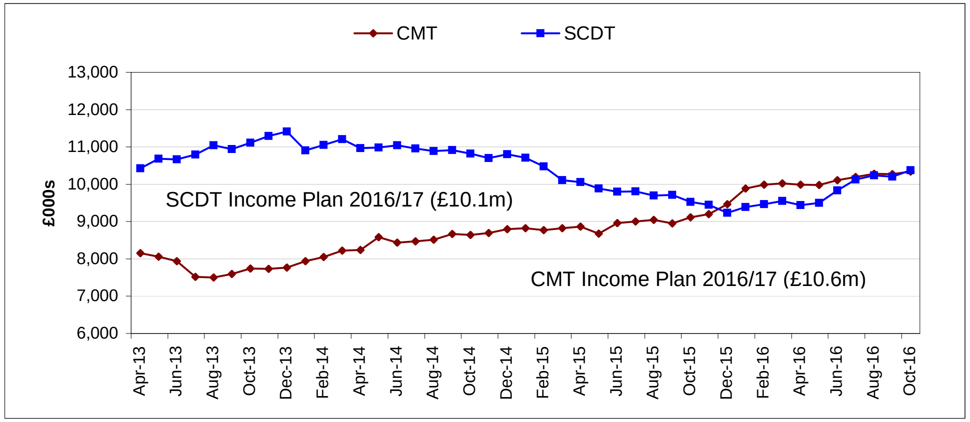
30. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	13.500	7.831	8.059	G	-
Income (£m's) - H&I	13.800	8.024	7.737	A	-



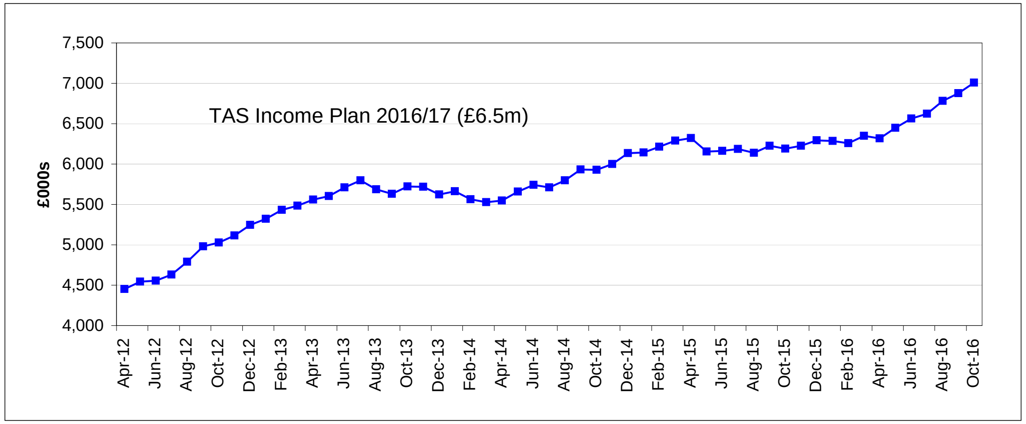
31. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	10.600	5.609	5.885	G	-
Income (£m's) - SCDT	10.100	5.669	6.025	G	-



32. Therapeutic Apheresis Services (MAT)

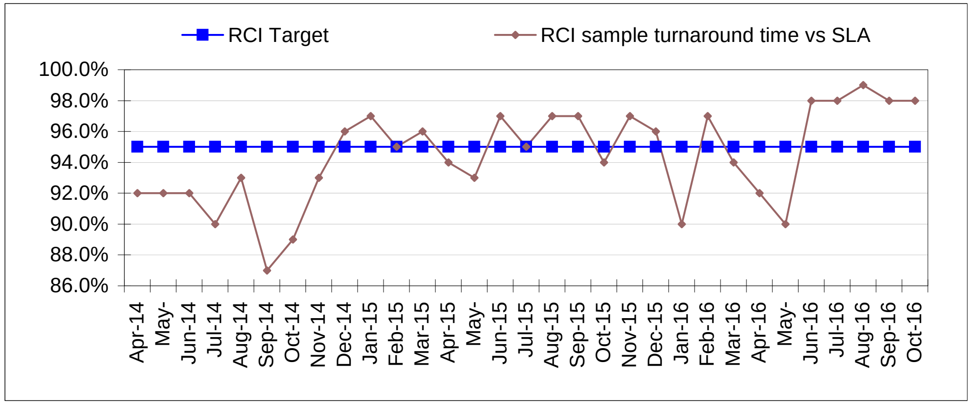
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	6.520	3.823	4.270	G	-



Diagnostic and Therapeutic Services - Customer service and safety

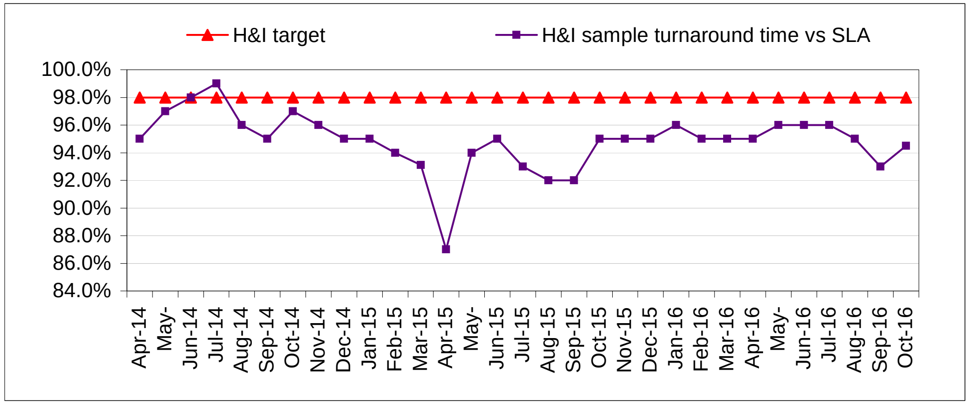
33. Turnaround Time vs SLA (RCI)

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



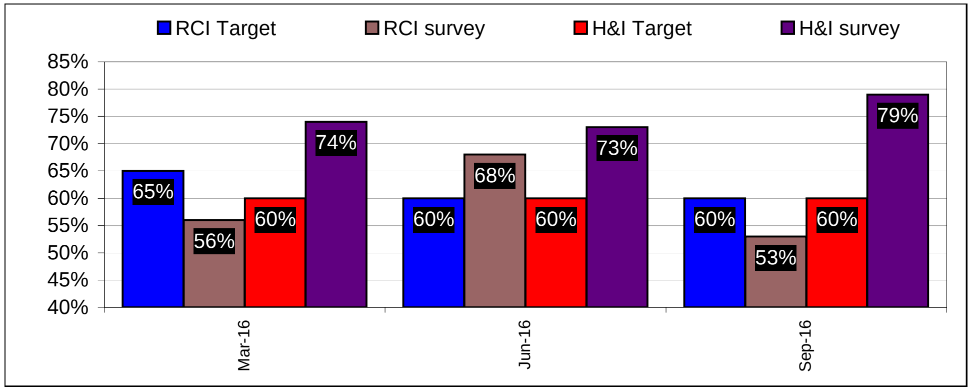
34. Turnaround Time vs SLA (H&I)

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	-

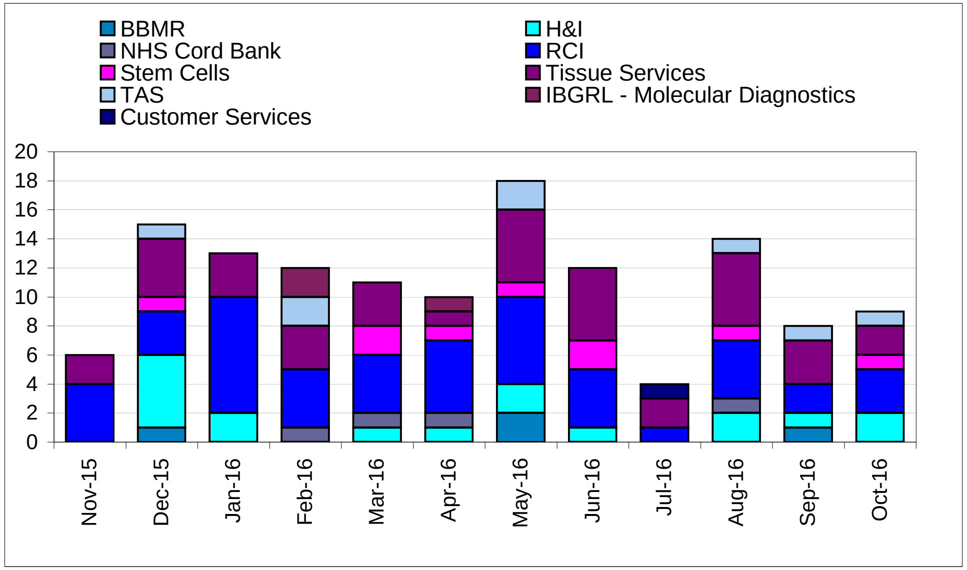


35. Hospital Satisfaction - next survey results due in Dec 2016

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	-

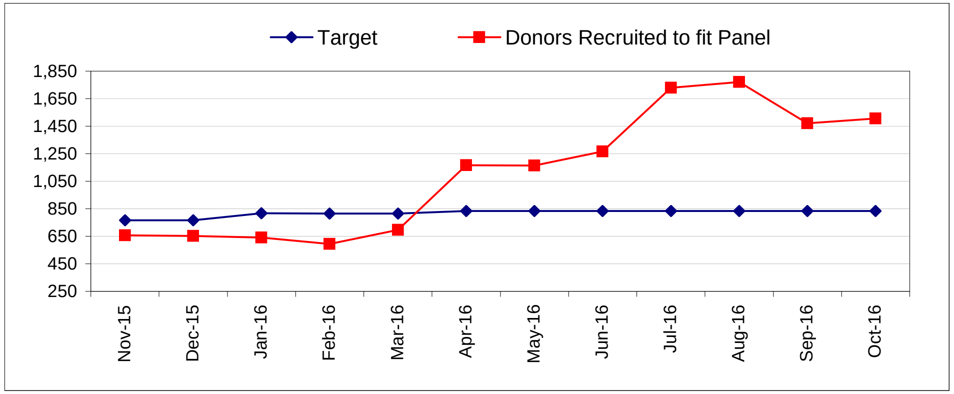


36. Major QI's raised per month - DTS

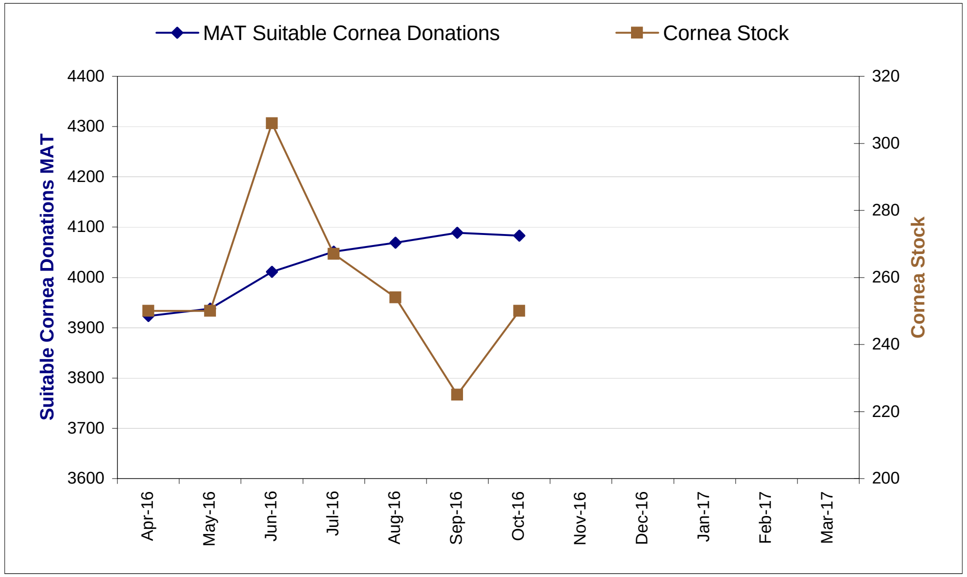


37. Donors recruited to fit panel

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	5,831	10,075	G	-

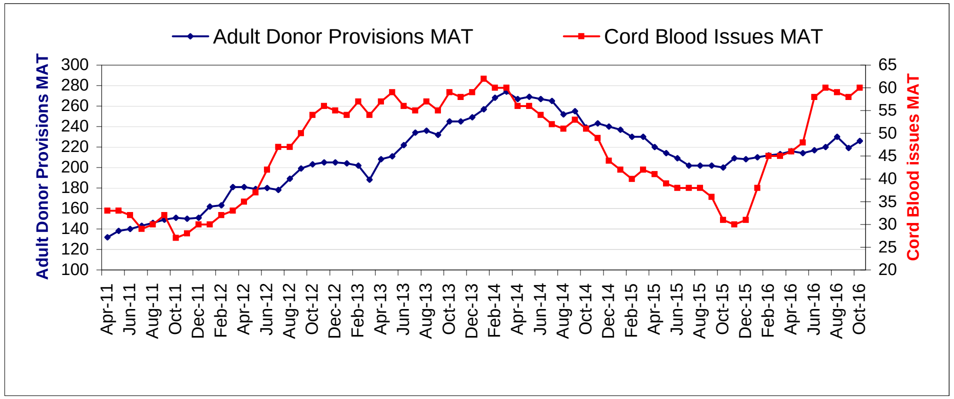


38. Suitable Cornea Donations - MAT, and Cornea stocks



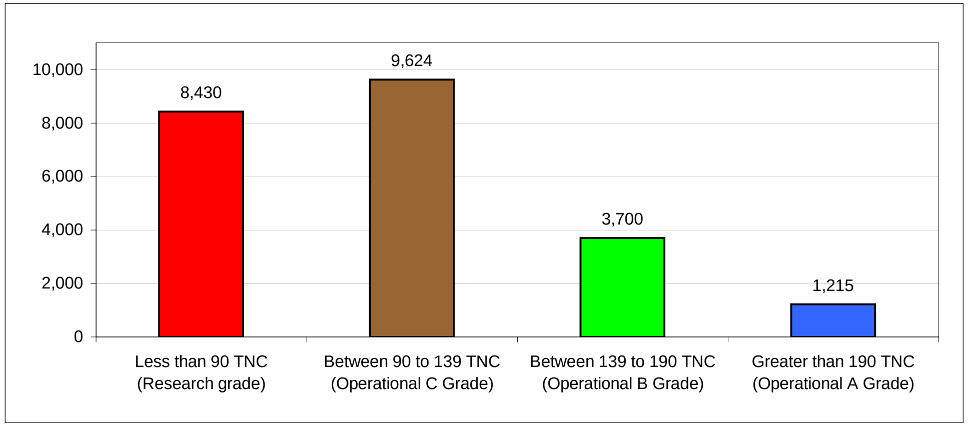
39. Adult donor provisions, and Issue of cord blood units - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued	53	28	35	G	-
Adult donor provisions	234	134	120	R	-



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	1,342	1,288	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 61.5% (vs plan of 70%) - chart 53.
		Increase % Consent/Authorisation rate (Overall) – DBD	A		Reporting at 66.3% in the year to date (vs plan of 72%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R		Reporting at 58.1% in the year to date (vs plan of 68%)
		Deceased donors - 2016/17 target – 1,440	A	-	Deceased donors year to date 788 (vs 840) - chart 41 -
		Deceased Organ Donors per million population – 22 per/m	-	-	Reported quarterly. September at 21.4m vs 22m planned.
		Number of Living donors 2016/17 (1,260) – reported one month in arrears (chart 52).	R	-	Year to date at 515 (vs plan of 630) - chart 44.
		Living Donors per million population – 19.0 per/m	A		Reported quarterly. September at 16.3m vs 18.0m plan.
		OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17.	R	-	Year to date - 0.7m registrations (vs 0.8m target).
		Organ Transplants – Deceased (3,900)	A	-	2,063 transplants in the year to date (vs plan 2,275) - chart 42.
		Deceased Organ Transplants per million population – 60 per/m	-	-	Reported quarterly. September at 55.8m vs 58.2m plan.
		NHSBT Cost per Transplant (chart 43). - £17.9k	A	-	September at £18.99k (vs £17.9k).

Commentary - ODT

- There were 127 deceased donors in October (67 DBD and 60 DCD) versus the monthly target of 120. In the year to date there have now been 788 deceased donors (450 DBD and 338 DCD) 52 donors lower than target of 840. October 2016 was the highest month since last October 2015 (143 deceased donors). There are now only 8 more deceased donors than in the same 7 months last year (-8 DBD, +16 DCD).

- The trend, expressed as an MAT is flattening / falling. In the year to date there has been 8 (1%) more donors than last year, but if current trends persist there is a risk that the level of deceased donation in 2016/7 will fall below that of 2015/16.

- When compared with the same 7 months last year the DBD consent rate (66%) is 3 percentage points lower but the DCD consent rate (58%) is 2 percentage points higher but with no improvement in the overall consent rate. The 70% DBD consent rate achieved in October is, however, a significant improvement on the past few months with 3 teams achieving 100%. It has been reported by teams that there appears to be an increasing trend of pre-approaches by clinicians.

- There were just 3 ODR overrides in October (the lowest number reported this year), accompanied by a significantly improved consent rate of 95.5%. Year to date there have been 13 fewer overrides (52 vs 65). The consent rate for patients not on the ODR remains at 50%, the same level seen last year.

- October was a strong month for deceased donor organ transplants but in the year to date there have now been 212 fewer transplants than target (although this is 37 (1.8%) higher than last year). The number of patients on the transplant waiting list reduced by 119 in October compared with September (-97 active, -22 suspended). In total 9874 patients were on the transplant waiting list at 31 October (6518 active, 3356 suspended).

- ODT has launched a new heart and routine lung allocation scheme, in close collaboration with the clinical transplant community. This means that patients deemed in need of an urgent heart transplant can be assigned to either the new Super-Urgent Heart Allocation Scheme or the revised Urgent Heart Allocation Scheme and is recognised as a significant milestone in the ODT Hub Programme.

- In the first 6 months of 2016/17 there were 515 living donors, 115 fewer than target (and 19 lower than last year). Actions to address the shortfall are being taken through the LDKT 2020 implementation and include patient and public engagement initiatives to increase donation rates and professional shared learning events to improve access to LDKT and utilisation of the UK living kidney sharing schemes.

- October was a strong month for BAME consent (54%). Although small numbers (7/13) this is the highest BAME consent rate recorded in the new PDA. There continue to be actions in place to improve performance against this metric:

- All data feeds to the ODR with the exception of the Scottish GP feed, are now implemented and backlog data has been processed. On average there have been 101k opt-in registrations per month during 2016/17 and 708k YTD. This is, however, reporting at Red status versus the year to date target of 845k.

- Absence decreased to 3.21%, taking it back within target.

- Turnover in Organ Donation and Nursing decreased from 16.21% to 14.79%. Actions agreed in the Workforce Stabilisation plan are being developed and exit interviews continue to be offered to SN-OD leavers.

ODT – Status of Strategic Projects per TPB reporting

]

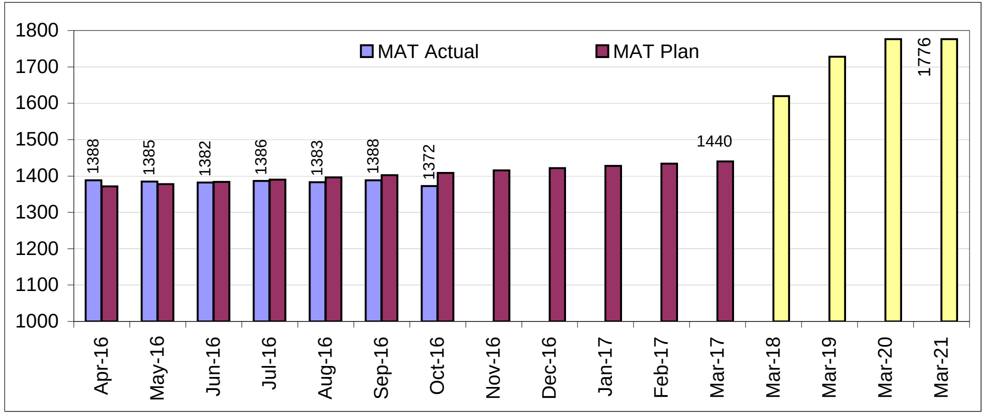
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Bristol Consolidation	Initiation	G	A	0.9	1.3	0.5	Oct 17	Oct 17
ODT Hub	Define	A	A	4.1 (2.6*)	4.1 (2.4*)	N/A	Dec 19	Dec 19

Note:
* Costs are also noted for ODT Hub Year against figures quoted in the Year 2 business case.

Organ Donation and Transplant - Outcomes

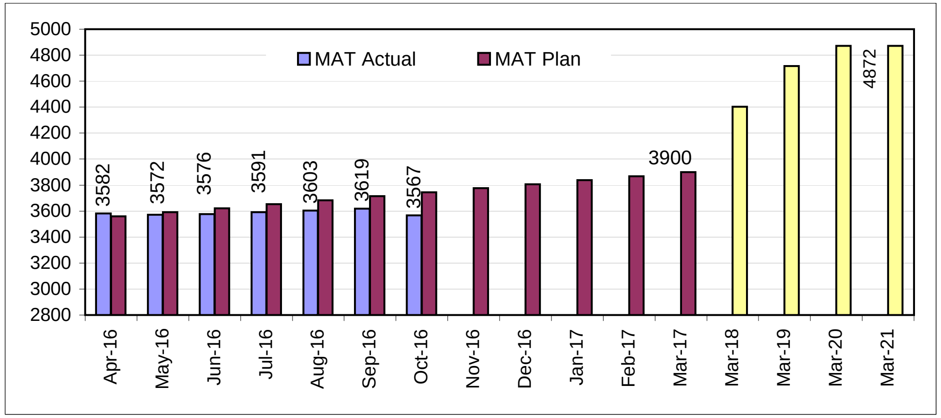
41. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1440	840	788	A	-



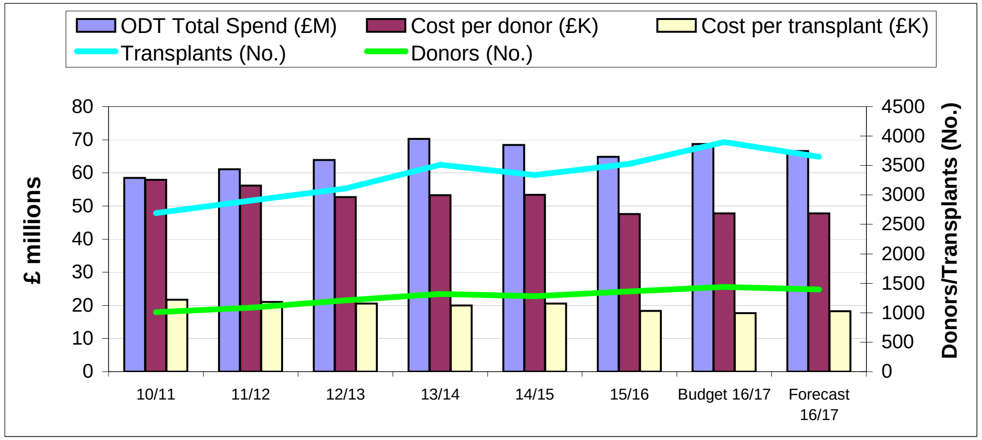
42. MAT number of Deceased Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	3900	2275	2063	A	Better



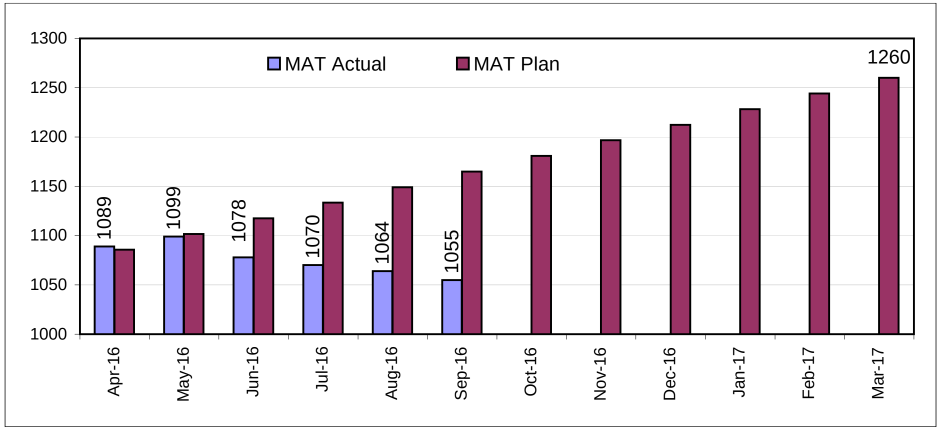
43. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	17.9	17.9	18.3	A	-

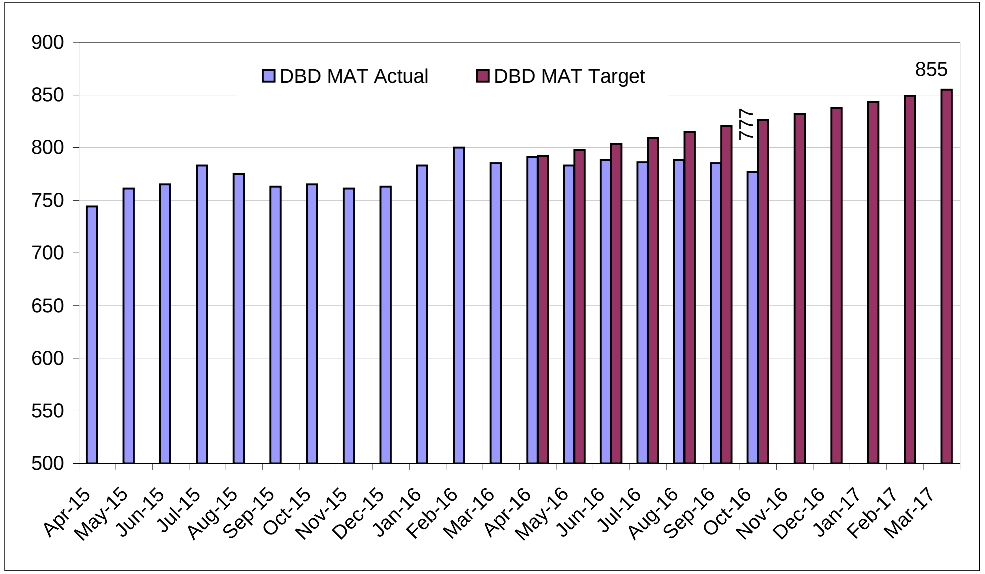


44. MAT number of Live Organ Donors (reported one month in arrears)

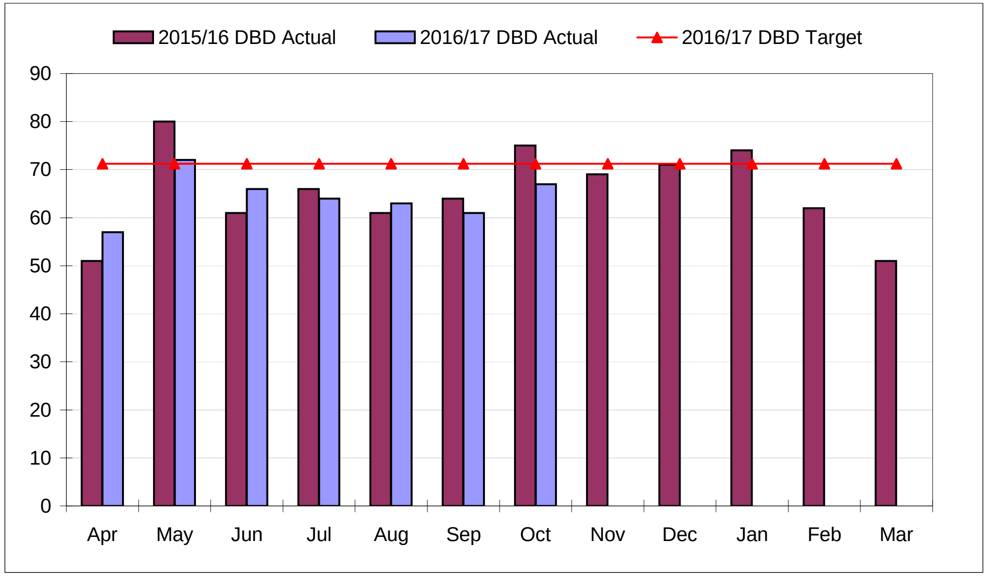
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1260	630	515	R	-



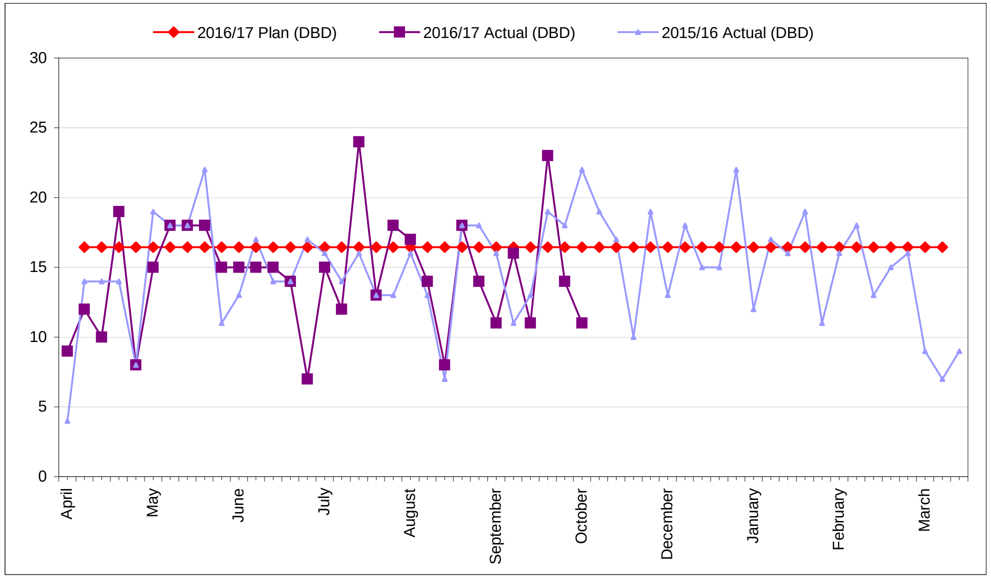
45. MAT number of Deceased Organ Donors (DBD)



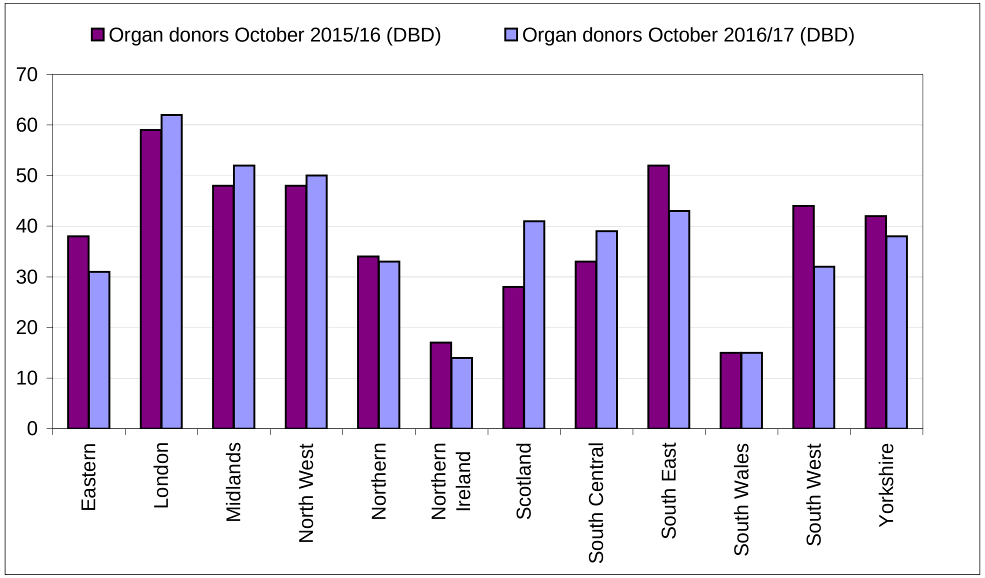
46. Deceased Organ Donors - Monthly (DBD)



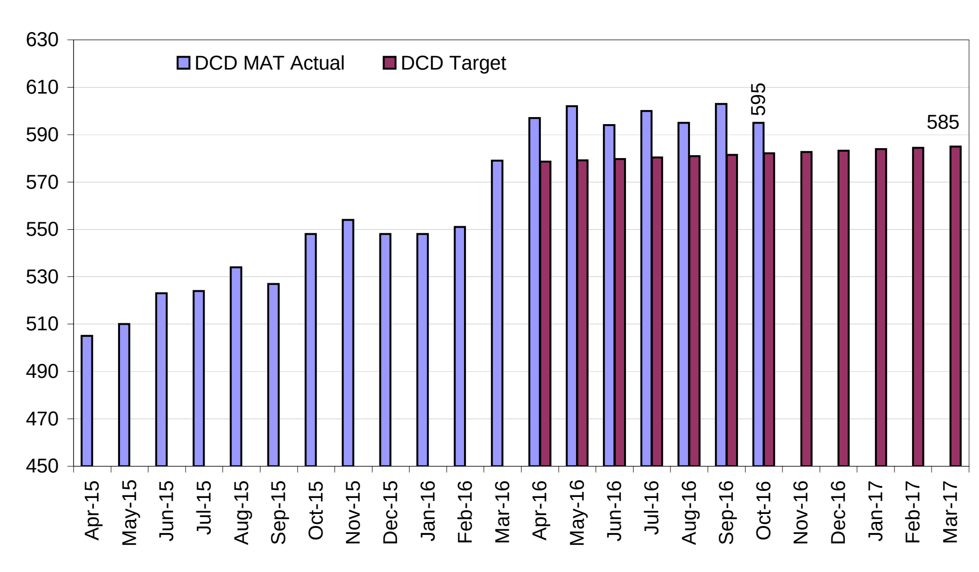
47. Deceased Organ Donors - Weekly (DBD)



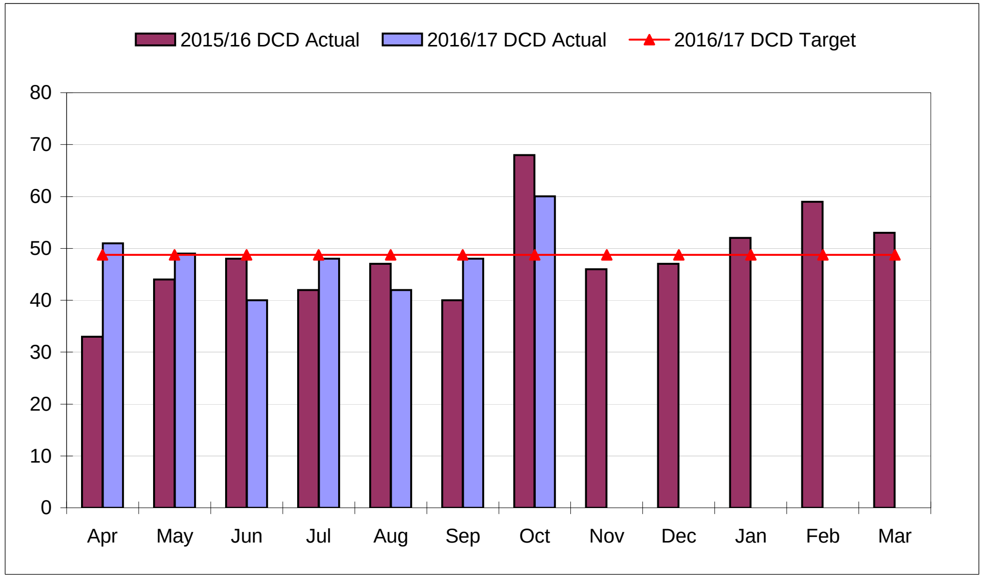
48. Deceased Organ Donors - Team (DBD)



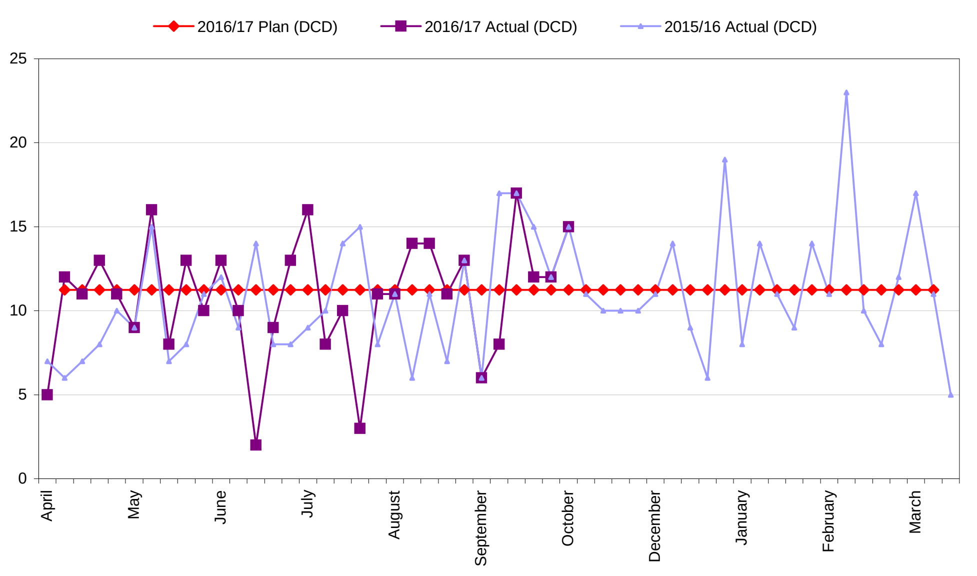
49. MAT number of Deceased Organ Donors (DCD)



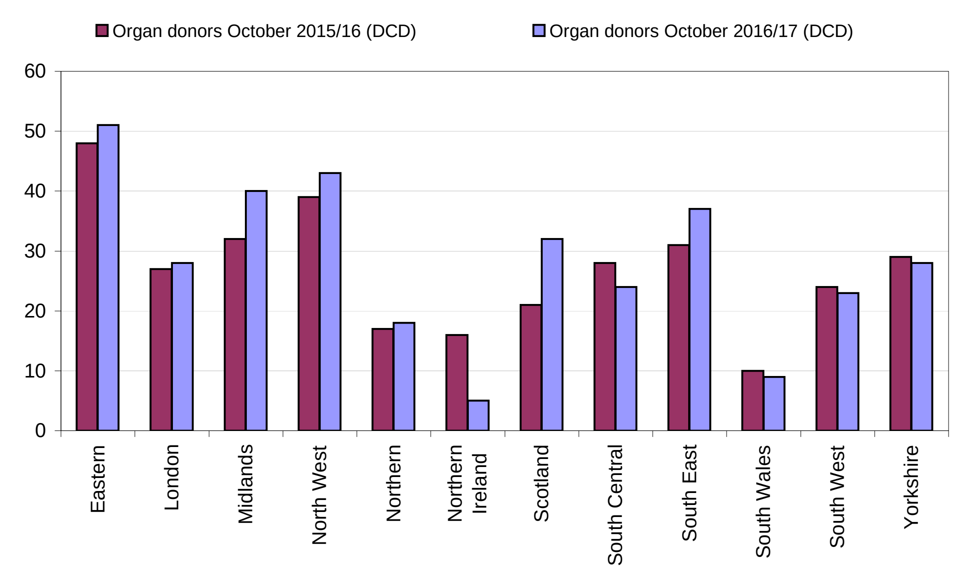
50. Deceased Organ Donors - Monthly (DCD)



51. Deceased Organ Donors - Weekly (DCD)

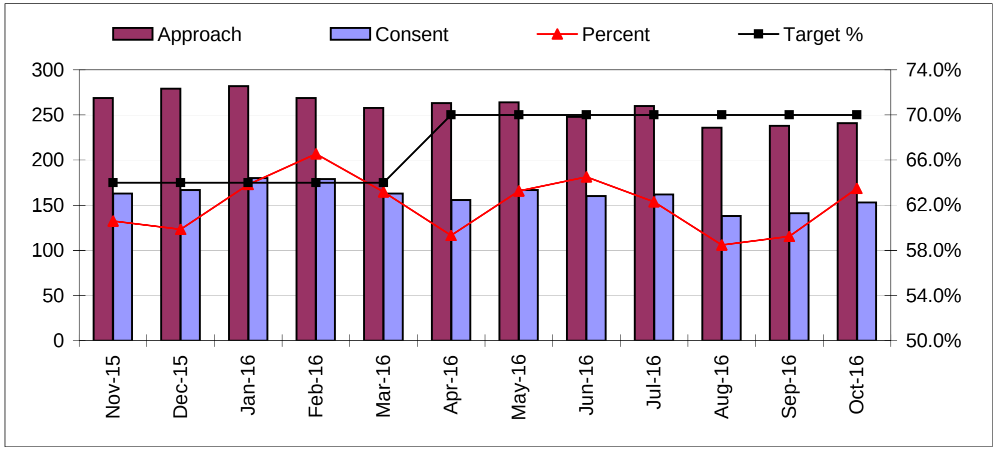


52. Deceased Organ Donors - Team (DCD)

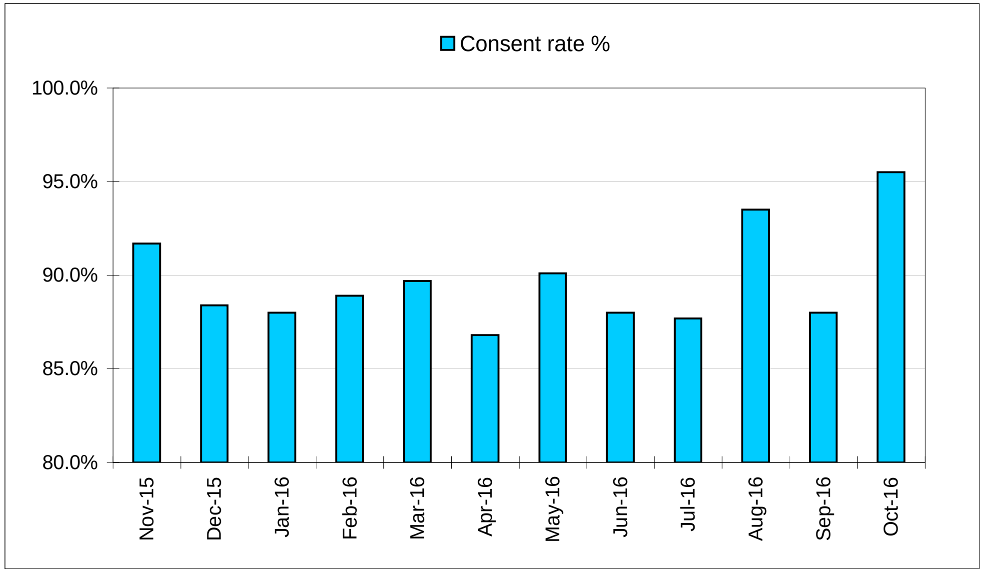


53. Consent / Authorisation rate (DBD & DCD)

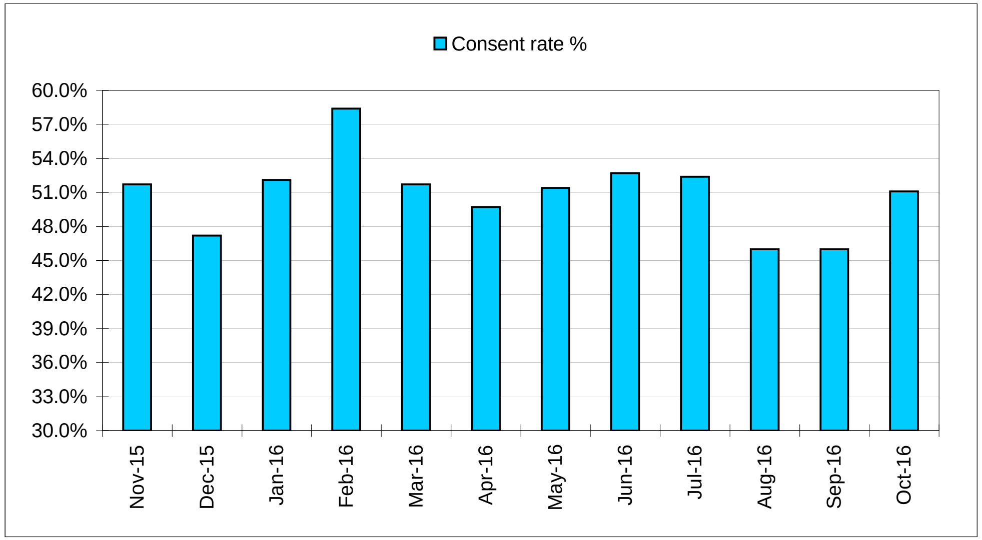
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (Overall)	70.0%	70.0%	61.5%	R	-



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

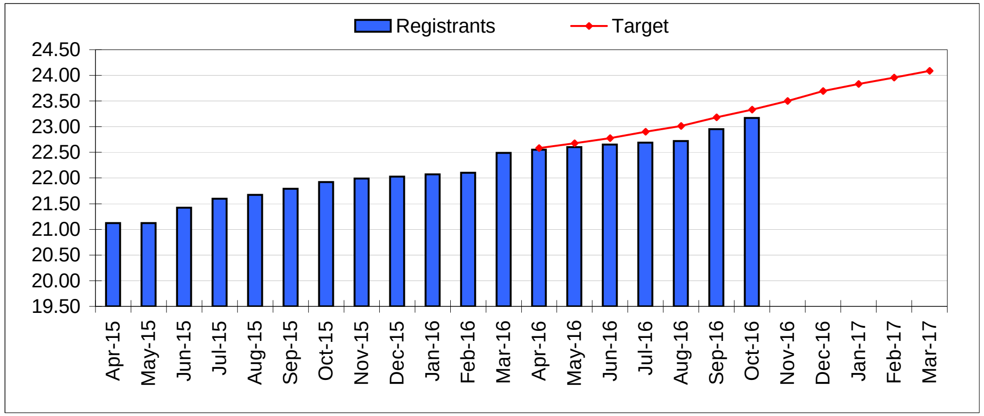


55.Consent/Auth. rate (patient not expressed wish to donate/ODR status unknown)



56. Number of people registered on the ODR

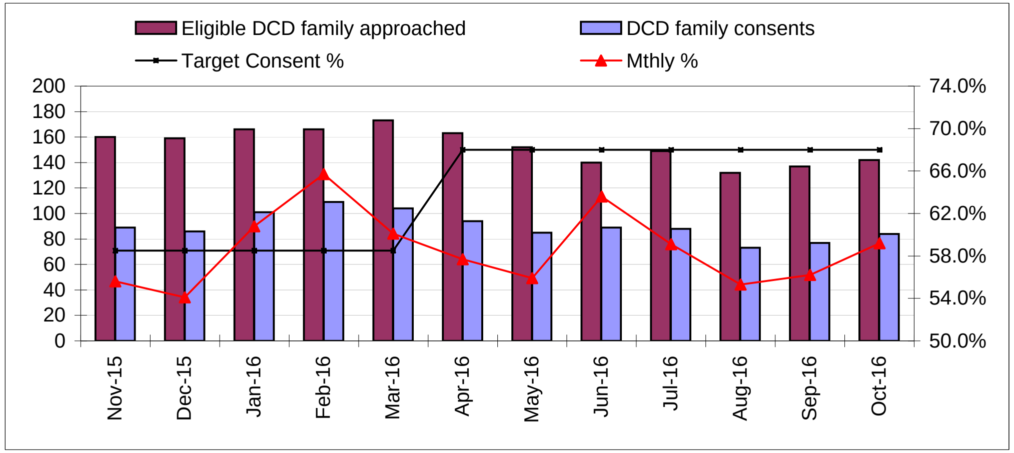
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Organ Donor Register – number of new registrations (millions)	1.600	0.845	0.708	R	-



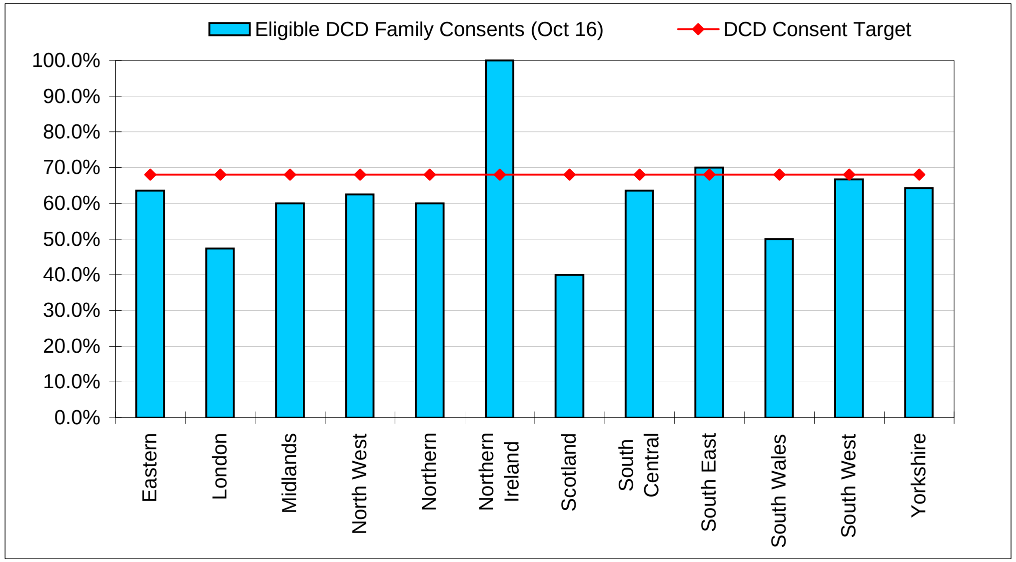
Organ Donation and Transplant - Consent / Authorisation DCD and DBD donors

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%	58.1%	R	-

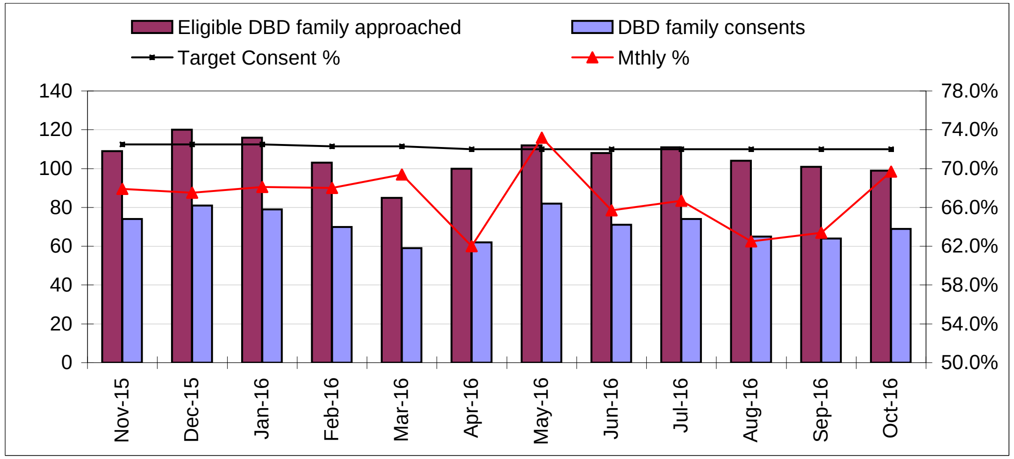


58. Consent/Authorisation rate (DCD) % by Region

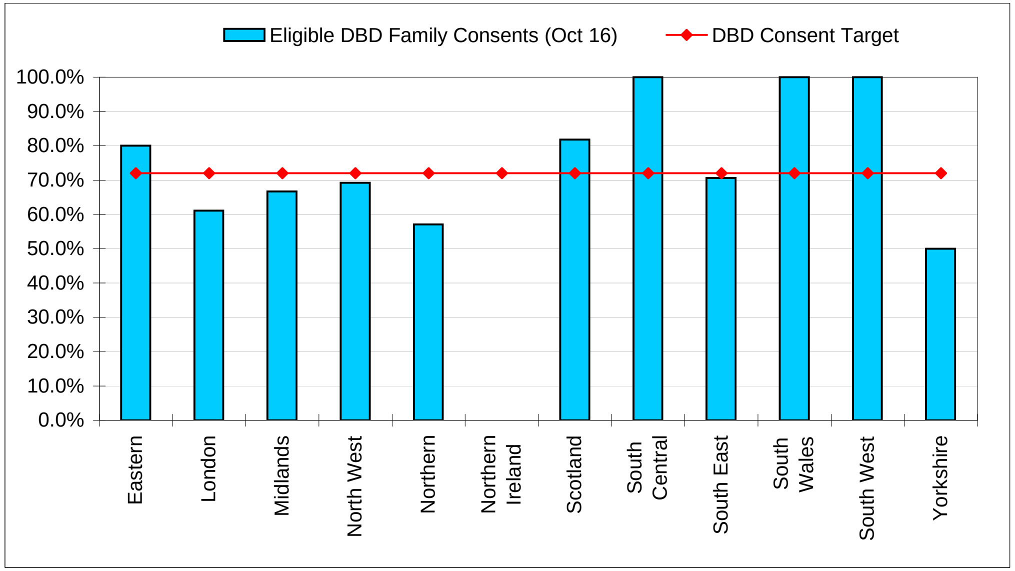


59. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Increase % Consent/Authorisation rate (DBD)	72.0%	72.0%	66.3%	A	-

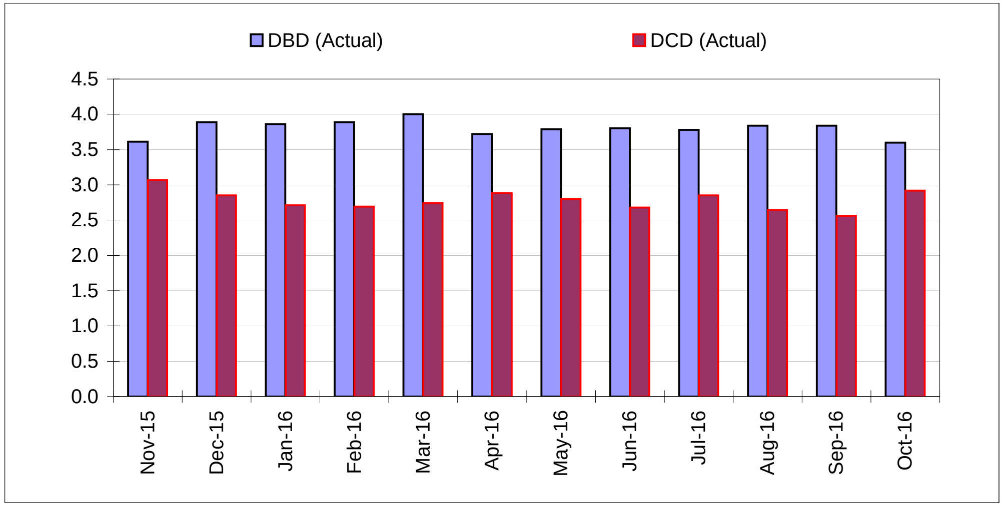


60. Consent/Authorisation rate (DBD) % by Region

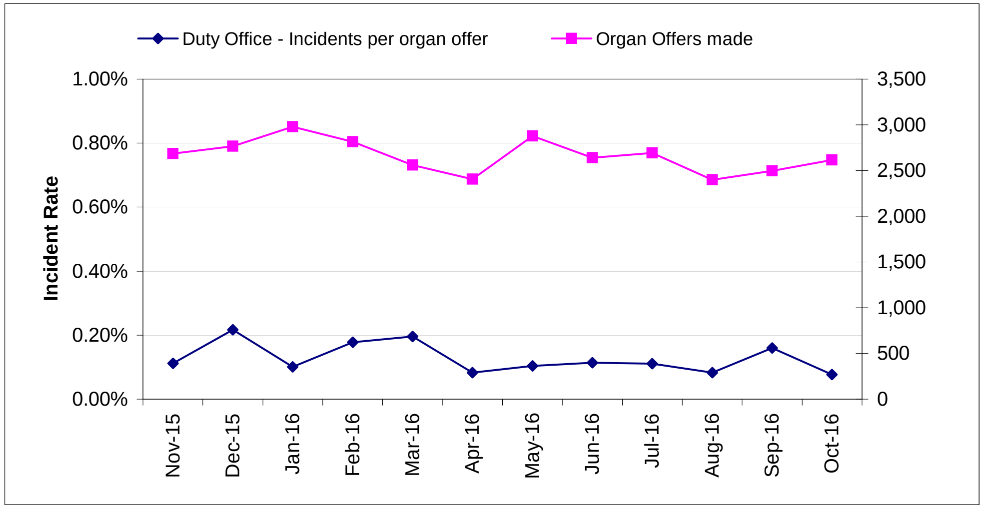


Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

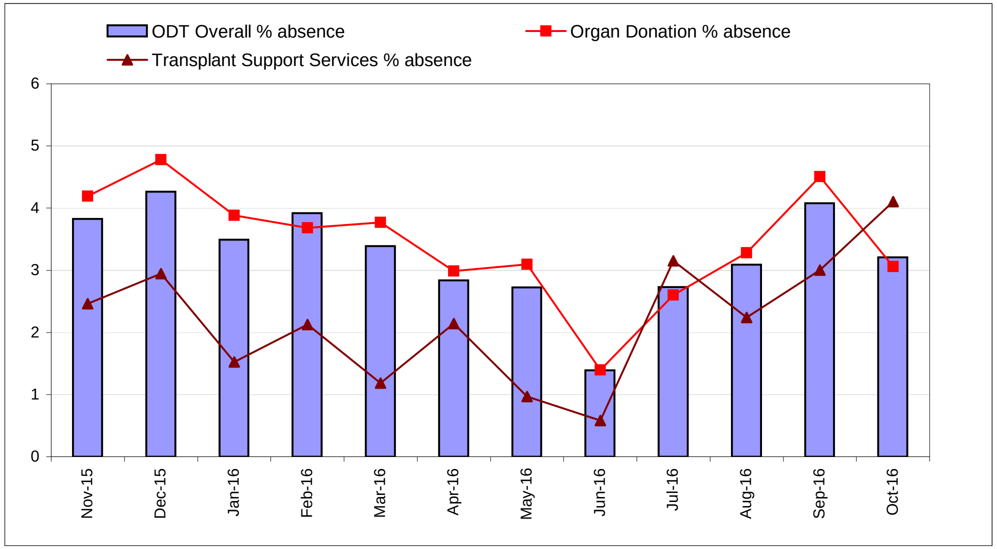


62. Duty Office - Incidents per Organ Offer

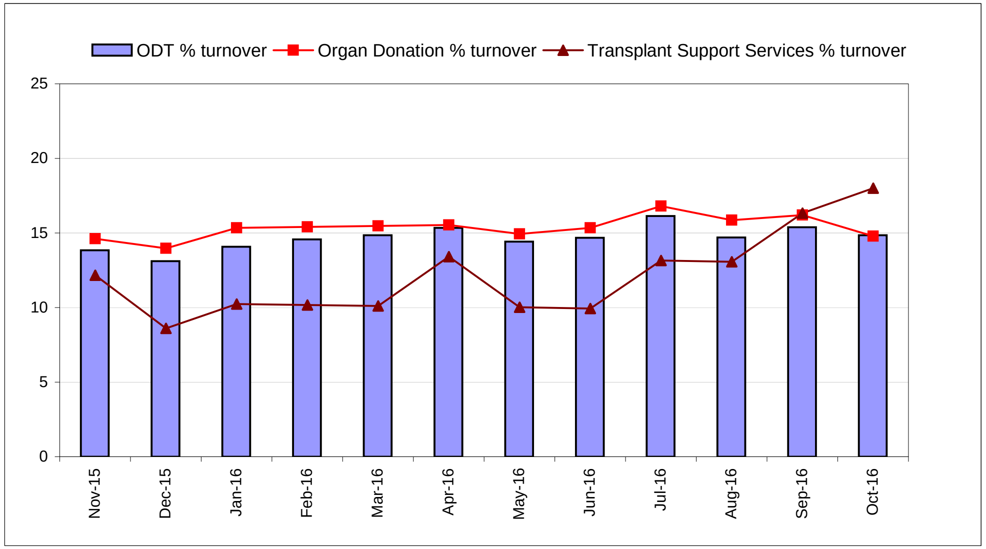


Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate (%)



64. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	Sickness absence is at 3.6% (vs 3.9% October), with Blood Donation better at 5.3%. Action has been taken to reduce long term sickness in blood donation with a focus on improving the quality of the return to work interviews. The *Your Voice – Be Heard* survey launched on 31st October and is aiming for an 85% or better response rate. The online blood ordering system (OBOS) suffered a near one day outage on 6/7 October but otherwise system availability was good. NHSBT's Nursing Strategy 2016 – 2020, was launched at the end of October and sets out the bilateral commitments between NHS Blood and Transplant and it's professional nursing workforce. The strategy is available at http://nhsbtweb/userfiles/NHSBT%20Nursing%20strategy%202016_2020.pdf

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	R	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	G	G	0.3	0.3	N/A	Mar 17	Mar 17
Leeds Sheffield	Initiation	G	G	12.7	12.7	N/A	Sep 20	Sep 20
Next Generation Firewalls Managed Service	Delivery	A	A	1.5	1.5	N/A	Nov 16	May 17
Desktop Modernisation – Infrastructure Improvement	Initiation	A	A	9.1	9.1	N/A	N/A*	May 17

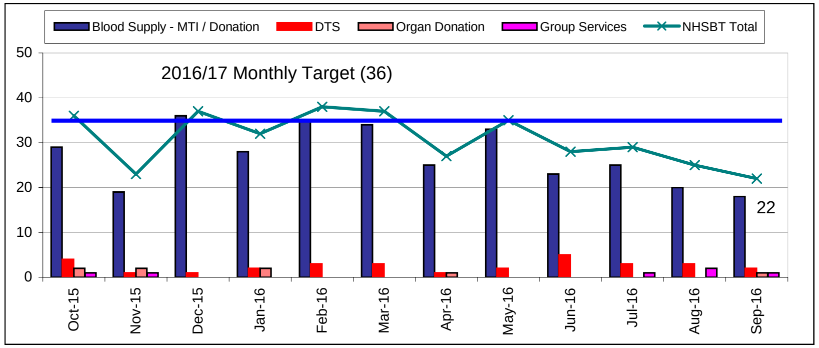
Note:
*Baseline date not yet set as a number of factors still need to be finalised including hardware contracts, IT resources and full time contractors which limit the ability to fully commit to a plan.

65. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	-
Pulse	99.95%	100.00%	G	-
OBOS	99.95%	97.15%	R	Worse
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	99.90%	A	Worse

66. Health and Safety - Accident Reporting

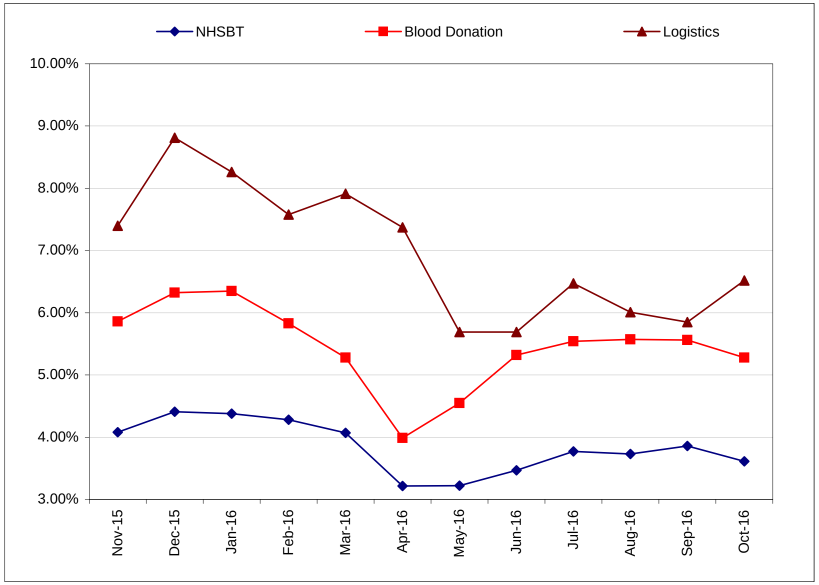
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<24	21	=/<27	18
M&L	<9	8	=/<5	2
DTS/SpS	=/<1	1	=/<2	1
Organ Donation	0	0	=/<1	0
Group Services	0	0	=/<1	1
NHSBT	<34	30	=/<36	22



67. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	815	829	-15	-1.8%
Blood Supply: Blood Donation	1,488	1,511	-23	-1.5%
Diagnostic and Therapeutic Services	802	789	13	1.6%
Organ Donation (including Group Services)	398	372	26	6.5%
Sub-total Operational	**3,502**	**3,501**	**1**	**0.0%**
CEO and Board	7	4	4	51.6%
Quality	85	82	3	3.6%
Communications	71	62	8	11.9%
Estates & Facilities	82	77	5	6.1%
Blood Supply: Logistics	360	341	19	5.2%
Finance	98	92	6	5.9%
HR and BTS Project Management	151	144	7	4.5%
BTS - Information Communication Technology	161	139	22	13.4%
Clinical	186	181	5	2.7%
Research and Development	36	42	-6	-16.1%
Change Programme & Development	4	13	-9	-253.6%
Sub-total Group Service	**1,240**	**1,177**	**63**	**5.1%**
Total	**4,742**	**4,678**	**64**	**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
138	9	120	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 longer term blood demand trends and especially when current demand decline will be offset by the anticipated impact of demographic trends
- significant differential short term demand trends at group / component level (eg O neg red cells, A neg platelets)

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

The ability to 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 OCTOBER 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	36,124	36,124	0	59,142	61,927	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	2,435	2,435	0	4,273	4,173	4,173	4,173
Blood & Components Income	152,156	154,657	2,500	271,104	261,933	258,516	261,327
Diagnostic and Therapeutic Services Income	36,327	37,150	824	62,712	65,126	63,896	64,854
Research & Development	749	979	230	3,881	1,283	1,283	1,183
Organ Donation & Transplantation Other Income	7,036	6,615	(421)	12,357	12,062	12,062	11,246
All Other Income	3,488	3,865	376	5,430	4,687	5,881	6,882
Total Income	**238,314**	**241,824**	**3,510**	**418,898**	**411,190**	**407,739**	**411,592**
Expenditure							
Cost of Sales - Blood Component Stock Movement	386	(366)	(752)	(109)	0	991	991
Cost of Sales - Tissues Stock Movement	0	124	124	266	0	0	0
Organ Donation & Transplantation Operational Expenditure	(38,323)	(36,967)	1,356	(60,486)	(66,710)	(66,710)	(65,145)
Blood Supply: Manufacturing, Testing & Issue	(40,903)	(41,350)	(448)	(69,926)	(69,182)	(69,263)	(70,293)
Blood Supply: Blood Donation	(44,344)	(45,140)	(796)	(82,189)	(77,601)	(74,440)	(75,540)
Blood Supply: Logistics	(12,047)	(12,337)	(290)	(23,112)	(20,741)	(20,701)	(20,971)
Diagnostic and Therapeutic Services	(34,596)	(35,131)	(536)	(56,307)	(58,744)	(58,910)	(59,841)
Quality	(2,930)	(2,777)	153	(4,738)	(5,017)	(5,059)	(4,854)
Chief Executive and Board	(391)	(363)	29	(581)	(776)	(776)	(601)
Communications	(4,156)	(4,098)	58	(4,942)	(4,876)	(7,484)	(7,484)
Estates & Facilities	(22,666)	(22,181)	485	(40,841)	(38,818)	(39,809)	(39,669)
Finance	(3,347)	(3,353)	(6)	(6,739)	(5,751)	(5,751)	(5,787)
HR and BTS Project Management	(5,402)	(5,353)	48	(9,487)	(9,150)	(9,232)	(9,343)
BTS - Information Communication Technology	(11,570)	(11,279)	290	(18,108)	(19,481)	(20,013)	(19,838)
Clinical Directorate	(8,453)	(8,449)	4	(13,512)	(14,332)	(14,328)	(14,053)
Research & Development	(2,706)	(2,941)	(235)	(7,441)	(4,828)	(4,869)	(4,919)
Change Programme & Development	(8,945)	(8,945)	(1)	(12,313)	(13,669)	(10,617)	(26,120)
Miscellaneous and Capital Charges	(550)	(396)	154	(3,435)	(1,515)	(769)	(811)
Total Expenditure	**(240,940)**	**(241,303)**	**(363)**	**(413,998)**	**(411,190)**	**(407,739)**	**(424,278)**
Surplus/(Deficit)	**(2,626)**	**520**	**3,147**	**4,900**	**0**	**0**	**(12,686)**
Statutory Accounts Presentation							
NHSBT Surplus/(Deficit) as above	(2,626)	520	3,147	15,658	0	0	(12,686)
Add back Notional Cost of Capital	4,162	4,162		6,703	6,520	7,075	6,869
Remove Revenue Cash Limit	(38,558)	(38,558)		(63,415)	(66,100)	(66,100)	(66,100)
Deduct Capital Charges Cash Payment	(10,087)	(10,087)		(16,267)	(17,292)	(17,292)	(17,292)
Net Expenditure	(47,110)	(43,963)	3,147	(57,321)	(76,872)	(76,317)	(89,209)

Commentary - October 2016

A deficit of £1.3m was reported in October, £0.3m worse than plan (mostly due to an adverse Cost of Sales movement as a result of lower red cell stocks).

Year to date, NHSBT is reporting a surplus of £0.5m, £3.1m ahead of plan. This combines surpluses in ODT of £0.9m; DTS of £0.4m and also within Blood/Group of £1.8m (with the latter driven by favourable spend variances in group services).

In DTS the surplus has arisen from improved sales within TAS / RCI / CMT and also an improvement within SCDT.

The surplus in ODT continues to be predominantly due to SNOD vacancies, and logistics costs driven by lower transplant and donor numbers.

The forecast outturn for the year is now a defecit of £12.7m versus plan of £17m. The lower figure derives primaruily from lower transformation spend than planned plus the combined surpluses in Blood (£0.4m), ODT (£0.7m) and Group services (£1.6m).

Balance sheet - current assets were £65.9m at the end of October 2016, with a cash balance of £56.8m.

Debtor days - were 29 in October vs target 22 days.