NHSBT Executive Team & Board Performance & Risk Report

October 2026

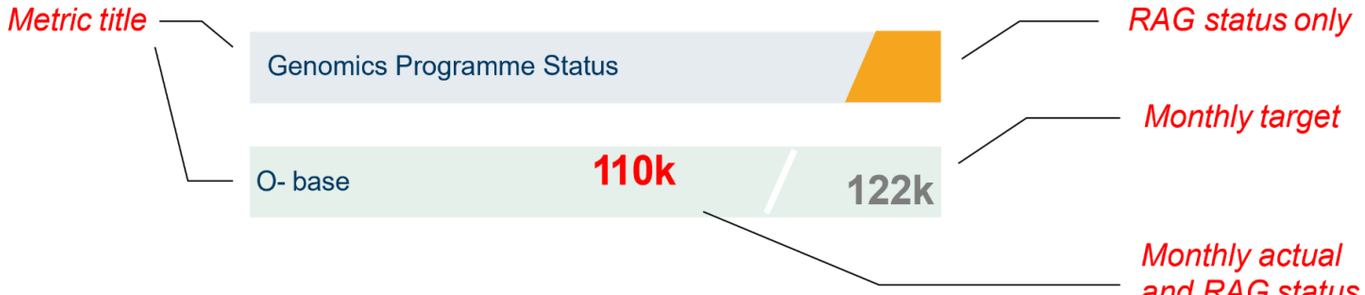
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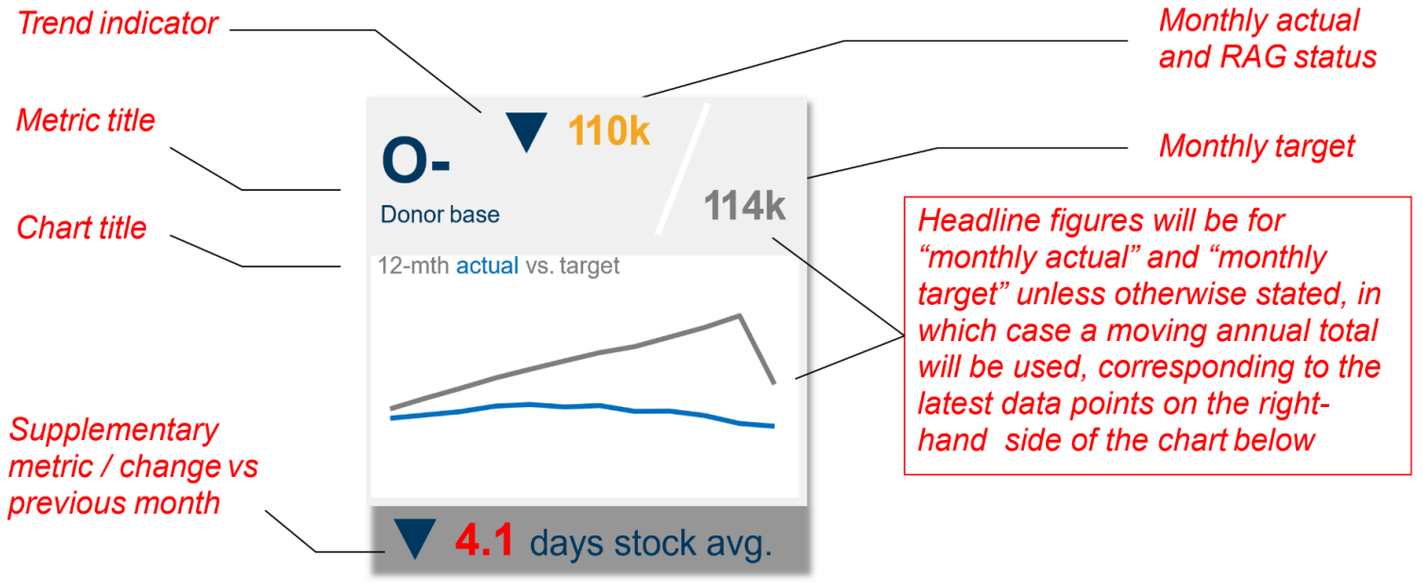
How to read this report

NHS Blood and Transplant

Dashboard page format



Chapter page format



Points to note

- This Performance Report is designed to be user-friendly, using a clear, simple and consistent approach to the presentation of metrics and data
- The report is structured around the strategic priorities of the NHSBT Strategy
- The most common data presentations for the dashboard page and chapter pages are outlined here
- RAG criteria have been adjusted and applied from July 2023 reporting onwards
- Unless stated otherwise, RAG status is **green** for at or above target, **amber** for within 5% below target, or **red** for >5% from target
- Wherever possible RAG status will be based on absolute numbers rather than percentage values
- Some metrics are expressed as a Moving Annual Total (MAT). This provides a rolling 12-month total for performance data.
- Metrics measuring our progress in tackling Health Inequalities are marked with the icon ⚖
- Charts marked 12-mth actual vs projected target display April 2026 to March 2027 data
- All other charts display rolling 12 months data ending the current reporting month.

Executive Summary - October 2026

October saw the strongest Organ Donation performance of the financial year, improved Ro demand fulfilment, continued progress towards plasma self-sufficiency. However, blood stock resilience weakened, donor sustainability remains challenging, and Tissue & Eye Services and Advanced Therapy Unit income continue to be under pressure.

1. Blood stock resilience weakened, despite improvements in priority blood group performance

- **Average stock reduced by 1.0 day to 5.9 DoS**, driven by collections remaining below target and demand exceeding forecast.
- **NHSBT has continued to support blood supply resilience across the UK**, supplying over 1,500 red cell units to Scotland since September 2026. Scotland recently issued its first Amber Alert, highlighting wider pressures on blood stocks across the UK.
- **Ro performance improved**, with record collections of **4,740 units** and demand met increasing from **45.9% to 50.4%**, the highest level since June. Whilst the Ro donor base remains above target, the current target only enables c.50% of demand to be met. Further performance improvements will be required, and are planned, to close the gap between supply and demand.
- **The Whole Blood donor base fell below 760k for the first time since 2021**, reflecting continued attrition despite improvements in recruitment, reactivation activity and growth in priority donor groups.
- **Plasma for Medicines remained ahead of plan**, with collection **17.5% above target** and **184,596 litres dispatched across 17 shipments**.

2. Organ Donation recovery gained traction, although longer-term improvement will require a more sustainable response, whilst Tissue & Eye Services remain challenged

Organs

- **Organ donation delivered its strongest performance of the year**, with **132 proceeding donors against a target of 118**, the first month above target this financial year. Overall consent improved to **61%**, demonstrating the impact of recovery actions.
- **Transplant activity improved**, with deceased donor transplants exceeding target and transplants per donor returning above target performance.
- **Sustaining recent improvements remains challenging**, and longer-term progress will require continued focus on donor activity, consent and referral effectiveness.

Tissue & Eye Services

- **Ocular performance improved**, with donations increasing from **260 to 287**, corneal stock rising from **328 to 384**, and issuing capacity increasing further into November. However, **TES remains approximately £1.2m behind plan year-to-date**.
- **Heart valve availability remains a significant operational risk**, with no pulmonary valves available for issue at the start of November.

3. Clinical Services sustained delivery whilst progressing key transformation and innovation programmes

- **Therapeutic Apheresis activity remained ahead of plan**, with **8.87k procedures completed** against a plan of **8.55k**.
- **Clinical Biotechnology Centre income remained ahead of plan YTD**, with the full-year forecast maintained at **£5.8m**.
- **Advanced Therapy Unit income remained below plan**, with clean room constraints at Filton continuing to limit growth opportunities.

4. Group Services remained stable overall, with improvements in assurance and workforce performance, although sickness absence remained above target

- **Overdue Major Incidents reduced from nine to two**, representing a significant improvement in organisational assurance.
- **Recruitment performance remained strong and turnover reduced to 9.7%**, whilst sickness absence increased to **5.9%**, remaining above target, driven primarily by stress-related and seasonal illness absence. Targeted interventions continue through the long-term sickness improvement programme.
- **Critical infrastructure availability remained high at 99.8%. A**lthough maintaining this performance has required increased focus and resource in response to growing cyber and systems risks, including the recent Microsoft outage.
- **Three principal risks remain at the organisational risk limit**: donor and patient safety, service disruption, and loss of critical ICT/cyber capability.

Performance summary against most important strategic targets

Grow and diversify our donor base to meet clinical demand and reduce health inequalities

Active Blood Product Donor Base	778K	↓	805K
Active Plasma Donor Base	9,342	↓	11,026
Active Ro Blood Donor Base	29.0K	↑	28.5K
Plasma Collected Litres YTD	192K	↑	163K
Active O- Blood Donor Base	108K	↑	110K
No. Organ Transplants Living & Deceased	4,593	↑	4,849
Ro Supply Demand Gap YTD	50.7%	↓	47%
Organ Consent Rate YTD	56%	↑	60%

Modernise our operations to improve safety, resilience and efficiency

Blood Stock Stability Average Days of Stock	5.9	↓	5.5 - 8.0
On Time In Full (OTIF) Including Ro YTD	96.3%	→	96.4%
Critical Infrastructure Availability	99.98%	↓	99.95%
Cost Efficiency Savings End Q2 26/27	24.6M		24.6M

Invest in people and culture to ensure a high performing, inclusive organisation

Employee Turnover	9.7%	↓	12%
Sickness Absence Rate	5.9%	↑	5.0%
Harm Incident Rate (Incident rate/ 1000 employees)	5.3	↑	6.7

Drive Innovation to improve patient outcomes

Transplants per Deceased Organ Donor YTD	2.62	↑	2.61
Universal Plasma & Platelets			
Dried Plasma			

Collaborate with partners to develop and scale new services for the NHS

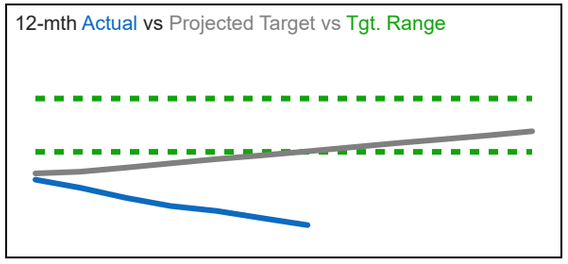
Clinical Biotechnology Centre (CBC) Income YTD £	3.6M	↑	3.5M
Advanced Therapies Unit Income YTD £	0.41M	↑	0.95M
Tissues and Eye Services (TES) Income YTD £	15.9M	↑	17.1M

The 5 Metrics highlighted are reported to DHSC Quarterly

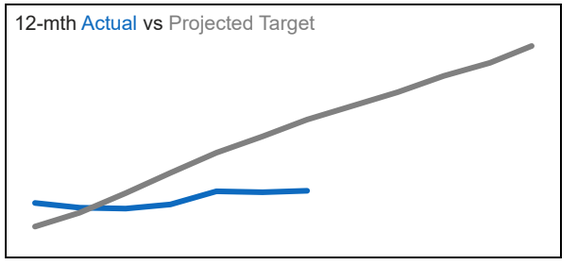
Grow and diversify our donor base to meet clinical demand and reduce health inequalities

NHS Blood and Transplant

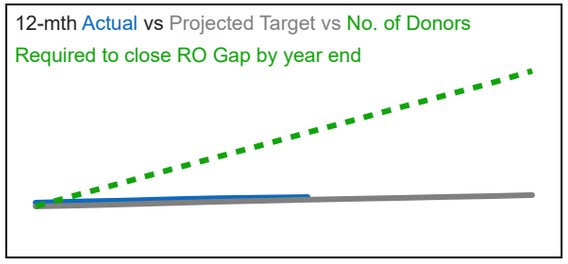
Active Blood Product Donor Base 778K / 805K



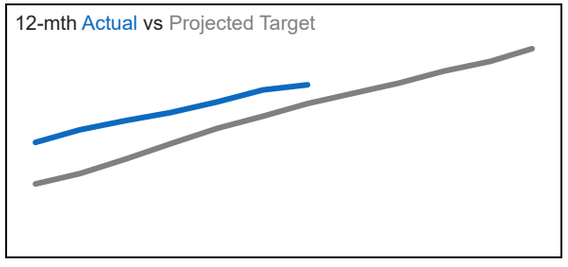
Active O- Blood Donor Base 107.5K / 109.5K



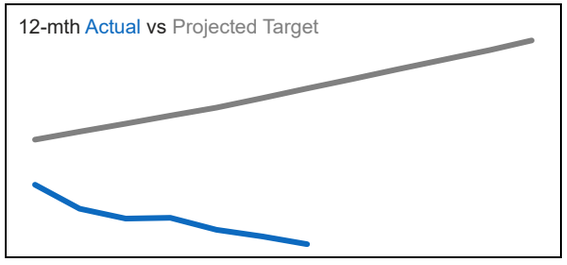
Active Ro Blood Donor Base 29.0K / 28.5K



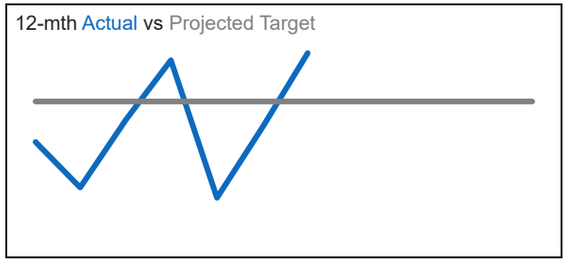
Active B- Blood Donor Base 20.6K / 20.5K



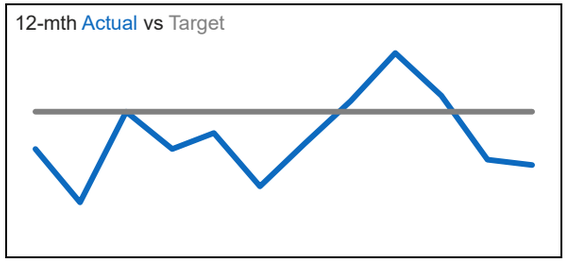
Active Platelet Donor Base 13.6K / 14K



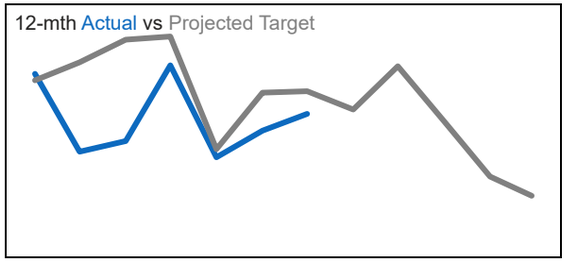
Ro Red Cell Units Collected 4,740 / 4,604



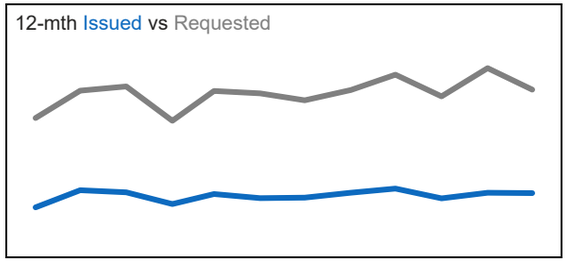
Short Notice Cancellation of Appointments 3.5% / 4.5%



Red Cells Collected 117K / 119K



Ro Supply Demand Gap YTD 50.7% / 47%



Insight & Commentary

Donor Base Performance

- **The total donor base fell by 2.6k**, from **780.1k** to **777.5k**.
- **WHB accounted for 2.4k of the decline**, ending at **758.6k**, the first time the donor base has fallen below **760k since March 2021**.
- **New donor recruitment increased to 10.5k** following September's dip below 10k, with a further **871 reactivated donors**. However, lapsing donors remained high at almost **28k**, with losses concentrated in non-priority groups.

Blood Group Trends

- The decline remained concentrated in **non-priority blood groups**, while priority groups continued to outperform.
- **O Neg increased to 107.5k (+41)**, its highest level in 2026, and **B Neg increased to 20.6k (+36)**, its highest level since April 2024.
- **O Pos (-922)** and **A Pos (-1.2k)** accounted for most of the reduction in the donor base.

Ro Donor Segment

- The **Ro donor base exceeded 29k for the first time**, continuing its growth .
- **Whilst the Ro donor base remains above target, the current target only enables c.50% of demand to be met**. Further performance improvements will be required, and are planned, to close the gap between supply and demand.
- **Black History Month activity generated 1.7k Black Heritage registrations**, around **130 more than September**.
- **Community engagement activity generated 1,851 registrations**, including **355 Black Heritage registrations**, supporting continued growth and retention within priority donor groups.

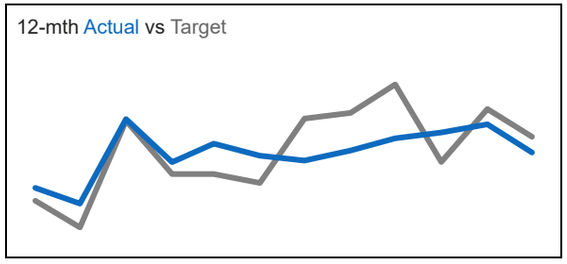
Donor Engagement & Recruitment

- **October saw 507k active users (+6.1%)**, generating **963k sessions**, with activity peaking at over **40k sessions** on 27 October.
- **November will see the opening of Manchester St James' Square Donor Centre**, replacing Norfolk House and increasing whole blood and platelet collection capacity.
- **Winter blood stocks activity launches in November**, supported by targeted donor communications and community engagement activity ahead of the Christmas period.

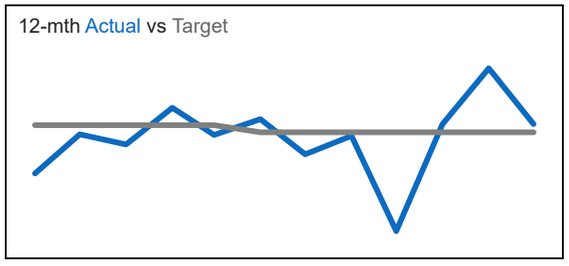
Grow and diversify our donor base to meet clinical demand and reduce health inequalities

NHS Blood and Transplant

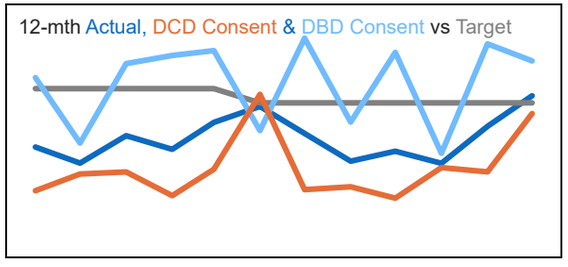
Organ Donor Register 66.1K / 70.5K
New Registrations



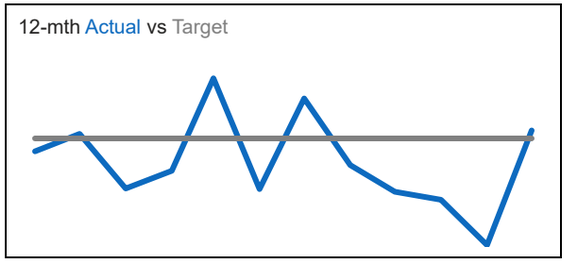
ME Organ Consent Rate YTD 31.1% / 32%



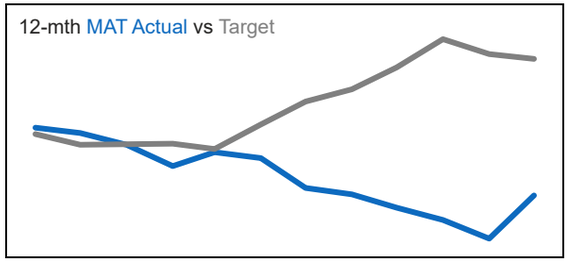
Organ Consent Overall YTD 56% / 60%



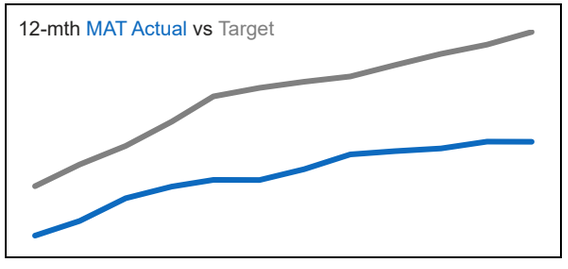
ME Recipients of Organ Transplants YTD 24.7% / 26%



Living & Deceased Organ Donor Transplants MAT 4,593 / 4,849



Corneas Issued for Transplant YTD 2,683 / 3,182



Insight & Commentary

Organs

- **Deceased donor activity exceeded target for the first time this financial year**, with **132 proceeding donors in October against a target of 118**, reducing the year-to-date shortfall to **67 donors below target** and demonstrating the impact of focused recovery actions.
- **Overall consent improved to 61%**, exceeding the target of 60%, driven by strong **DCD consent performance of 59%** against a target of 56%. **DBD consent was 66%**, below the target of 69%.
- **Ethnic minority consent was green for a third consecutive month** at **34%**, resulting in the year-to-date position also moving into green.
- **Living donor activity was 12 donors below target**, with **88 living donor transplants completed during the month**. The year-to-date position remains **17 donors below target**.

Actions Underway

- **Recovery actions have demonstrated that higher levels of donor activity can be achieved**, contributing to October's improvement and reducing the year-to-date shortfall.
- **Sustaining recent improvements remains challenging and will require a more systematic, long-term response**, alongside continued focus on consent rates, referral conversion and reducing variation in practice across regions.
- **Missed referrals with donation potential are being reviewed** to support learning and prevent recurrence.

Ocular

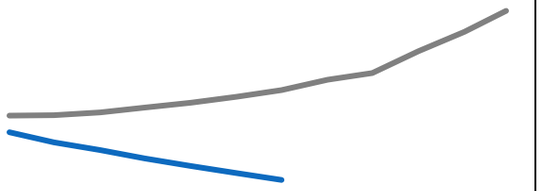
- **Ocular donation improved to 9.3 donors per day**, up from **8.6 in September**, although remaining below the target of **10 donors per day**.
- **Ocular donors increased to 287 in October**, compared to **260 in September**, with the service achieving or exceeding the daily donation target on **12 days during the month**.
- **Cornea stock increased to 384**, well above the target of **300**, enabling the weekly issuing cap to increase to **105-120 corneas per week during November**.

Grow and diversify our donor base to meet clinical demand and reduce health inequalities

NHS Blood and Transplant

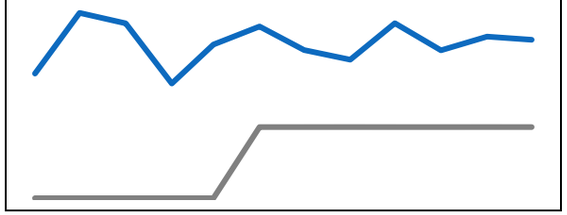
Active Plasma Donor Base 9.3K / 11.0K

12-mth Actual vs Projected Target



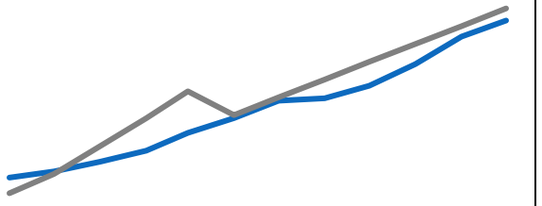
Plasma Collections Source & Recovered YTD 192K / 163.3K

12-mth Actual vs Target



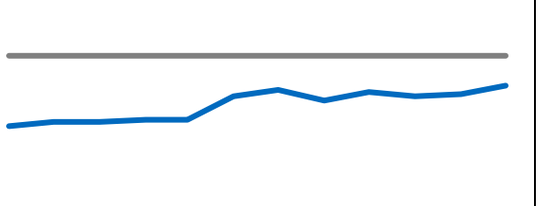
NHS Stem Cell Donor Registry (SCDR) 148.0K / 148.8K

12-mth Actual vs Target



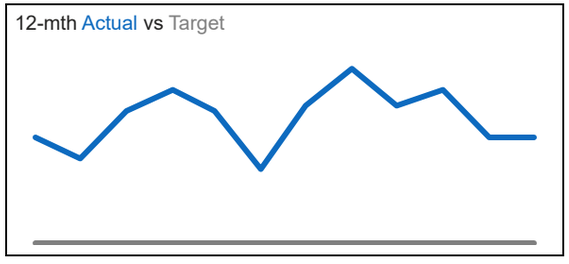
% ME of NHS SCDR Fit Panel 18.6% / 20%

12-mth Actual vs Target



Net Promoter Score 89.0 / 87.0

12-mth Actual vs Target



Insight & Commentary

Plasma for Medicines

- **Supply chain remains on track**, with **184,596 litres dispatched across 17 shipments** against the FY26/27 target of **328,000 litres**, and a further **three shipments (30,273 litres)** ready for dispatch.
- **MHRA delays** in approving the **Plasma Master File** will move some shipments into Q4, but full-year delivery is not affected.
- **Collection remained ahead of plan**, with October volumes **17.5% above target** (**27,425 litres vs. 23,333 litres**).
- **The source plasma donor base decreased to 9,342** (vs. **11,026 target**), reflecting continued donor attrition across the wider donor base.
- **Donation frequency remained above five donations per donor**, with average donation volume achieving target during October. Maximum donation volume will increase from **700ml to 800ml** during November.

Stem Cell Donor Registry

- **The Stem Cell Donor Registry panel remained below plan at 148k donors**, despite growth of **7.9k donors YTD**, ending the month **0.9k below plan**.
- **Recruitment remained below target**, with **16.3k donors recruited YTD** (vs. **17.5k** target), including **3.0k minority ethnic donors** against a target of **3.5k** (18.6% vs. 20.0%).
- **Cord Blood issues finished just below target** (**17 units vs. 18 target**), whilst **stem cell donor matches remained marginally below plan** (**132 vs. 133**).
- **NHSBT's share of UK stem cell provision increased to 4.9% at Q2**, but remained below the **7% target**, with the Ministerial review of UK stem cell donor provision ongoing.

Pathology

Screen 25k Blood Donors for Extended Types and Additional Antigens

- **Screening activity remains ahead of plan**, with **18.7k tests completed YTD** against a plan of **15.5k**.
- **Fourteen consecutive months of above-target performance** have now been achieved.

Complete Confirmatory Testing of 20k STRIDES Donors to Enable Clinical Use

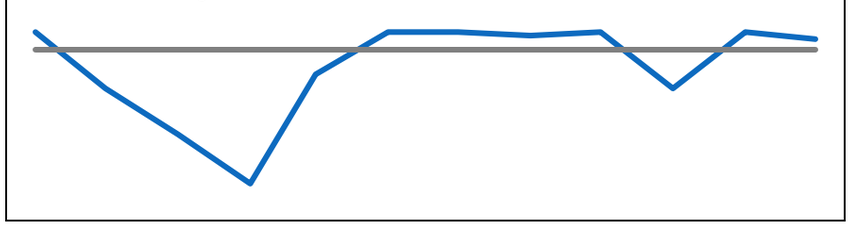
- **30k donors have now been flagged for testing**, supporting expansion of a rare and clinically valuable donor pool.
- **15.8k samples have been tested to date**, with testing continuing in line with the planned 2026/27 profile.

Modernise our operations to improve safety, resilience and efficiency

NHS Blood and Transplant

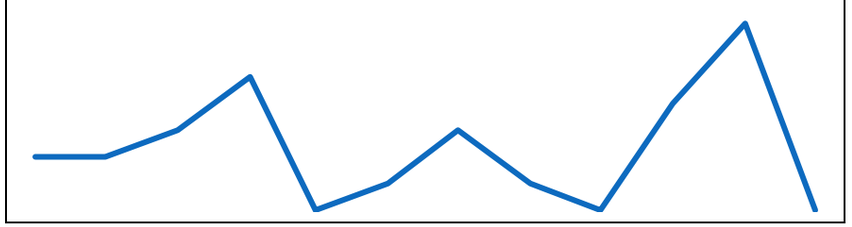
Critical Infrastructure Availability 99.98% / 99.95%

12-mth Actual vs Target



Overdue Major Incidents 2 / ---

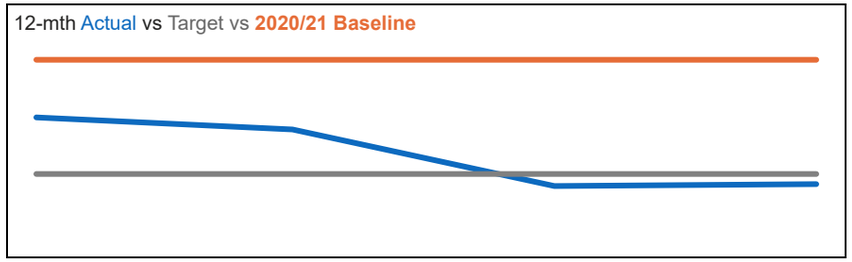
12-mth Actual



Scope 1&2 CO_2 Emissions vs 2020/21 baseline tCO_2 9,715 / 10,000

Full Year forecast at end Q2 26/27

12-mth Actual vs Target vs 2020/21 Baseline



Major Non Compliance External Regulatory Inspection 1 / ---

12-mth Actual



Cost Efficiency Programme Savings 24.6M / 24.6M

Q2 26/27

SCORE Programme Milestone

Commercial Pipeline Savings 0.2% / 2%

Q2 26/27

Insight & Commentary

Quality

- **The number of overdue Major Incidents reduced from nine in September to two as of 1st November**, reflecting continued focus on incident resolution and action management.
- **One Major Non-Compliance was identified during an MHRA inspection at the BEA Manchester facility in October**, The finding was relating to the management of effective corrective and preventive actions (CAPAs) NHSBT are reviewing the findings and preparing a response within the required regulatory timescales.
- **The overdue position remains under active management**, demonstrating continued oversight of the Quality Management System (QMS).

Critical Infrastructure

- **All Critical Infrastructure systems met availability targets throughout October**, despite a short period of unavailability affecting Pulse due to a database connectivity issue.
- **Overall performance remained stable throughout the month,** with follow-up actions underway to strengthen monitoring and service resilience as cyber and systems risks continue to evolve.

SCORE (Sustainability and Certainty in Organ Retrieval)

- **Programme status remains red** due to delays to OrganPath and resource constraints within the Hub, including capacity required to manage the data breach. As a result, the programme is being rescoped and replanned.

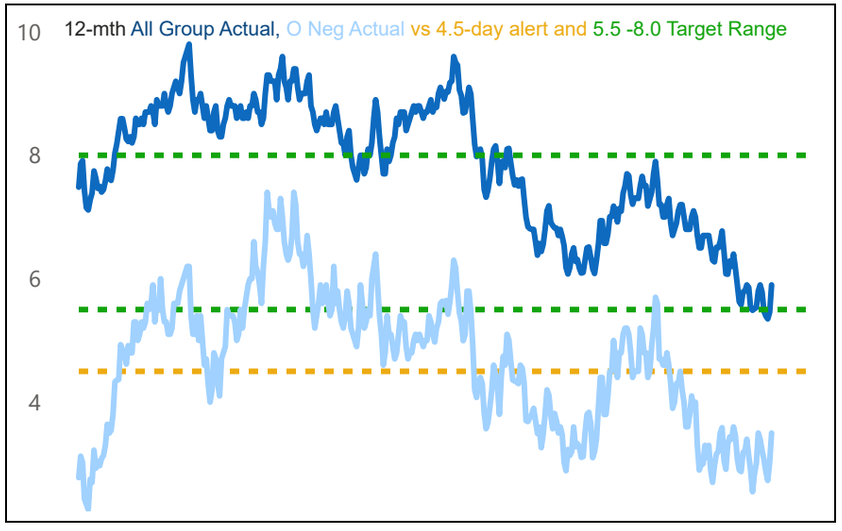
Progress Towards Net Zero: Strategy development

- **The NHSBT Net Zero Strategy has now been published**, establishing the framework for achieving Net Zero emissions across NHSBT by 2040.
- **Implementation of the strategy is now underway**, embedding sustainability considerations into organisational planning and decision-making.

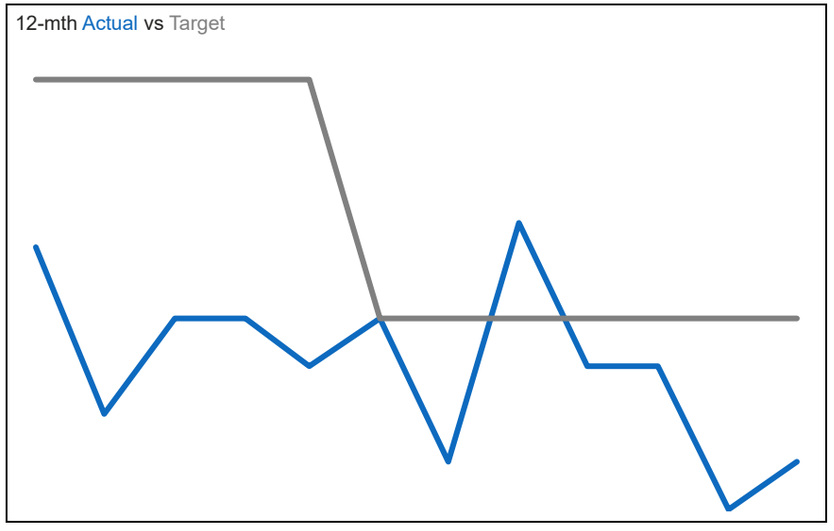
Modernise our operations to improve safety, resilience and efficiency

NHS Blood and Transplant

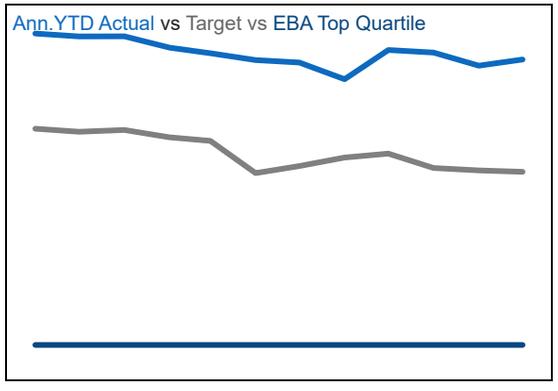
Blood Stock Stability
Average Days of Stock **5.9** / 5.5 to 8.0
Actual Days of Stock **5.9**



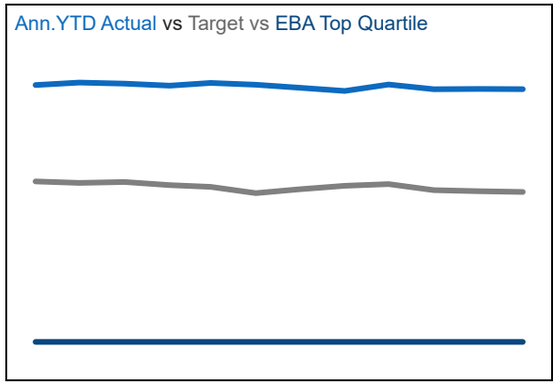
On Time in Full incl. Ro YTD **96.3%** / 96.4%



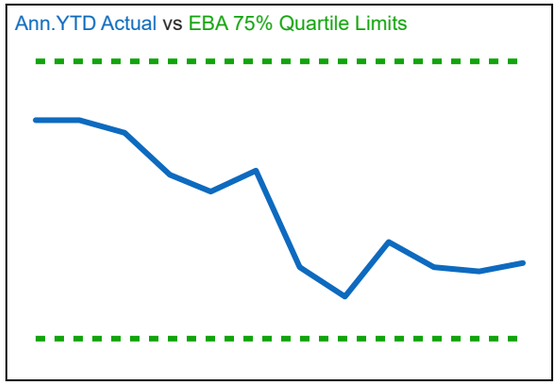
Manufacturing Productivity **10,254** / 9,251
Annualised YTD



Testing Productivity **31,596** / 25,479
Annualised YTD



Collection Productivity **1,105** / 1,087 to 1,153
Annualised YTD



Insight & Commentary

Blood Supply

Stock Levels – Stock reduced as demand exceeded collections

- **Average stock reduced to 5.9 DoS (-1.0 vs September)**, ending the month at **5.9 DoS**.
- The reduction was driven by **demand above forecast (+0.8%)** and collections below target (**97.9%**).
- **O Neg** averaged **3.2 DoS (-0.7)**, recovering to **3.5 DoS** by month end; **B Neg** averaged **4.3 DoS (+0.6)** but fell to **3.2 DoS** late in the month.

Group Performance – Ro performance improved as demand eased

- **O Neg** and **B Neg** collection performance was **98.2%** and **94.9%** respectively.
- A return to normal substitution protocols increased **B Neg substitutions to 29.2%**, contributing to a decline in stock late in the month.
- **Ro demand fell 9.3%** compared with September, while **Ro collections reached a record 4,740 units (103.5% of target)**.
- **Demand met improved to 50.4%**, the highest level since June 2026.

Operational Performance – Remains stable

- **OTIF improved slightly to 96.1%**, with the YTD position unchanged at **96.3%**.
- **Discard rates increased to 7.2% (+0.2%)**, remaining below the 12-month average of **7.9%**.

Appointments & Capacity – Fewer teams at reduced capacity

- **226.4k appointments were delivered**.
- **Nine teams (down from 11) operated at reduced capacity**, equating to around **1,768 lost appointments per week**.

Cancellations & Deferrals – Deferrals continue to improve

- **Total cancellations remained at 6.9%**, with donor carer sickness accounting for **51%** of all cancellations.
- **On-session deferrals fell to 11.5% (-0.9%)**, driven primarily by lower low-Hb deferrals.

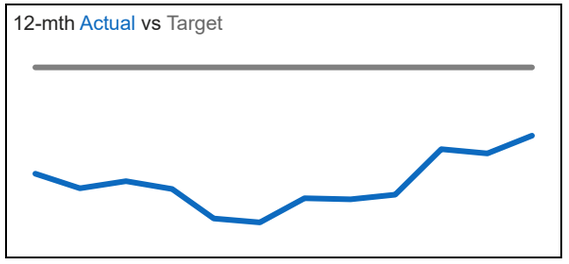
Workforce – Sickness levels increased

- Overall **sickness increased to 7.8% (+0.5%)**.
- **Manufacturing & Logistics** and **Blood Donation** both increased to **7.7%**.

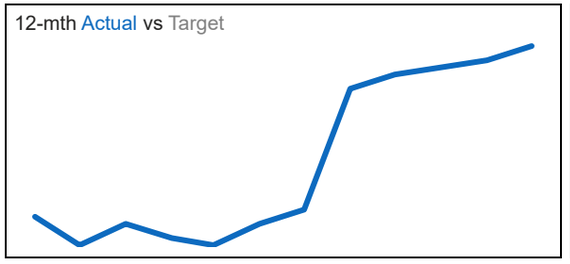
Invest in people and culture to ensure a high performing, inclusive organisation

NHS Blood and Transplant

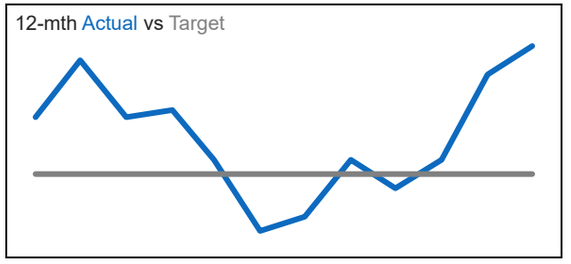
Time to Offer Weeks 9.1 / 11.0



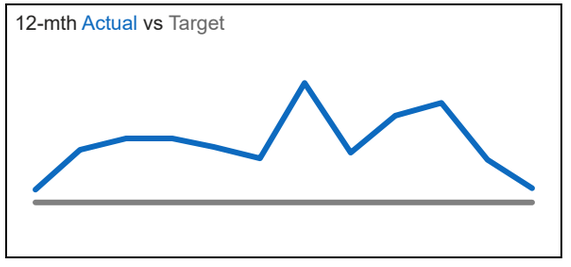
ME Employees % Band 8A-8C 18.8% / ---



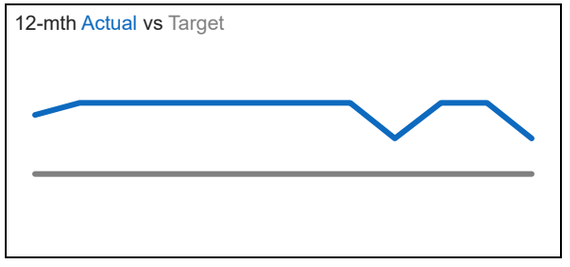
Sickness Absence 5.9% / 5.0%



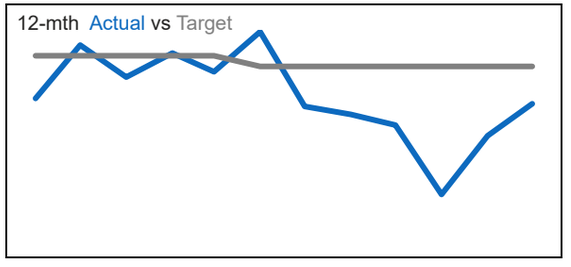
Vacancy Fill Rate % 89% / 88%



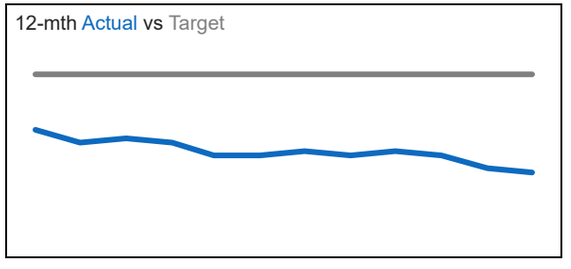
Mandatory Training Compliance 96% / 95%



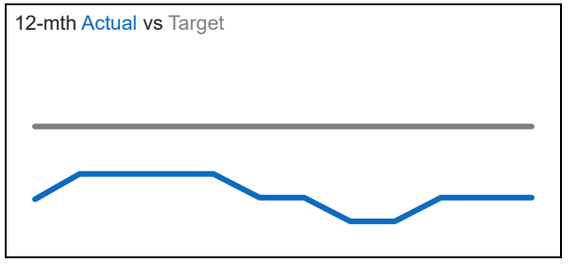
Harm Incident Rate 5.3 / 6.7



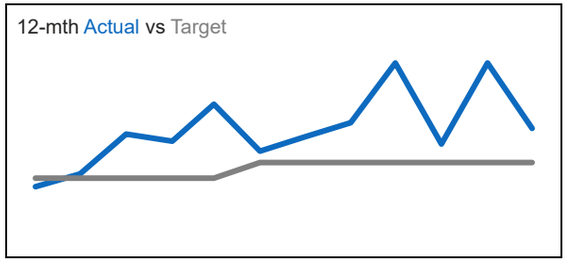
Employee Turnover % 9.7% / 12%



PDPR Completion 92% / 95%



Near Miss Incident Rate 18.2 / 15.8



Insight & Commentary

Recruitment – Performance remains strong

- **Time to Offer remained within KPI for 18 consecutive months**, remaining almost two weeks below the 11-week target.
- **Vacancy fill rate fell to 89%**, but exceeded the 88% target for a **21st consecutive month**.

Turnover – Continues to improve

- **Turnover reduced further to 9.7%**, remaining comfortably below the 12% target.
- Turnover hotspots remain in **Plasma (17.2%)**, **Comms & Engagement (15.0%)**, **People (13.7%)** and **Blood Donation (13.5%)**.

Compliance

- **Mandatory Training compliance reduced to 96%**, remaining above the 95% target.
- **PDPR compliance remained at 92%**, below the 95% target.

Sickness Absence – Increased

- **Sickness absence increased to 5.9%**, remaining above the 5% target and higher than the same period last year.
- **Anxiety, stress and psychiatric illness remained the leading cause**, whilst cold, cough and flu-related absence increased significantly.
- **Targeted interventions continue** through the long-term sickness improvement programme, with work underway to strengthen return-to-work processes, manager support and occupational health interventions.

Health, Safety & Wellbeing – Harm remains within target

- **The organisational harm rate increased to 5.3 incidents per 1,000 employees**, remaining below the target of 6.7. There were **3 HSW reportable incidents** in October.
- **Near-miss reporting exceeded target**, achieving **18.2 reports per 1,000 employees** against a target of 15.8.

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Drive innovation to improve patient outcomes

NHS Blood and Transplant

Component Development

Universal Plasma and Universal Platelets Status	
Dried Plasma (MOD) Status	
PfM Additional Fractions	

TES Product Development

Irradiated Amnion Product	
Rectus Fascia Product	

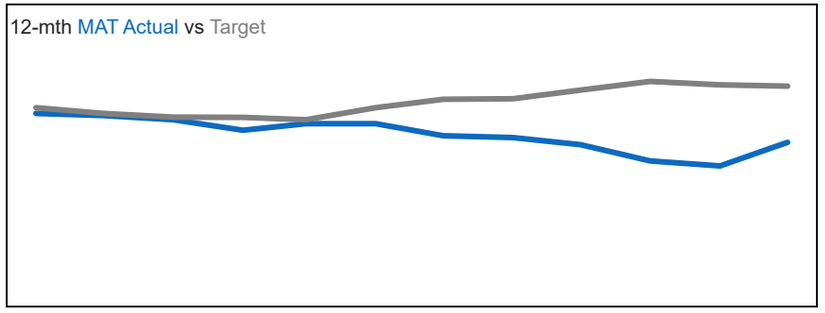
Health Inequality & Patient Outcome Datasets

Health Inequality Reporting	
Serum Eyedrop- Post Treatment Data Follow Up	
Kidney ERAS Milestone	
Liver ERAS Milestone	
Data Intelligence Programme Phase 3	

No. of Organ Donor Transplants

Deceased Donors YTD

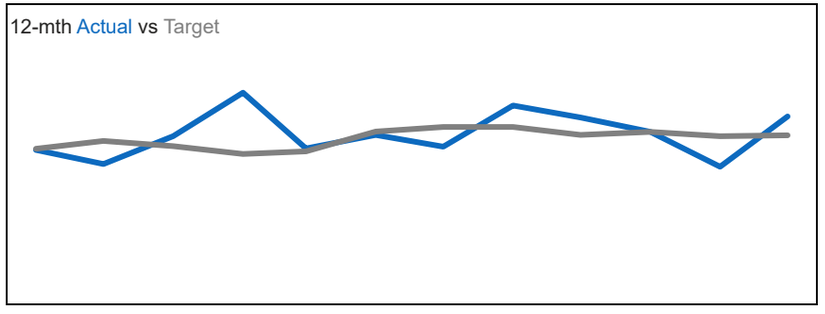
2,057 / 2,229



No. of Organ Transplants Per Deceased Donor

YTD

2.62 / 2.61



Organ Transplant & Utilisation

Transplants per donor was above target in October at **2.67.**

Deceased donor transplants exceeded target in October, with **353 transplants against a target of 307**, although the year-to-date position remains below target.

Overall transplant performance remained amber, with living donor activity below target in October, partially offset by strong performance in previous months and above-target deceased donor transplants.

Insight & Commentary

Component development clinical trials

Universal Plasma & Platelets

- **The programme remains amber**, with project costs reprofiled across five years following the withdrawal of the original technology supplier.
- **A draft five-year collaboration agreement has been received and remains under review**, with contract discussions at an advanced stage and the **RhD immunogenicity study completed**.

Freeze-Dried Plasma

- **Clinical trial preparation continues**, including protocol development, responses to MoD ethics feedback and receipt of **500 units** for the planned study.
- **Regulatory and operational readiness activity continues**, with the MHRA licence variation validation report submitted and PULSE validation underway.

Genomics Programme – Amber

- **The programme remains amber**, reflecting delays in STRIDES concordance testing, onboarding of new centres to the HLA Matched Red Cells pilot and ongoing negotiations with OFH regarding data return.
- **Confirmatory testing of valuable and rare donors remains amber**, with **c.30k donors flagged for testing** and **15.8k samples tested to date**, pending approval of PULSE changes required for concordance testing.
- **The NHSE Genotyping Programme remains green**, with **11.0k samples tested** and **6,579 reports issued**, of which **2.9%** resulted in a change to clinical advice.
- **The HLA Matched Red Cells Pilot continues to expand**, with **1,668 units issued** supporting **1,409 patient referrals** and **393 patients transfused**. The pilot remains live in **4 of 24 hospital sites**.

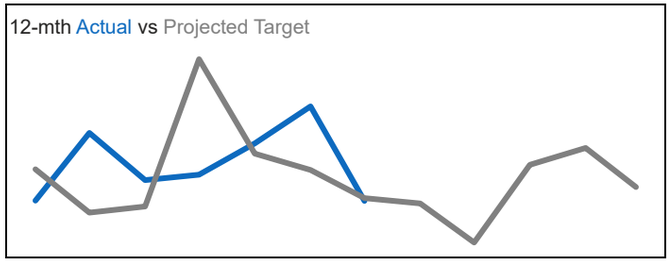
TES Product Development

- **The Irradiated and Freeze-Dried Amnion projects remain red**, with both projects paused.
- **Serum Eye Drops Post-Treatment Follow-Up Data remains amber**, having received Project Brief approval and awaiting progression to the portfolio.

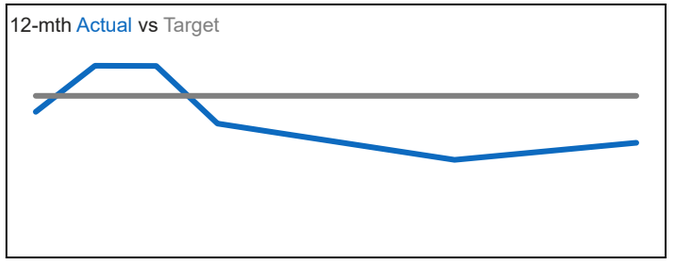
Collaborate with partners to develop and scale new services for the NHS

NHS Blood and Transplant

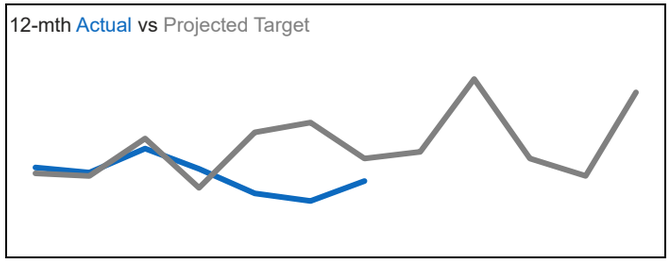
Clinical Biotechnology Centre (CBC) Income YTD £m — 3.56M / 3.5M



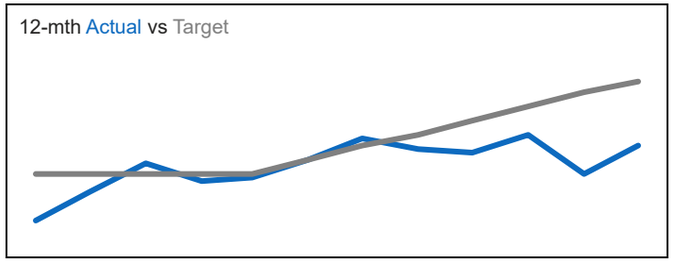
NHSBT Provided UK Stem Cell Donors YTD at end of Q2 26/27 — 4.8% / 7%



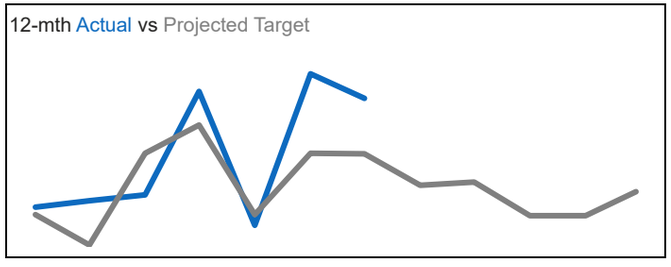
Advanced Therapies Unit Income YTD £m — 0.41M / 0.95M



Orders Referred Electronically — 4.8% / 7%



Therapeutic Apheresis Services No. of Procedures YTD — 8,869 / 8,554



Transfusion Transformation Programme Status

ATMP Commercial Capability Build:

- **£2.8m Strategic Outline Case funding has been approved** to support the scale-up of cell and gene therapy activity and progression to Outline Business Case development.
- **Key programme leadership roles have been recruited and the test-and-learn phase has commenced**, supporting capability building and Board assurance ahead of Full Business Case approval.

Insight & Commentary

Advanced Therapy Medicinal Products (ATMP)

- **Clinical Biotechnology Centre income remains ahead of plan YTD** (£3.6m vs £3.5m), with the full-year forecast remaining above budget at **£5.80m** (vs. £5.50m budget). Confidence has increased that remaining plasmid slots will be filled as planned.
- **Advanced Therapy Unit income remains below plan YTD** (£0.41m vs £0.95m), with the full-year forecast unchanged at **£0.87m** (vs. £2.08m budget) due to limited opportunities and ongoing clean room constraints at Filton.

Therapeutic Apheresis & Advanced Therapies

- **TAS activity remained ahead of plan at the end of October** (**8.87k vs 8.55k procedures**), with full-year activity forecast to be **10.3% above 2025/26 levels**.
- **Plasma exchange, red cell exchange and photopheresis remain ahead of budget**, whilst cell collections continue below target activity.
- **Stem cell income is expected to remain below plan for the year**, offset by strong exchange provision income.

Transfusion Transformation – Amber

Hospital Blood Data Integration

- Remains red, with development timescales for the live environment still unclear due to Network and Security Team resource constraints.
- Recent positive engagement has taken place with DDTS, however continued delays are placing delivery of project benefits at risk.

Fetal Red Cell Alloimmunisation Electronic Requesting and Reporting

- 56 hospitals are now live and referring, with 22% of test requests and reports submitted electronically.
- Programme status remains amber due to concerns over achieving the March 2027 rollout target, with actions identified to support delivery.

Red Cell Immunohaematology Electronic Requesting

- **Configuration and testing have been completed** with Derby and Chesterfield hospitals, with the pilot due to commence in November.

Histocompatibility and Immunogenetics Electronic Requesting

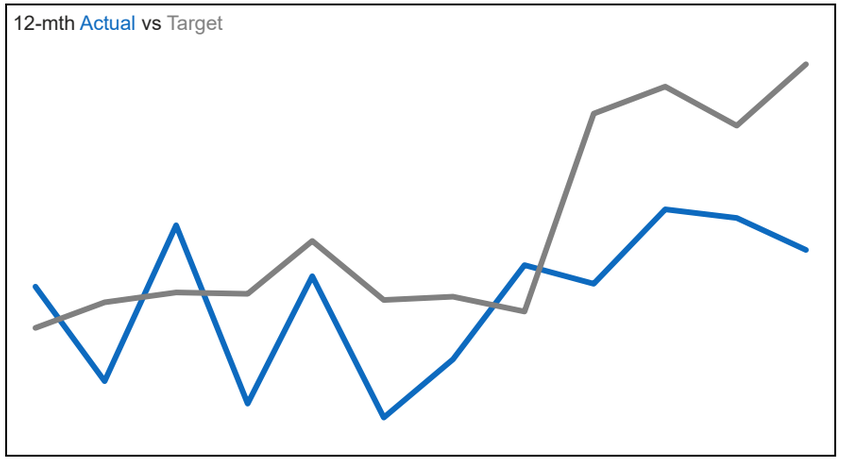
- Testing in the live environment has been completed at Derby and Chesterfield, with go-live planned for November.

Scientific and Technical Education / Training

- Amendments to e-learning modules are underway following stakeholder feedback, with development of additional modules continuing.

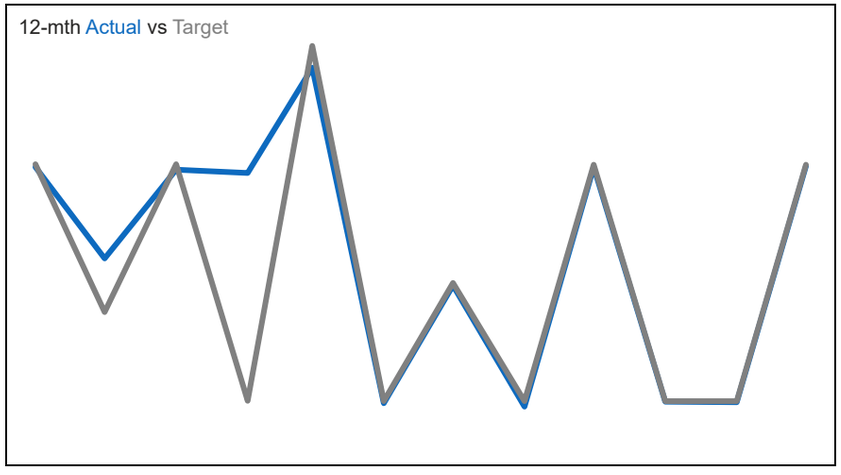
Tissue & Eye Services (TES) Income
YTD £m

15.9M / 17.1M



Plasma Shipped for Fractionation
YTD

184.6K / 185.3K



Insight & Commentary

Tissue & Eye Services

TES Overall Income – Behind target

- **Overall income was 12.1% (£315.8k) below target in October**, resulting in a year-to-date position of **7.1% (£1.199m) below target**, with targets continuing to increase throughout the year.
- **Serum Eyedrops was the only service above target** during the month.

Tissue & Ocular Income – Performance remains challenged

- **Tissue income was £82.7k below target**, with all product lines behind target in October.
- **Ocular income was 24.9% (£251k) below target**, reflecting continued performance pressures. Higher donation levels and the continued use of the daily SitRep have enabled the weekly issuing cap to increase to **105-120 issues per week** during November.

Heart Valves & Serum Eyedrops – Mixed performance

- **Cardiovascular income was £29k below target**, with **31 donations received against a target of 35**, an improvement on the 23 donations received in September. Heart valve stock levels remain a significant concern, with **no pulmonary valves available for issue at the start of November**. Work is underway with the National Heart Valve Fulfilment Service to expedite the release of banked valves to help meet demand.
- **Serum Eyedrops income was £26.7k above target**, with **611 batches issued against a target of 603**. The waiting list increased to **292 patients**, up from 280 in September, although the number of patients waiting longer than six weeks reduced to **224**.

Plasma Shipped for Fractionation

- Patients continue to receive UK plasma-derived medicinal products through collaboration between **NHSBT, DHSC, NHS England and Octapharma**.
- **Plasma for Medicines remains on track**, with **184,596 litres dispatched across 17 shipments** towards the full-year target of **328,000 litres**. A further **30,273 litres** across **three shipments** is validated and ready for dispatch. MHRA approval delays are expected to move some shipments into Q4, with no impact on full-year delivery.
- NHSBT, NHS England and DHSC continue to progress plans to expand source plasma collection, including **new multi-product centres** and expansion of plasma collection through existing infrastructure. **Reading Donor Centre opened in October**, becoming NHSBT's first centre to offer plasma, whole blood and platelet donation from a single location.

Risk Summary (1/3)

Board Assurance Framework

NHS Blood and Transplant

Current Position

Risk Code	Risk Title	Risk Appetite	Residual Score	Residual Risk Appetite Level	Last Assessment Date
P-01	Donor & Patient Safety	Minimal	16	Risk Limit	05/11/2026
P-02	Service Disruption	Minimal	16	Risk Limit	02/11/2026
P-03	Service Disruption - Loss of Critical ICT	Minimal	20	Risk Limit	28/10/2026
P-04	Donor Numbers & Diversity	Minimal	12	Judgement Zone	05/11/2026
P-05	Finance	Open	15	Tolerance Range	15/10/2026
P-07	People Staffing	Cautious	12	Judgement Zone	27/10/2026
P-09	Regulatory Compliance (Primary Regulators)	Cautious	9	Tolerance Range	02/11/2026
P-10	Failure to Deliver Transformational Change	Open	15	Tolerance Range	01/10/2026
P-11	Corporate Governance	Minimal	12	Judgement Zone	02/11/2026

Target Position

Risk Code	Target Score	Target Risk Appetite Level	Target Date
P-01	8	Tolerance Range	30/09/2028
P-02	9	Judgement Zone	31/03/2027
P-03	12	Judgement Zone	30/11/2027
P-04	9	Judgement Zone	30/04/2027
P-05	8	Low Risk	30/03/2029
P-07	6	Low Risk	31/10/2026
P-09	8	Optimal Risk Score	31/01/2027
P-10	9	Low Risk	31/12/2026
P-11	6	Tolerance Range	31/01/2027

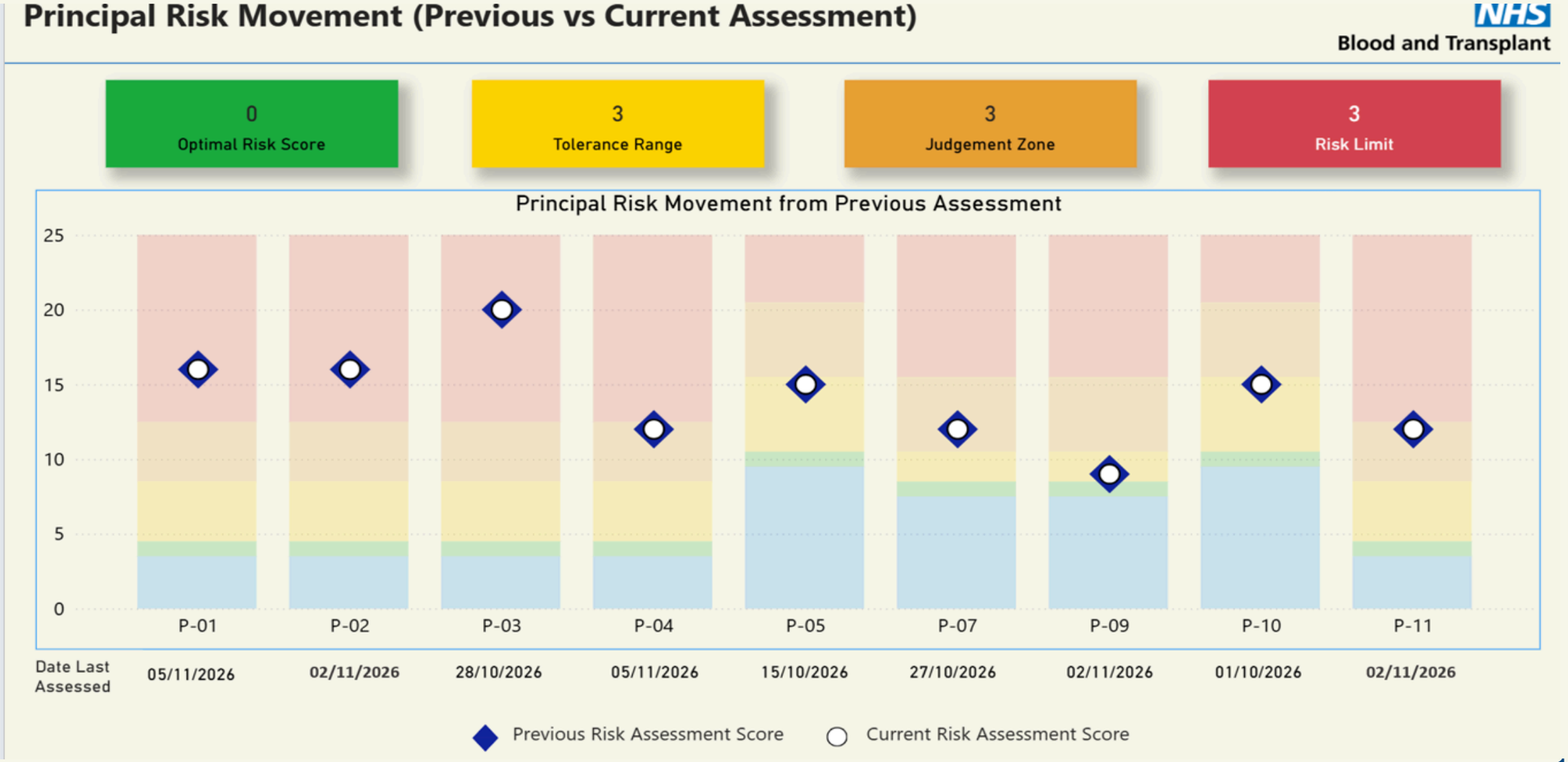
Risk Appetite Descriptions

Minimal - Preference for very safe business delivery options that have a low degree of inherent risk with the potential for benefit/return not a key driver. Activities will only be undertaken where they have a low degree of inherent risk.

Cautious - Preference for safe options that have low degree of inherent risk and only limited potential for benefit. Willing to tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant benefit and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.

Open - Willing to consider all options and choose one most likely to result in successful delivery while providing an acceptable level of benefit. Seek to achieve a balance between a high likelihood of successful delivery and a high degree of benefit and value for money. Activities themselves may potentially carry, or contribute to, a high degree of residual risk.

Risk Summary (2/3)



Risk Summary (3/3)

Risk Limit

There remain three Principal Risks recorded at the Risk Limit:

1.P-01 Donor and Patient Safety remains at the risk limit driven by OTDT-01 Organ Allocation Risk, which has a residual score of 16 (4x4).
2.P-02 Service Disruption also remains at the risk limit, with a residual risk score of 16 (4x4). There are two contributory risks at risk limit - E&F-07 Infrastructure Failure, which remains the primary contributory risk influencing this score, and BC-05 Disruptive Events, with a residual score of 15 (5x3).
3.P-03 Loss of Critical ICT with a residual risk score of 20 (5x4). The current position continues to be driven by contributory risk DDTS-08 Cyber Security.

Risk movement

There has been no movement in principal risks this month

Appetite Ranges

The are three Principal Risks at Risk Limit
There are three Principal risk recorded in the Judgement Zone
There are three Principal risks recorded in the Tolerance range