NHS
Blood and Transplant



Mid-Year Review 2026-27

NHSBT Board Meeting

1 December 2026

Caring Expert Quality

Executive Summary

Services continue to be delivered and change is progressing, but performance remains uneven and greater operational resilience and transformation coherence are needed



Performance Delivery

- Critical services have been maintained, but performance remains vulnerable in key areas, including the Ro supply-demand gap and below-plan organ donation and transplantation.
- Commercial income performance is mixed: the Clinical Biotechnology Centre is on plan, while Advanced Therapies and Tissue and Eye Services are below target.



Transformation Delivery

- New capabilities are being delivered across NHSBT, including the London Bloodmobile, improved testing and laboratory capability, and strengthened digital infrastructure.
- NHSBT is managing its largest change portfolio on record, but investment is behind plan (£21.9m vs £29.3m). A CFO-led deep dive is probing the year-end forecast.



Future Outlook

- Service continuity is expected to be maintained, but significant performance gaps are unlikely to close fully this year.
- One NHSBT will deliver a refreshed strategy, target operating model and multi-year transformation roadmap, creating greater strategic coherence, prioritisation and delivery focus.

Mid-Year 2026-27 Performance Overview

Performance is mixed: service continuity has been maintained, but several critical outcomes remain below plan

Ahead of Plan	Broadly on Plan	Below plan
▪ Plasma collections: 164k against 140k target ▪ Therapeutic Apheresis: 7,494 procedures against 7,283 target ▪ CBC income: £3.2m against £3.1m target ▪ Harm incident rate: 4.1 against 6.7 ceiling ▪ Employee turnover: 9.8% against 12% ceiling	▪ Blood stock: average 7.6 days, within the 5.5-8.0 target range ▪ Active Ro donor base: 28.9k vs 28.3k target ▪ On Time in Full: 96.3% against 96.2% target ▪ Infrastructure availability: 100% against 99.95% target	▪ Active blood donors: 780k against 804k target ▪ Active O donor base: 107.5k vs 109.1k target ▪ Red-cell collections: 700k against 725k target ▪ Transplantation: 4,506 transplants against 4,858 target ▪ Corneas issued: 8,018 against 9,003 target ▪ Advanced Therapies income: £0.37m against £0.82m target ▪ TES income: £13.5m against £14.4m target ▪ Sickness absence: 5.7% against 5.0% ceiling

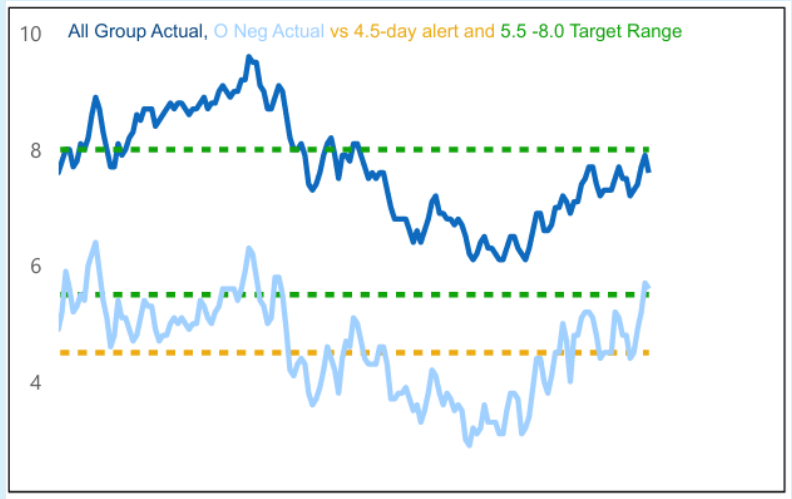
Headline performance masks some underlying fragilities, e.g. blood stocks have been maintained, but current collection and donor-base targets do not reflect the scale required to meet Ro demand

Blood and Plasma Performance Headlines

Blood and plasma supply has been maintained, but donor capacity and Ro supply remain below underlying need

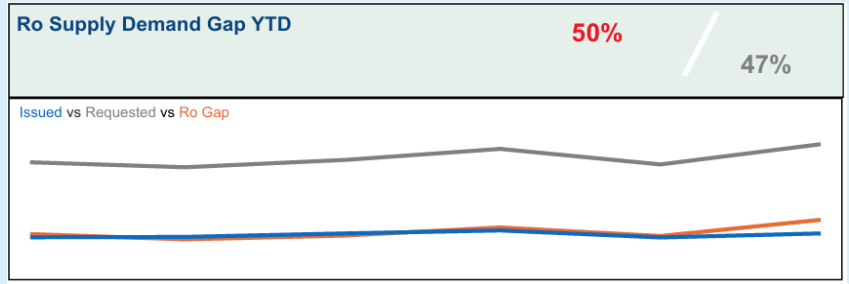
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Blood stock stability: Overall stocks have been maintained, but O negative remains close to the alert threshold, with red-cell collections below plan and cancellations above target.



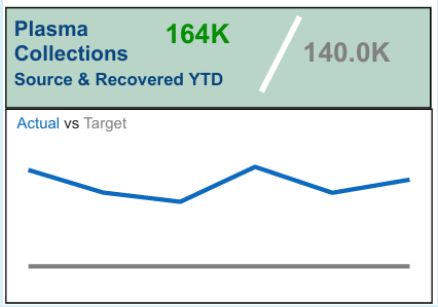
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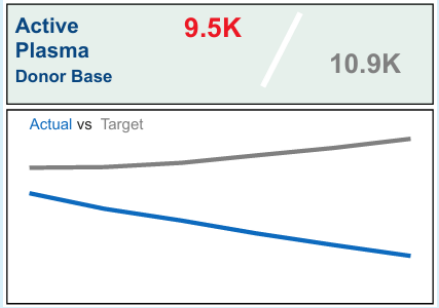
Ro Supply: The donor base is ahead of target, but the target is insufficient: supply meets less than half of total Ro demand.



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Plasma supply: Collections are ahead of plan, but donor-base growth is below target, creating a potential sustainability risk.





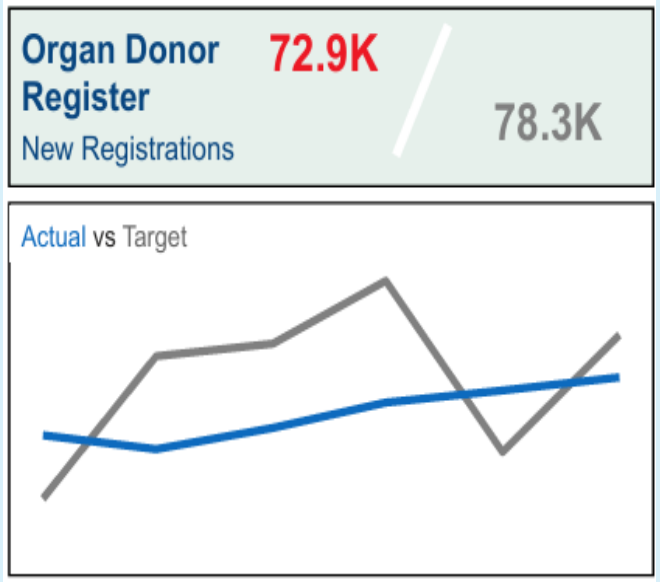
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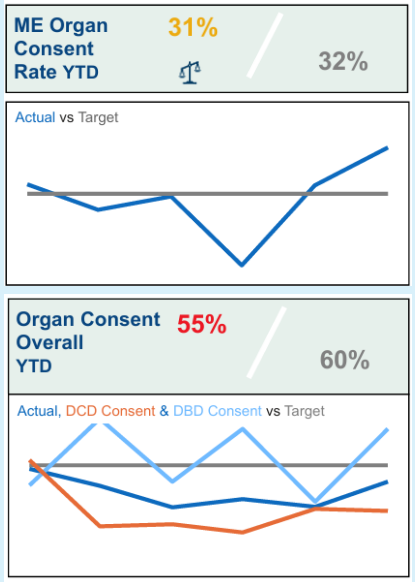
Organ and Tissue Donation & Transplantation Performance Headlines

Donation and transplantation remain below plan, with lower donor availability constraining transplant activity

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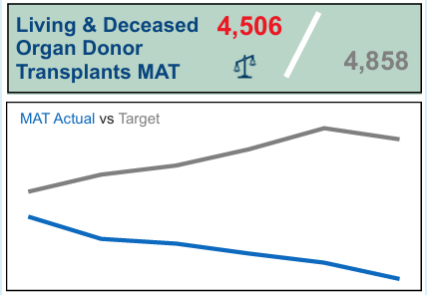
Donor availability and consent: Fewer new Organ Donor Register registrations and a shift towards more complex DCD donors are contributing to lower consent, which remains significantly lower among minority ethnic donors.





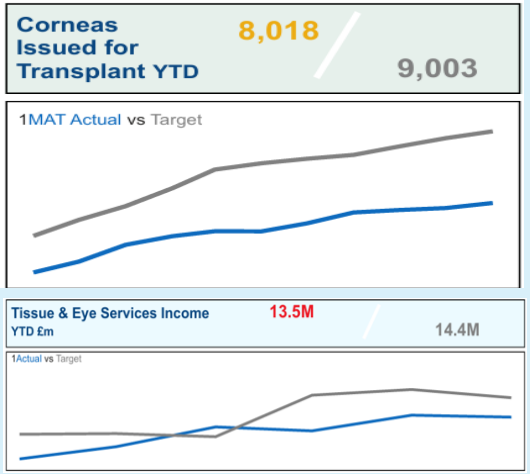
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Transplant activity: Lower donor availability is flowing through to transplant activity, which remains below plan.



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Tissues and Eyes: Cornea supply also remains below plan, contributing to reduced income, although performance has been improving.



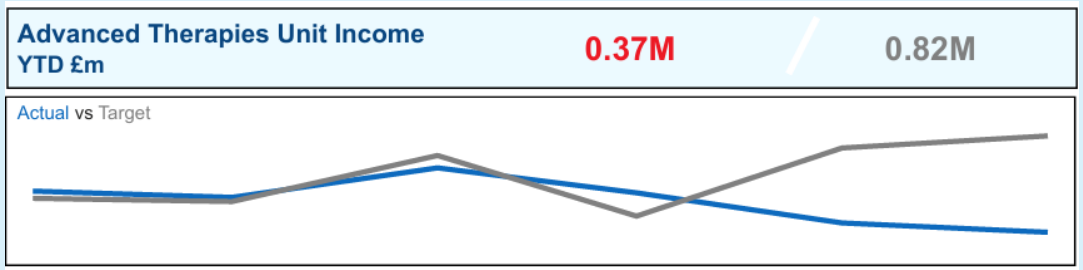
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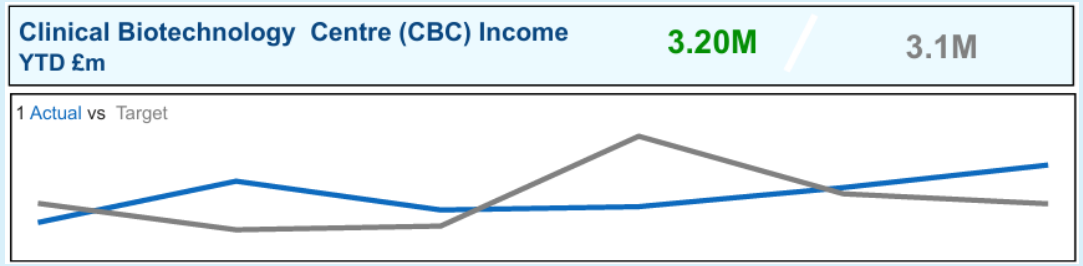
Cell, Apheresis and Gene Therapies Performance Headlines

Performance is mixed, with strong activity in some services but commercial and donor-diversity gaps remaining

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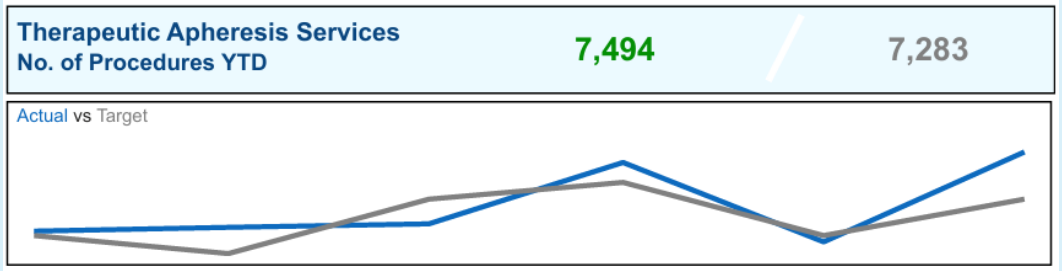
Cell and Gene Therapies: CBC income is ahead of plan, but Advanced Therapies income is materially below target due to a weaker than planned pipeline of commercial prospects.





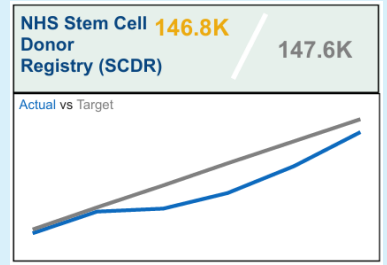
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Therapeutic Apheresis Services: ahead of plan, reflecting continued strong demand for the service.



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Stem Cells: recruitment is close to plan, but minority ethnic recruitment remains below target, reflecting lower awareness and engagement.



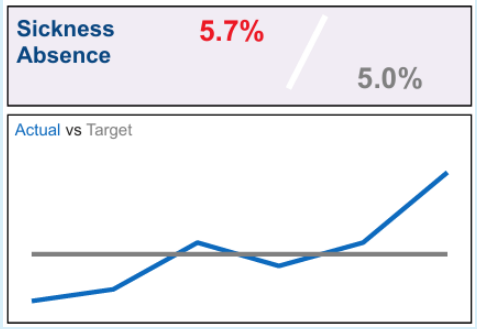
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Workforce Performance Headlines

Workforce performance is broadly positive, although sickness absence and appraisal completion remain areas for attention

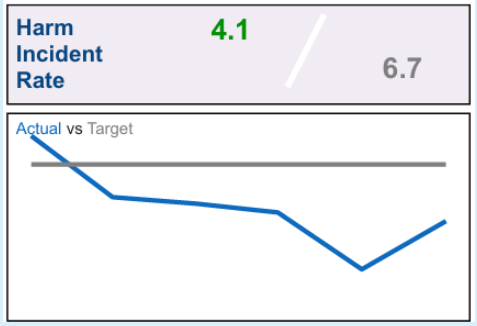
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Sickness absence: increases driven particularly by anxiety/stress and rising seasonal respiratory absence.



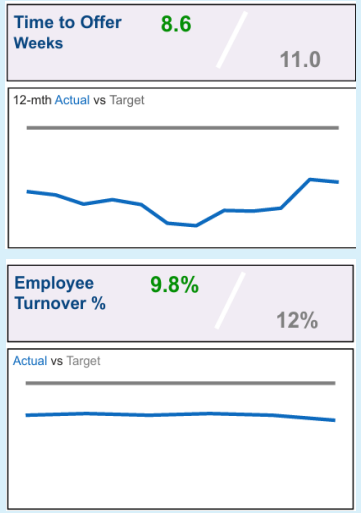
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Harm Incidents: increased in September, particularly within Blood Supply, but remain within target; near-miss reporting remains strong.



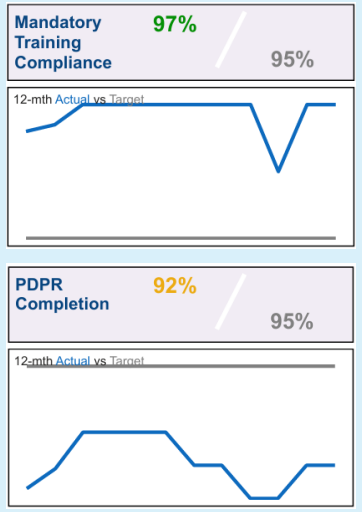
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Recruitment and Retention: remain strong, with faster recruitment and lowest turnover for >5 years.



4

People Compliance: Mandatory training remains strong, while appraisal completion lags behind target.



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Transformation Delivered in Q1 and Q2

A broad range of completed changes provides tangible evidence of transformation delivery so far this year

Donor access & collection

- **Southampton Donor Centre:** new collection site for whole blood and platelets
- **London Bloodmobile:** one in four units collected from the Ro subgroup
- **Our Future Health recruitment:** 110,000 donors consented and 82,000 sampled

Transfusion, apheresis & patient pathways

- **Foetal RHD digital pathway:** e-requesting and e-reporting live across 49 hospitals
- **RCI Assist:** electronic referral support adopted by hospitals to reduce inappropriate referrals
- **TAS digital referrals:** plasma-exchange referral process live nationwide

Genomics, testing & laboratories

- **Blood-group genomics:** new array/software; 16,000 donors typed and 5,000 patients reported
- **High-throughput HPA testing:** automated results introduced in H&I laboratories
- **Haem Match feasibility:** live at UCLH for 40 patients
- **Colindale RCI laboratory:** new laboratory and critical infrastructure operational

Digital, data & security

- **Secure file transfer:** 80% of jobs migrated to enterprise SFTP
- **Integration resilience:** 75% of planned benefit achieved through load balancing and network throttling
- **Compliance:** DSPT-CAF standards met, an improvement on last year
- **PULSE Release 43.2:** approved operational and regulatory changes deployed
- **JPAC website:** new public website launched

Workforce & professional capability

- **Transfusion Practitioner framework:** professional framework developed
- **Undergraduate e-learning:** scientific education content developed in response to IBI recommendations

Efficiency & value delivered

- **Plasma supply-chain rationalisation:** estimated £540k annual saving
- **HAV/B19 testing changes:** estimated £1.06m annual saving
- **In-house SDI delivery:** reduced supplier dependency and retained technical knowledge
- **Hematos hardware refresh avoided:** estimated £200k capital avoidance
- **Irradiators removed:** Cambridge and Plymouth; £1.2m cost avoidance

= Delivered
= Planned Q3
= Planned Q4

Transformation Planned in Q3 and Q4

The second-half pipeline extends delivery across the organisation

Donation, transplantation & donor services

- Organ Donor digital registration form
- ARCs pilots – 18 additional transplants
- Split-liver pathway – four additional transplants; 67 livers offered as split
- Community recruitment – enhanced grants partnerships and typing events
- Collection team customer-service training
- Stem-cell donor CRM – improved booking and donor management
- Donor resilience offer – volunteering, travel-expense and double-altruism pilots

Donor centres & plasma

- Manchester Donor Centre – modern facility maintaining collection capacity
- Reading Plasma Centre – relocation protecting sPFM collection capacity
- Stratford Donor Centre – temperature-controlled storage and modern workspace
- Newcastle freezer hub – safe, timely freezing ahead of Q1 2027/28 collections

Clinical, testing & laboratories

- TAS nationwide capability – multiple referrals, red-cell referral and offline working
- Laboratory connectivity – Partner Portal networking of key laboratory devices
- New testing services – microbiology serology and secondary blood grouping
- Fetal RHD automation – device-to-system results transfer
- Apheresis equipment procurement
- Platelet screening – replacement bacterial-screening contract

Blood technology & data

- Legacy module retirement – Delphi converted to C# to reduce technical debt
- Genomics cloud platform – DNA analytics for BAU and new tests
- Frozen Blood Bank database – new asset-management functionality
- Further PULSE deployment – continued code conversion
- Inventory management – business case for consumables software

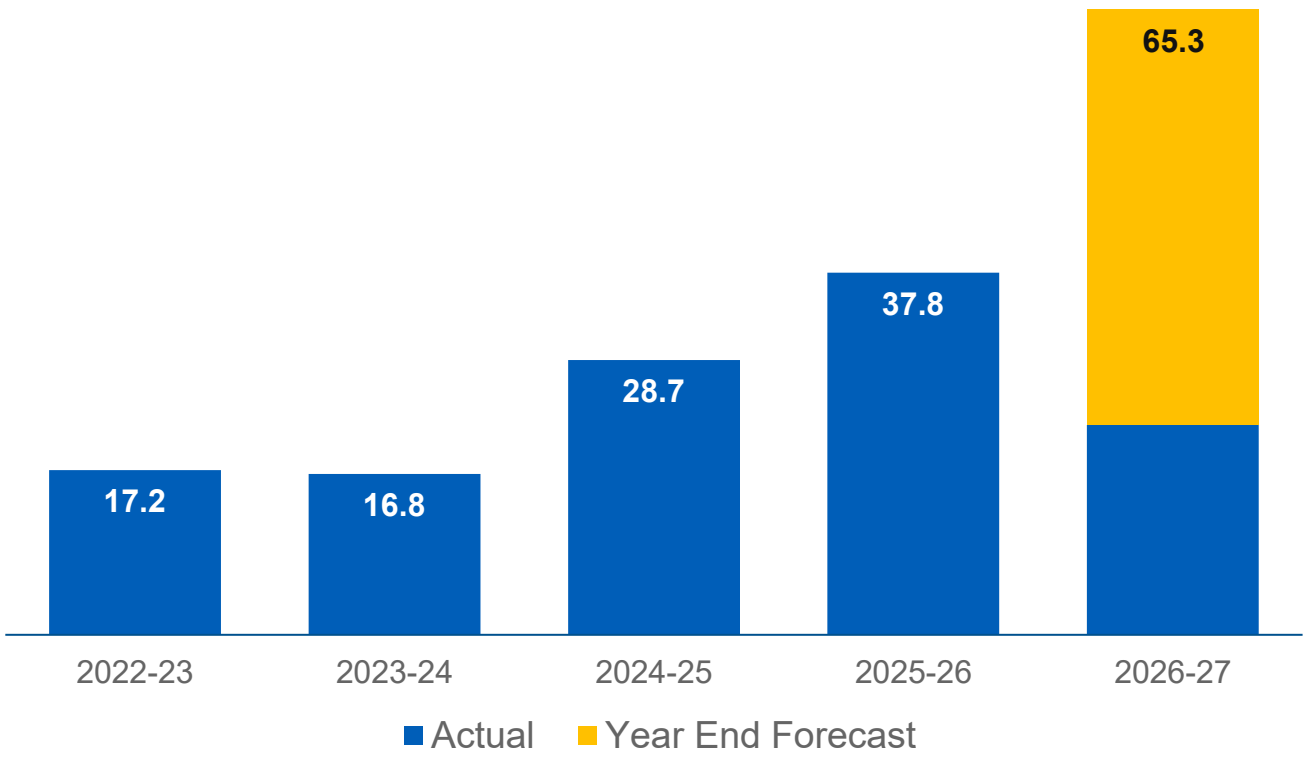
Infrastructure, resilience & security

- Hematos cloud migration – stronger resilience, recovery and security
- Hematos supportability –reducing dependency on ageing infrastructure
- Continue Pulse to cloud infrastructure work
- Wi-Fi modernisation – reduced disruption risk, better performance and scalable wireless capability
- OTDT electronic results – replacing calls and manual transcription across centres and H&I laboratories
- Future Ready Technology – modernising ageing infrastructure to improve resilience and reduce technology risk.

Transformation Investment

Investment has increased, but delivery remains behind profile and forecast confidence needs to improve

Total transformation Investment Spend (£M)



Mid-Year Position

Expenditure is behind plan, reflecting slower mobilisation and delivery across parts of the portfolio.

- Planned Spend – £29.3M
- Actual Spend – £21.9M
- Variance – £7.4M / 25% below plan

Full-Year Outlook

Delivering the forecast requires significant Q3-4 acceleration, with stronger delivery grip and forecast confidence needed

- Year-End Forecast – £65.3M
- Q3-4 spend required – £43.4M

The CFO is leading a deep dive of transformation forecasts to strengthen assumptions, refine the year-end outlook and improve future forecast confidence.

One NHSBT Strategy Programme

One NHSBT will align strategy, operating model and investment around the outcomes the organisation needs

What this review tells us

1 Performance

- Service continuity has been maintained, with strong performance across several operational, specialist and workforce measures.
- Performance remains uneven, with resilience and outcomes in some critical services still requiring improvement.

2 Transformation

- Investment & capability delivery have increased, with tangible operational, clinical, digital and financial benefits.
- The next step is to connect delivery more consistently to strategic priorities and measurable outcomes.

The One-NHSBT Programme will bring strategic coherence through:

1. Strategy Refresh

Clear strategic direction that translates NHSBT's vision and priorities into explicit choices, outcomes and measures.

2. Target Operating Model

Practical organisational blueprint for how NHSBT needs to operate as "One NHSBT" to deliver the strategy.

3. Multi-Year Transformation Roadmap

Prioritised and affordable route to the future organisation, with a clear basis for mobilisation and delivery.

What will change?

Sharper priorities
A smaller number of enterprise outcomes and clearer choices.

Better sequencing
Dependencies, capacity and affordability considered together.

Benefits-led investment
Clear ownership and stronger line of sight to outcomes.

Greater delivery focus
More realistic plans, stronger grip and clearer accountability.

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