

Board Meeting in Public Tuesday, 26 September 2023

Title of Report	2023/24 Business Plan	Agenda No.	4.2
Nature of Report (tick one)	<input checked="" type="checkbox"/> Official	<input type="checkbox"/> Official Sensitive	
Author(s)	Lucy Osmond, Head of Performance Julie Alexander, Strategy Director		
Lead Executive	Wendy Clark, Deputy CEO		
Non-Executive Director Sponsor (if applicable)	N/a		
Presented for (tick all that applies)	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Assurance	<input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Update	
Purpose of the report and key issues			
To formally approve changes to the 2023/24 Business Plan following revisions made during the DHSC approval stage and to consider further proposed amendments to targets.			
Previously Considered by			
The 2023/24 Business Plan was approved at NHSBT Board on 28 th March 2023. The Executive Team agreed the proposed amendments to 2023/24 Business Plan targets on 19 th September 2023.			
Recommendation	<ol style="list-style-type: none"> To note and approve the revisions to the measures of success and metrics of Priority 3 <i>Invest in our people and culture to ensure a high performing, inclusive organisation</i> in the 2023/24 Business Plan approved by DHSC and Ministers' To review and approve the amendments to 2023/24 Business Plan targets proposed by Donor Experience and Plasma 		
Risk(s) identified (Link to Board Assurance Framework Risks)			
Successful delivery of the 2023/24 NHSBT Business Plan is contingent on the management of the risks listed in the Board Assurance Framework (BAF).			
Strategic Objective(s) this paper relates to: [Click on all that applies]			
<input checked="" type="checkbox"/> Collaborate with partners <input checked="" type="checkbox"/> Invest in people and culture <input type="checkbox"/> Drive innovation <input checked="" type="checkbox"/> Modernise our operations <input checked="" type="checkbox"/> Grow and diversify our donor base			
Appendices:	2023-24 NHSBT Business Plan Final		

Background

The 2023/24 Business Plan was approved by both ET and Board in March 2023, after which it progressed to the DHSC for their sign-off. Approval was provided contingent on some amendments to the measures of success and metrics of Priority 3, Invest in our people and culture to ensure a high performing, inclusive organisation.

Following the finalisation of the changes to the People priority in the 2023/24 Business Plan, Appendix A lists the full suite of metrics through which we will measure progress against delivering the priority together with their reporting frequency.

Additionally, there are two targets that, as a result of operational circumstances, are no longer achievable. The Board is asked to approve changes to these targets that will be proposed to DHSC for approval.

- **Blood donor base**

The Blood donor base target set in the business plan is 856k. We propose to reduce this target to 805k which represents an increase on the current donor base (798k) of 0.9% and decline of 1.1% from 814k in 2022/23. This change is proposed to allow for the switching of blood donors to plasma and also to support our continued priority focus on diversification, including our successful, ongoing campaign to increase numbers of Black Heritage donors.

It also recognises that growing the donor base is dependent on having sufficient collection capacity to accommodate the right percentage of new donors. New donors are always in the top two priorities to be cancelled, as we don't know their blood type, they're more likely to not attend and they are less likely to make a successful donation. Short-notice cancellations lead to dissatisfaction of new donors early in their experience and is something that we want to avoid. The Future Proofing Blood programme will deliver additional capacity and improved productivity, enabling us to set new targets to grow the donor base in future years.

An adequate donor base will be maintained by managing the mix of new, active, and inactive donors ensuring retention and loyalty remain static. Our monthly review of donor bases will allow us to monitor any possible impacts which may impact specific blood type groups such as O negative.

We are also proposing to remove monthly reporting of the annual targets for Male and Under-35 representation in the donor base. Reporting on this will instead be included in the annual Health of the donor base report in November Board.

- **Plasma**

The Plasma Supply Agreement which is aligned with the NHSE fractionator agreement requires NHSBT to delay the initial supply of plasma to the fractionator until July 2024.

As a result recovered plasma targets for 2023/24 have been reduced by ca. 20,000 litres from 161k litres p.a. previously agreed and re-phased over July 2023 – March 2024. This was reflected with effect July 2023 performance reporting.

We are continually keeping Plasma targets under review, and we are focused on improving source Plasma appointment fill rates and building the plasma donor base.

Next steps

The 2023/24 Business Plan is attached for Board information.

Subject to Board approval for amendments to target, the Business Plan will be amended and published externally.

Appendix A: Invest in our people and culture to ensure a high performing, inclusive organisation

Metric		Frequency of Reporting
Harm Accident Incident Rate - NHSBT Colleagues	Business Plan Metric	M
Harm Accident Incident Rate - Blood Supply Colleagues		M
Recruitment time to offer		M
Vacancy Fill Rate		M
Staff Turnover/Attrition - NHSBT		M
Staff Turnover/Attrition - Blood Donation		M
NHSBT Sickness Absence Rate		M
Increase in middle managers engaged with formal development offer		M
New manager completion of "Manager Essentials" programme		M
Corporate induction & onboarding complete within 8 weeks for new starters		M
Reduction in bullying, discrimination and harassment scores as measured by the staff survey, leading to an increase in engagement score.		A
% Black, Asian and Minority Ethnic groups representation at Band 8a and above		Additional Metrics
No. of New FTSU cases in month	M	
Mandatory Training Compliance	M	
PDPR Compliance	M	
Disability Declaration Rate	6M	
Sexual Orientation Declaration Rate	6M	
Likelihood of Black, Asian and Minority Ethnic appointment	6M	
Our Voice Engagement Score	A	