Board Performance Report
Performance Report

For the period ended 28th February 2017

	Status	Trend	Comments
Blood Components			Red Cell issues in February were 2.6% higher than plan. In the year to date issues are 5.0% lower than the previous year. Stocks continued to remain flat with all groups above the alert level for all groups and O neg between 4-5 days (and into early March). Platelet issues year to date are now 4.4% lower than the previous year.
DTS			DTS is reporting a small I&E surplus of £0.1m year to date with income £1.1m higher than plan (mainly TAS and RCI). Cornea stocks continue to increase (349 end of month) but the trend for UK cord blood issues is in decline.
ODT			There were 108 deceased donors in February (vs. plan of 120) with the year to date remaining 30 behind plan. The number of transplants was also below plan (281 vs 325) and year to date is now 184 behind target. Living Donors (reported one month in arrears) are 178 (17%) behind plan in the year to date.
Corporate			Sickness absence was marginally lower at 3.6%. Lost time accidents were up in the month but the trend continues to indicate an ongoing improvement on the back of recent initiatives / management training.
Finance			NHSBT is reporting a deficit in the year to date of £3.8m. The forecast outturn for the year is an £8.4m deficit overall (vs £19.7m budgeted) with the difference being primarily due to the phasing of transformation spend. The 2017/18 budget is in line with plan, and will deliver the cost savings targeted, but implies a deficit of c£13m next year (funded from cash) as a result of the transformation programme.
Change Programme			Four projects are reporting at "red" status. In addition to Network & Telephony Contract, Next Generation Managed Firewall Service and Brentwood Estate Optimisation the CSM Project continues at "red" status and, given its size / importance, puts the overall programme at "red" status.

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	72% of blood donors scoring =/> 9/10 for satisfaction.	G	-	Ahead of plan year to date (75.4% vs 72%) - Chart 15.
		No. of complaints per million donation	G	-	Better than plan at 4.5k - Chart 16
		Number of Donors Donating over the last 12 months (000's)	G	-	Above plan in February (857k vs 854.4k) - Chart 23.
		Frequency of Donation (overall)	G	-	1.866 vs 1.880 year to date (Chart 23).
		Number of O- neg Donors donating last 12 months (000's)	G	-	105.8k vs 105.1k year to date - Chart 23.
		Frequency of Donation (O neg donors)	G	-	1.96 vs 1.98 year to date - Chart 23.
		% of whole blood donations in donor centres	G	-	At 17.4% - better than plan
		% of 9 bed sessions	G	-	Better than plan in February (61.3% vs 59.6%)
		Blood Donation Productivity: units/FTE/year	G	-	1,395 vs plan of 1,382 year to date – charts 31/32
	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 in February / one in the year to date (July 2016).
		96.5% of Products Issued on Time	A	-	95.8% vs 96.5% year to date - chart 25.
		Manufacturing Productivity (units/FTE/year)	A	-	Lower than plan year to date (9.8k vs 10.1k) - Chart 29.
		Testing Productivity (units/FTE/year)	A	-	27.8k vs 28.9k year to date - Chart 30.
	Customer Service and the Hospital Interface	70 % hospitals scoring =/> 9/10 for satisfaction (chart 26).	-	-	December at 85%. Next survey March 2017.
		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 February were 2.6% higher than plan. Although whole blood collections were 0.7% higher than plan in the month, due to the higher demand we were unable to grow stocks as planned and they remained flat at around 30k through the month. All blood groups remained > 3 day alert level and although O neg stocks remained between 4-5 days during the month there was an underlying improvement in the trend and, in late March, are now above 5 days.

- Year to date red cell issues are now 5.0% lower than last year. With February demand higher than plan there are some indications that the demand decline may be starting to flatten, although, contradicting that, March issues are running behind plan. It is also noticeable that although week day issues are declining, it is flat/increasing at weekends.

- The forecast for 2016/17 is now 1.513m issues (versus 1.527m agreed at NCG), representing a 5.1% reduction on 2015/16. Forecast issues for 2017/18 continue to be at the agreed NCG level of 1.461m issues (a 3.3% reduction over the 2016/7 forecast).

- O neg demand is showing a distinct downward trend and hence good news from a supply planning perspective (and removing the rationale for differential pricing). Our challenge continues to be the level of substitutions driven primarily by an unmet and growing demand for Ro units. In response plans are now being developed to significantly increase the number of black donors, although it is unclear as yet what the impact will be on marketing costs.

- Platelet issues year to date are now 4.4% lower than last year but again with indications that the demand decline may be flattening. Forecast platelet demand for 2016/17 has been reduced to 260k units (versus 275k agreed with the NCG last year). Platelet demand for 2017/18 is forecast to be 247k units, lower than agreed with the NCG (256k units).

- The component donation share of issued platelets in February was marginally lower at 57.2% in the month and is at 59.8% year to date. Plans are now underway as per the recent business case to reduce this to 50%.

- Platelet stocks in aggregate were above the alert level during February with stock of A neg platelets above the 1 day stock alert level on 18/20 working days. As with O neg red cells there appears to be a material reduction in the demand trend for A neg platelets. As with O neg red cells or challenge is the need to substitute A neg platelets, mostly as a result of insufficient AB platelet donors and again plans are being worked up to increase donor numbers and correct this imbalance.

- The red cell loss rate was marginally higher in February at 4.25% and in the year to date is 3.83% (vs plan 3.60%) and also higher than in the previous year (3.71%). Platelets issued/produced was higher in February at 90.69% and in the year to date is 90.47%, lower than the previous year (90.88%), and also lower than plan (91.36%).

- The red cell expiry rate was marginally higher in February at 1.29% and in the year to date is 1.32%, higher than both the previous year (0.60%) and also target (1.25%). At a group level 1,157 out of 1,519 (76%) of February's expiries were group A neg. In contrast, the platelet expiry rate was lower in February at 5.81% (Jan 7.19%). In the year to date it is 6.83%, however, and continues to be higher than last year (6.52%) and also target (5.94%). Following a number of years of continuous improvement wastage and expiry levels are now generally flat/deteriorating as a result of the supply/demand imbalances noted above.

- February's OTIF was again positive and reported the highest ever level of 97.3% (vs. target of 96.5%). The key contributor to the OTIF shortfall continues to be Ro units (52% of the misses in February) and reflects the lack of black donors noted above.

- The number of faints in the month was higher at 164 and worse than target (160). The number of rebleeds was 32 and continued to be worse than target (30).

- Donor Satisfaction was marginally lower this month at 75.9% but continues to be better than plan (72%) This is a very positive outcome given the ongoing productivity lead capacity changes that are being implemented in blood donation and the impact that this has on donors. Donor complaints were also lower this month at 3.7k, and better than plan (vs 4.9k).

- Sickness absence in Blood Components was marginally better with improvement seen in both blood donation and logistics.

- No critical / major regulatory non-compliances were reported in February 2017.

Blood Supply – Status of Strategic Projects per TPB reporting is on the following page:

Blood Supply – Status of Strategic Projects per TPB reporting

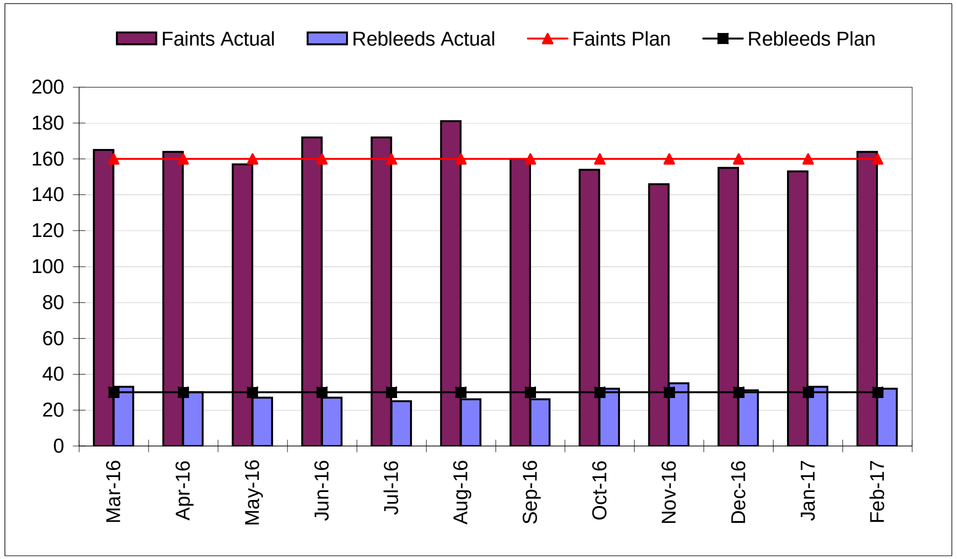
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Planning and Control System	Delivery	G	A	1.0	0.9	0.1	Jul 15	Mar 17
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.5	6.5	1.4	Oct 17	Oct 17
Core Systems Modernisation	Define	R	R	9.8 (i)	7.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Delivery	A	A	0.4	0.3	1.9	Aug 18	Feb 18
Leicester Donor Centre	Initiation	G	G	0.9 (ii)	0.9	0.1	May 18	Aug 18
Session of the Future	Start-Up	A	A	0.2	0.2	0 (iii)	May 19	May 19
Bradford Donor Centre	Delivery	G	G	0.8	0.8	0.1	Sep 17	Sep 17
HEV Universal Screening	Start-Up	G	G	0 (iv)	N/A	N/A	Jun 17	Jun 17
Platelet Supply Phase 2	Delivery	G	G	1.0	0.9 (v)	0.8	Nov 17	Nov 17

Note:

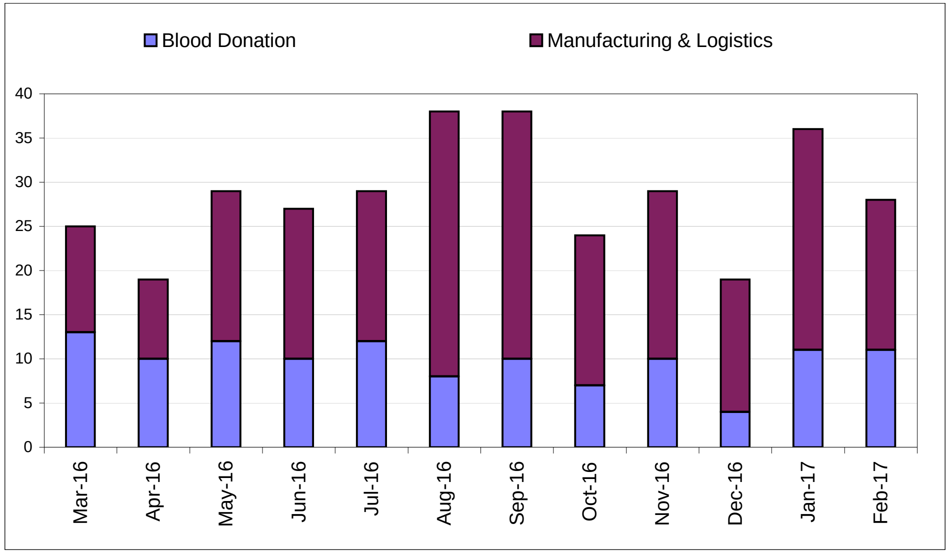
i) This represents the 2015/2016 total budget approved: £2.2m for April to July 2016 and £7.6 August to March 2017.
ii) New budget agreed at OBC by TPB in February 2017. Detailed costs to be submitted at DBC in August 2017.
iii) Previous figure of £1.5m is a marker and not confirmed until OBC.
iv) No project budget required - all resources allocated as BAU.
v) Following approval of the original DBC, a re-calculation of the non-recurring costs, allocated to this project - Leeds CBTU and Mobile Team Staff reductions, resulted in a reduction of £0.2m

Blood Components - Safety and Compliance

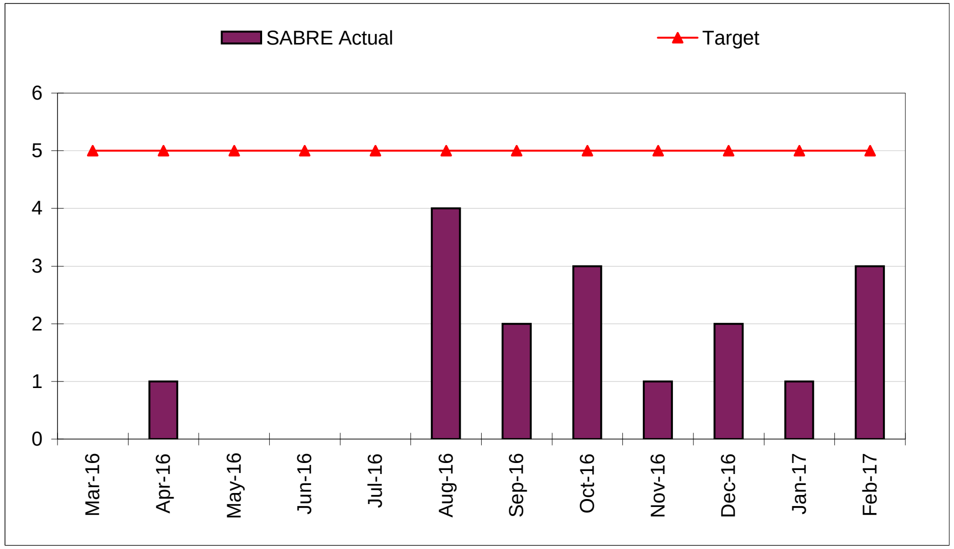
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



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

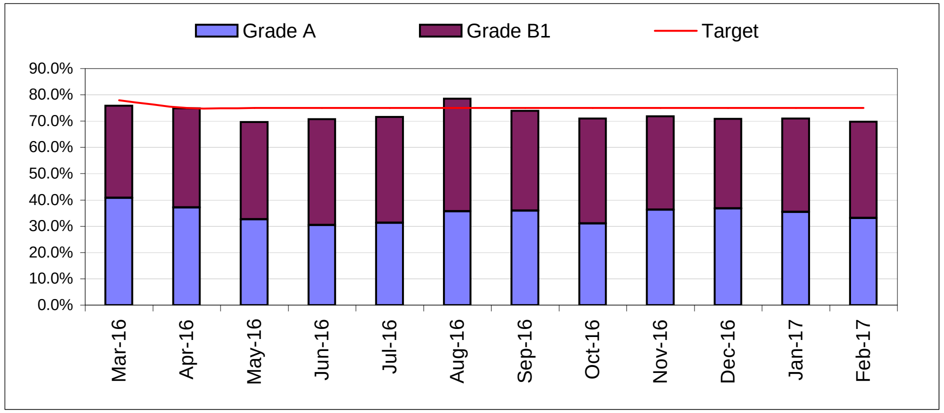


3. SABRE Events Reported per Month

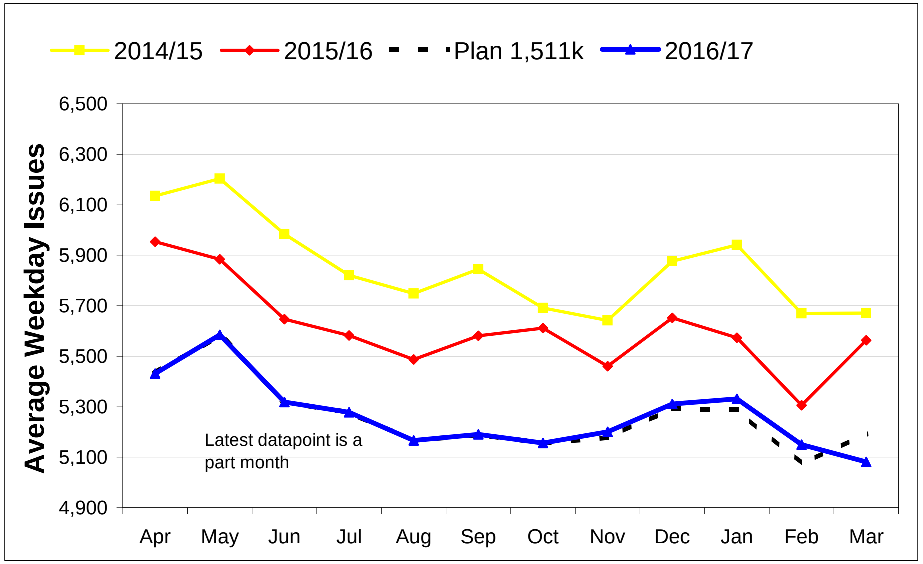


4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

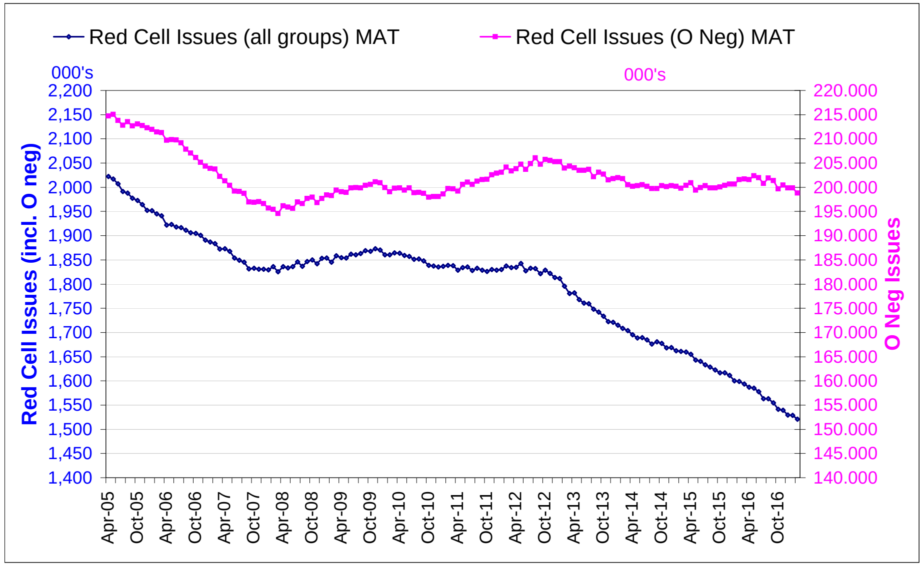
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	72.2%	A	-



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



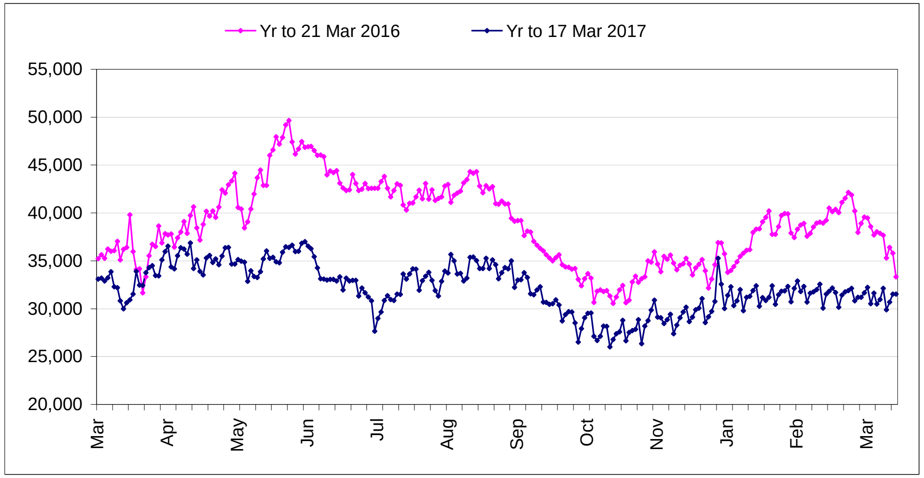
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

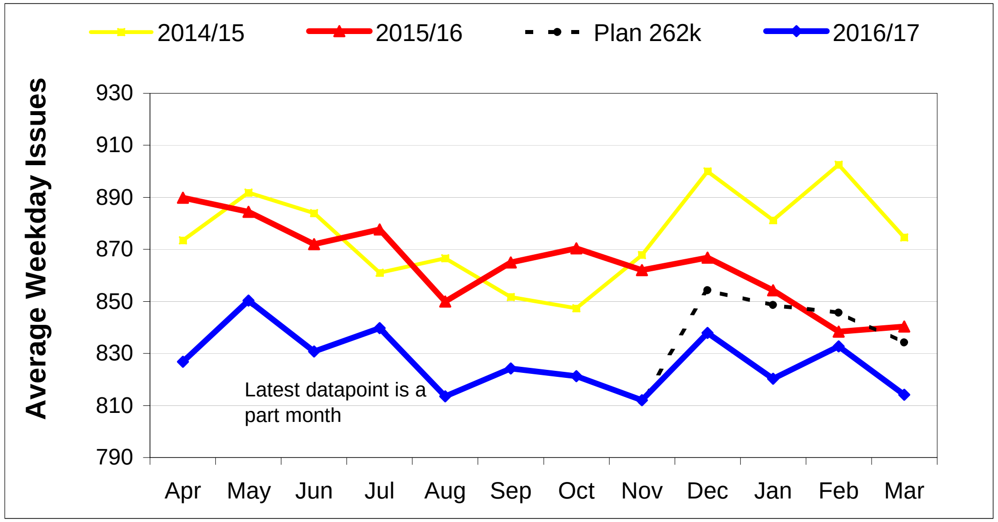
Blood Group	2016/17 - YTD February 2017	2015/16 - YTD February 2016	Change
A Neg	113,306	117,417	-3.5%
A Pos	413,819	442,999	-6.6%
AB Neg	11,005	11,462	-4.0%
AB Pos	29,548	31,969	-7.6%
B Neg	34,260	35,373	-3.1%
B Pos	109,294	115,023	-5.0%
O Neg	181,731	184,596	-1.6%
O Pos	495,129	521,922	-5.1%
Total	**1,388,091**	**1,460,761**	**-5.0%**

8. Red Cell - Blood Stocks (Units)

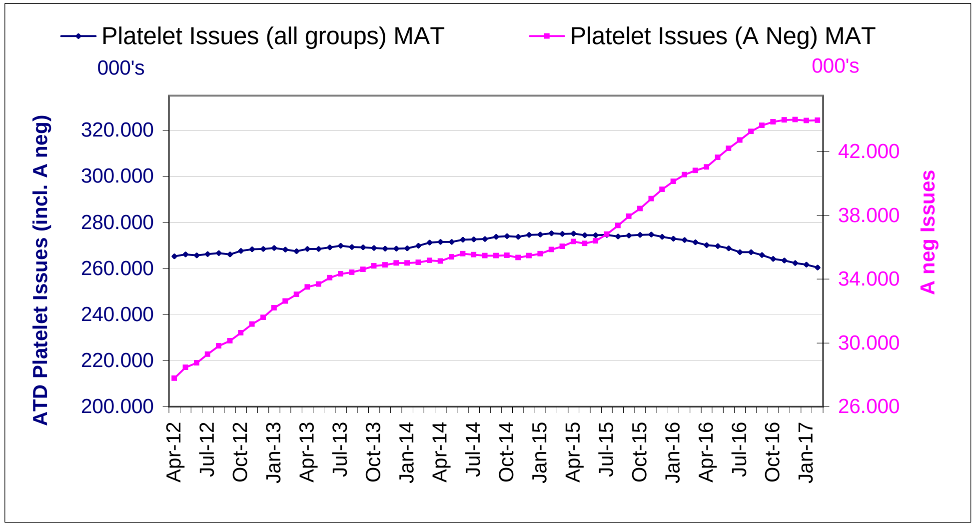


Blood Components - Platelet Issues

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

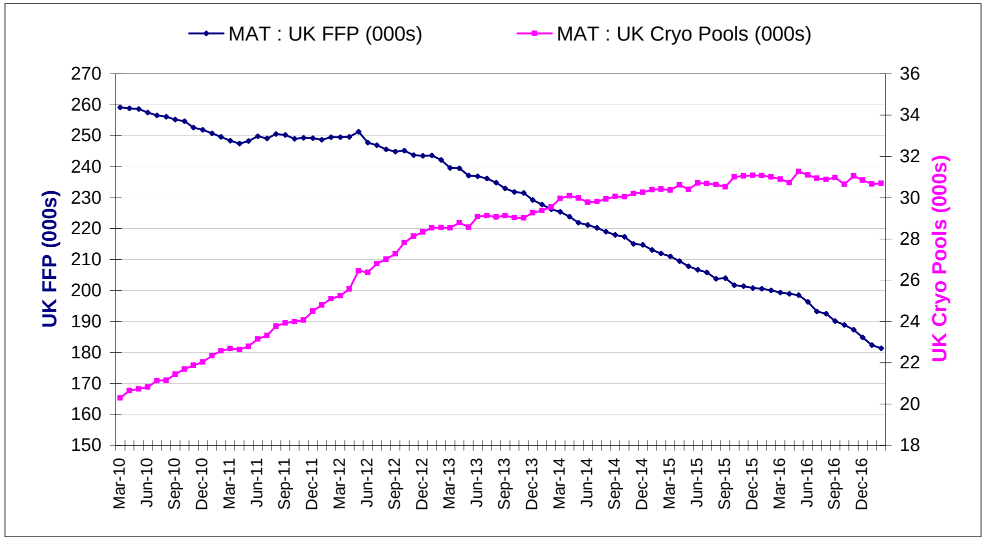


10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's

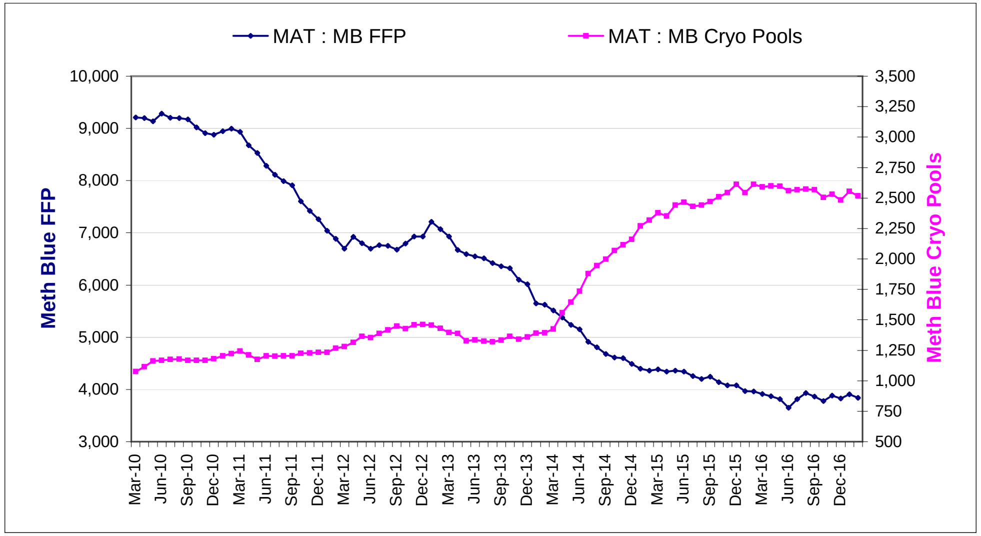


Blood Components - Blood Collection: Frozen Component Issues

11. MAT UK (Non MB) FFP and UK (Non MB) Cryo Pools - 000's



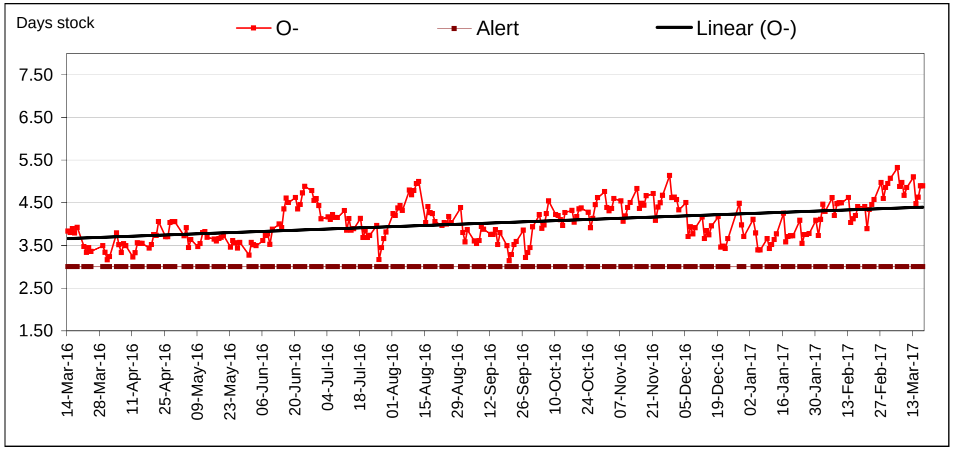
12. MAT Meth Blue FFP and Meth Blue Cryo Pools



Blood Components - Vulnerable Stocks

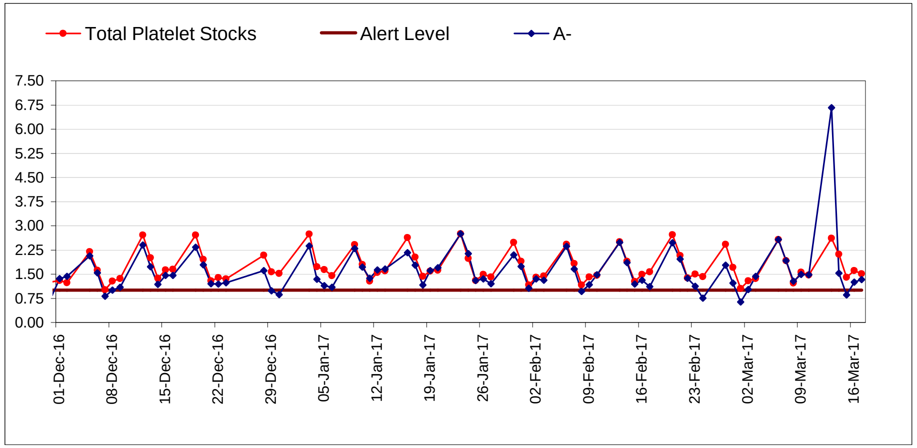
13. Red Cell - O neg : weekday stock levels

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

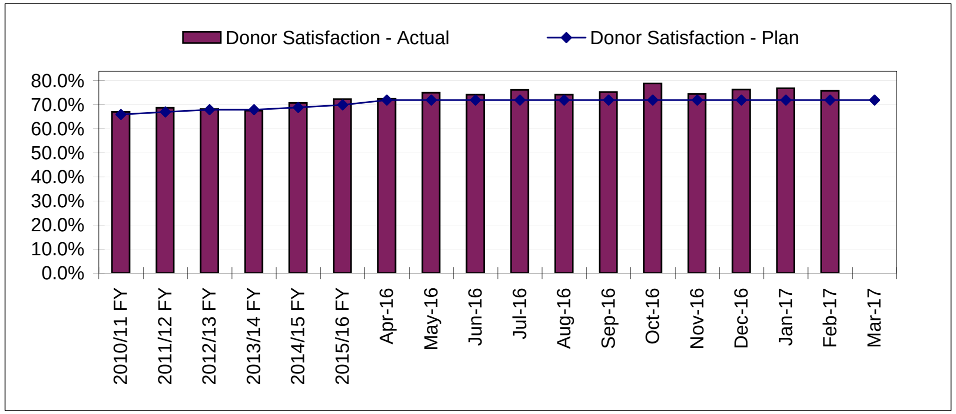
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	18	A	-



Blood Components - Blood Donor Base

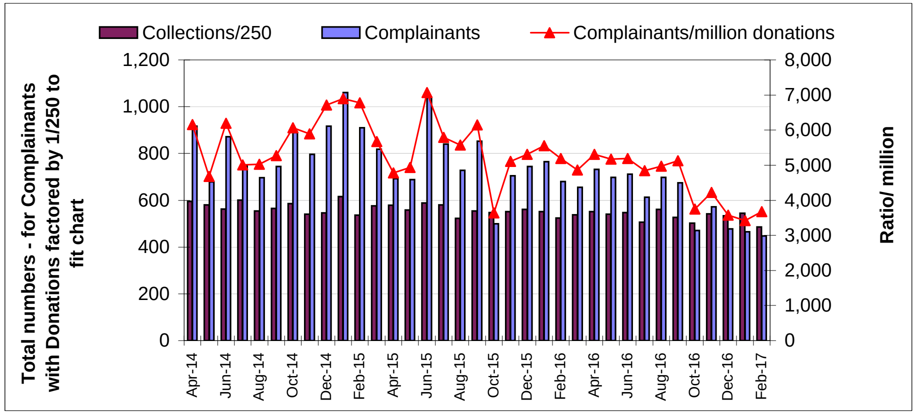
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	72.0%	72.0%	75.4%	G	-



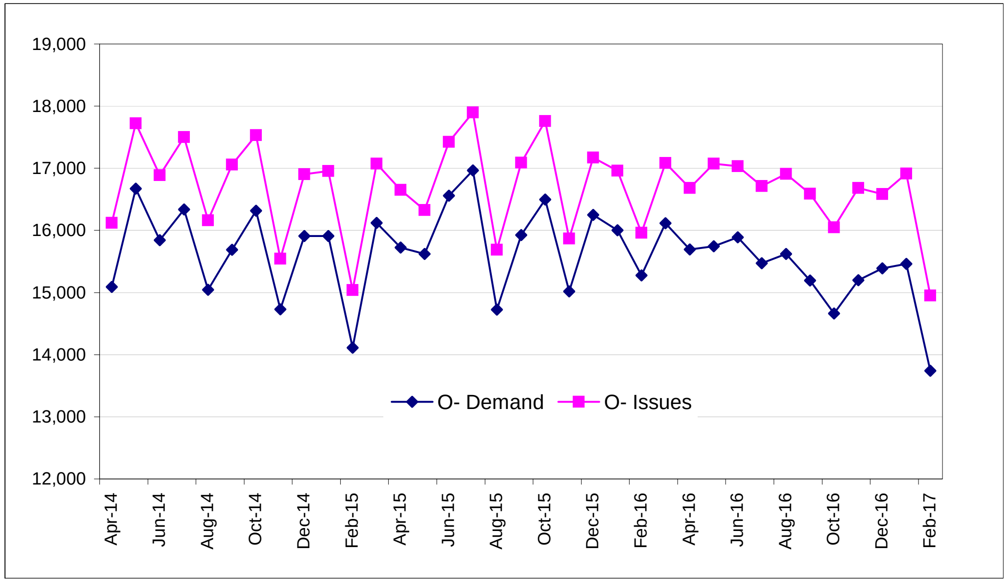
16. Donor Complaints

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	4,493	G	-

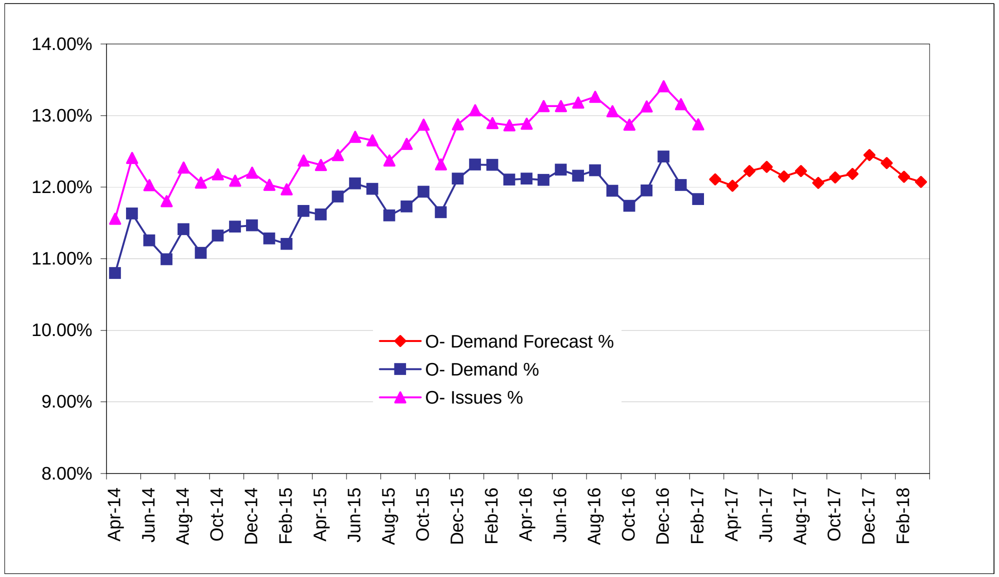


Blood Components - Red Cell Demand/Issues (O Neg) and Platelet Demand/Issues (A Neg)

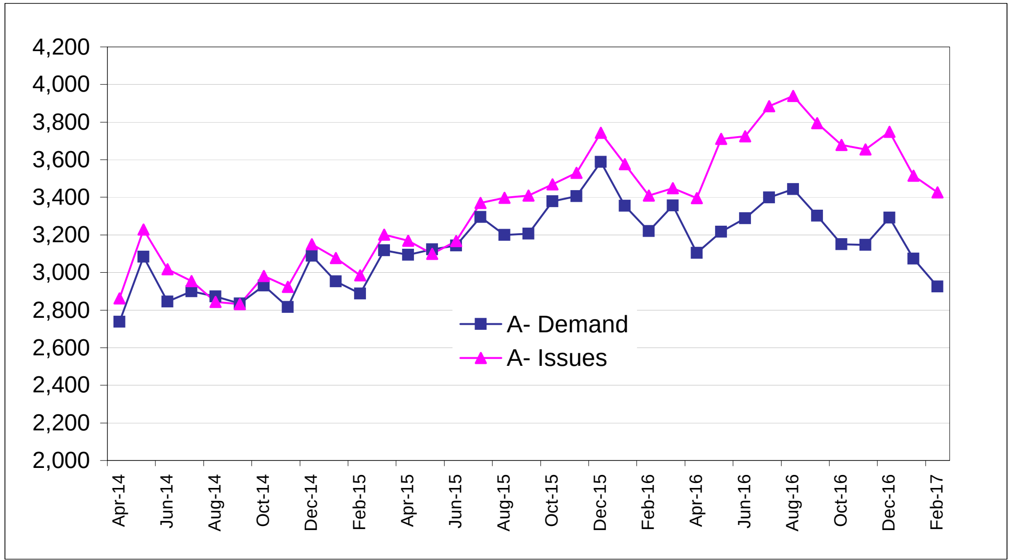
17. O neg RC Demand and Issues



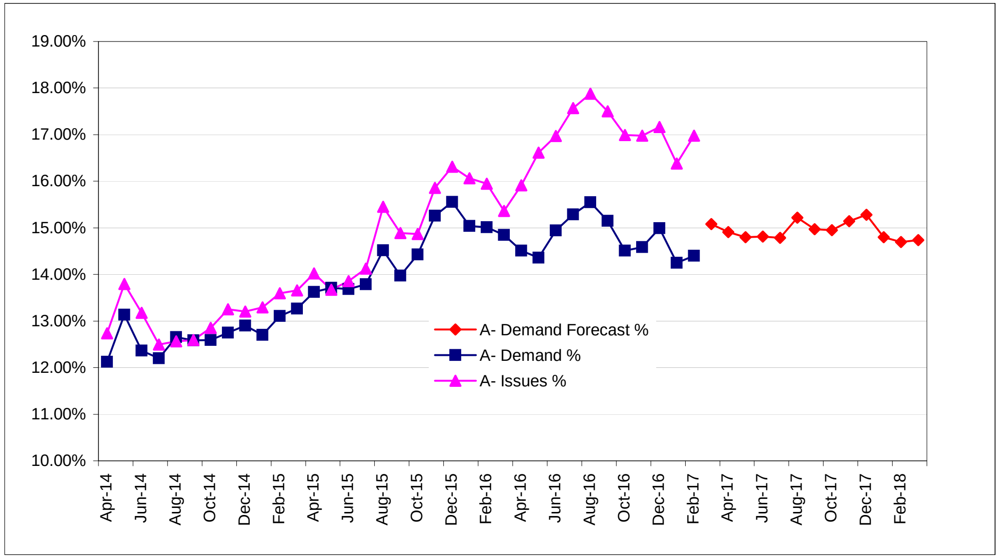
18. O neg RC Demand and Issues as % of Totals



19. A neg Platelet Demand and Issues

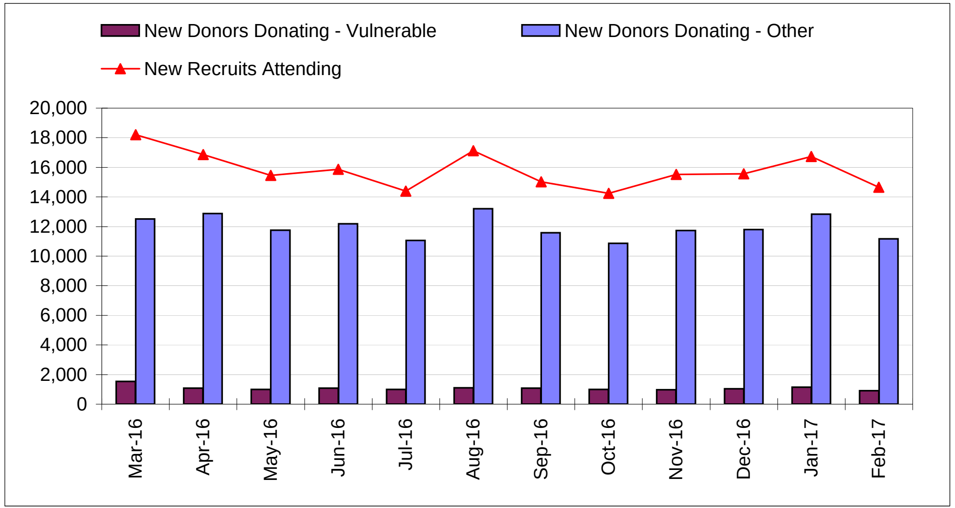


20. A neg Platelet Demand and Issues as % of Totals

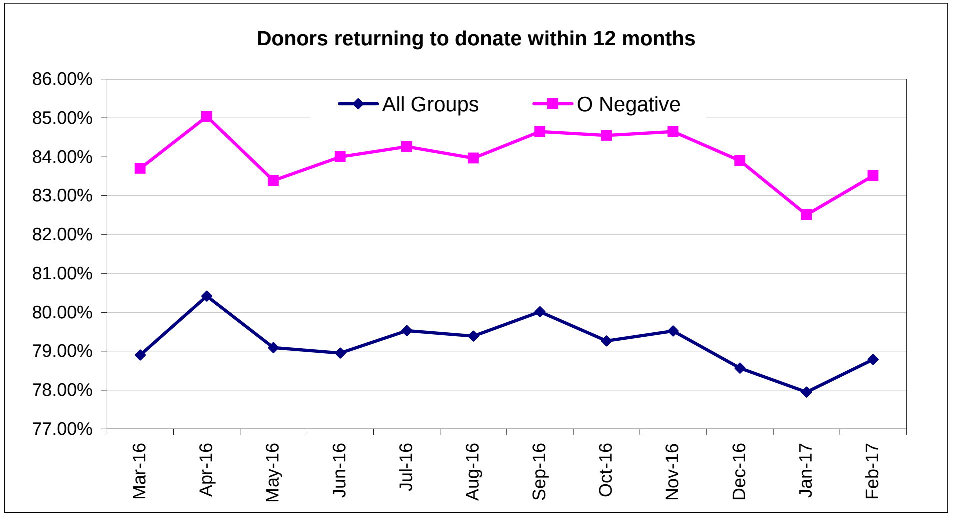


Blood Components - Donor Recruitment and Retention

21. Donor Recruitment (Whole Blood)

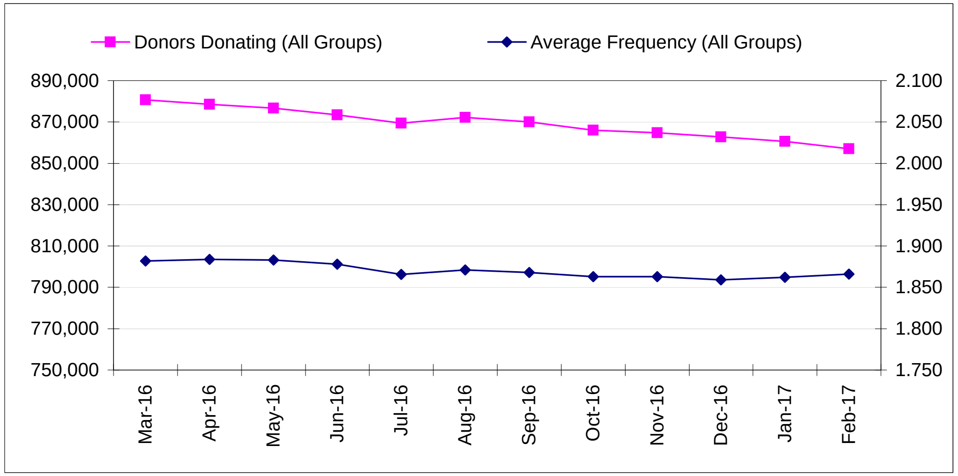


22. Donor Retention Rate (Whole Blood)



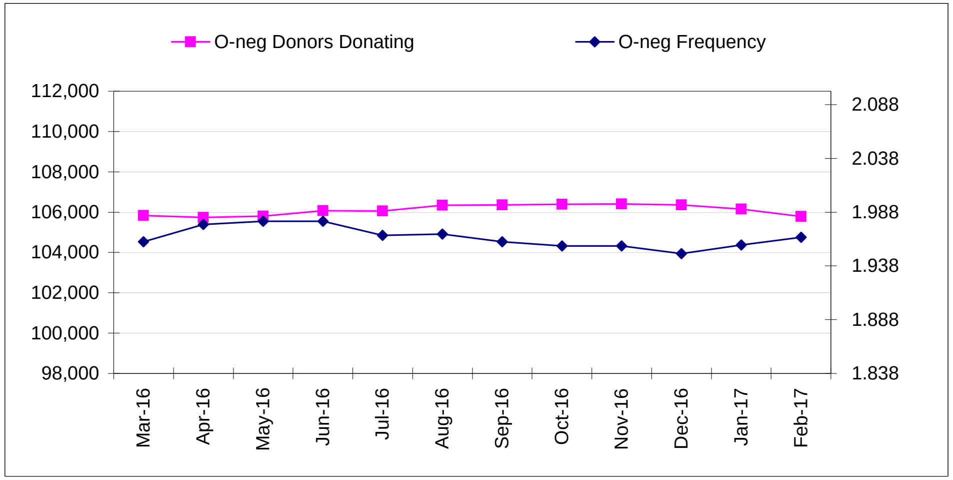
23.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	852,000	854,393	857,013	G	-
Frequency of donation (overall)	1.880	1.880	1.866	G	-



24. O Neg: Donorbase and Frequency of Donation

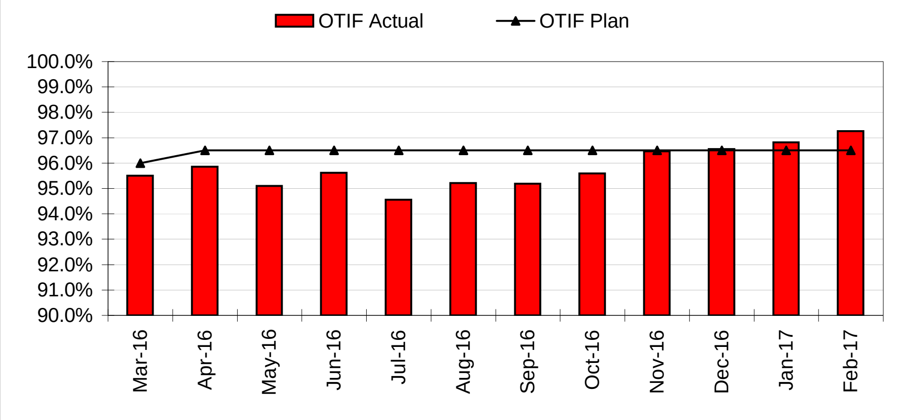
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	105,000	105,069	105,790	G	-
Frequency of donation (O neg donors)	1.975	1.975	1.964	G	-



Blood Components - Customer Service

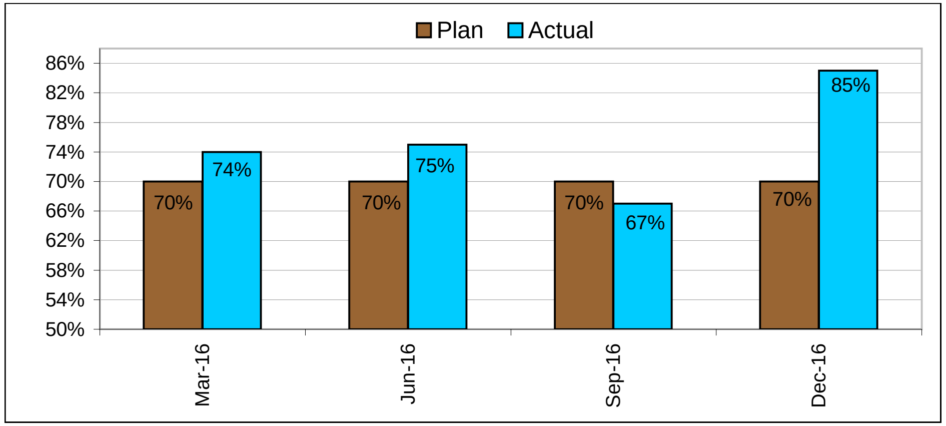
25. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	96.50%	96.50%	95.83%	A	-



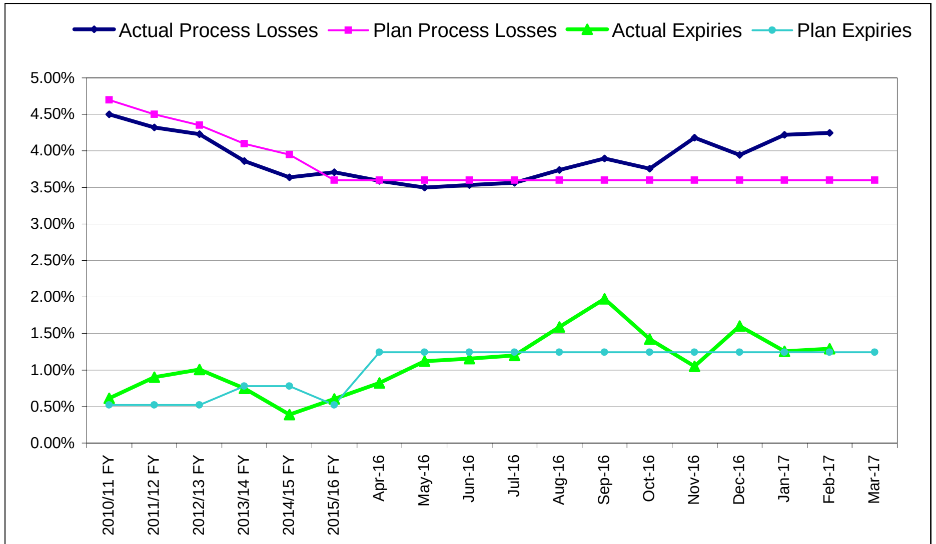
26. Hospital Satisfaction - next survey results due in March 2017

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

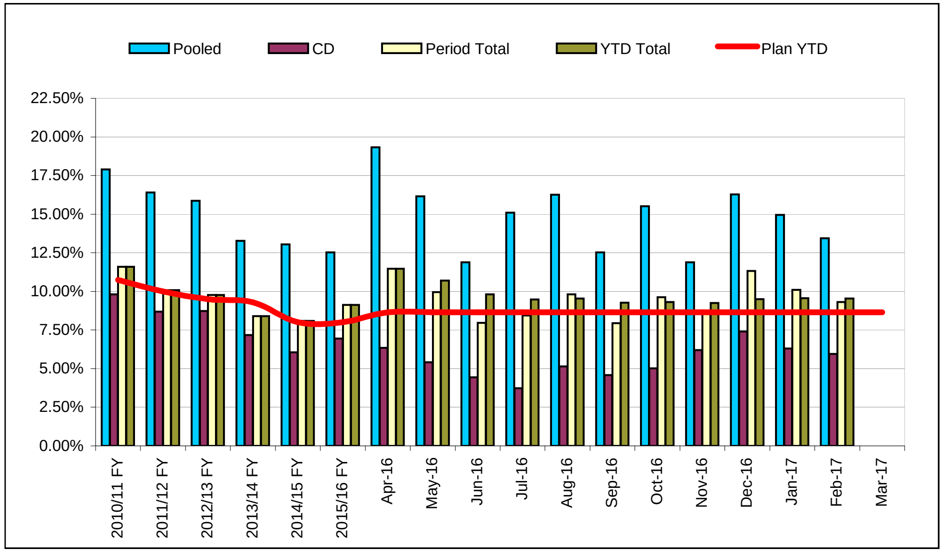


Blood Components - Wastage

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

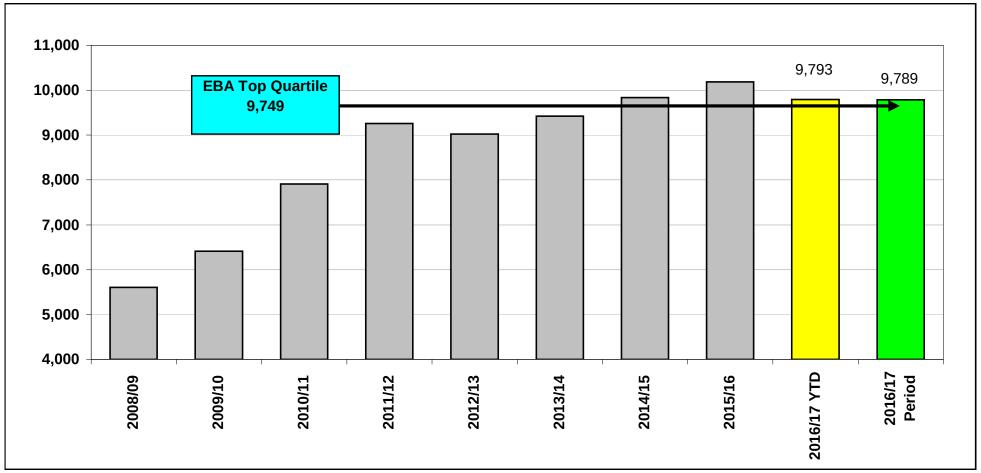


28. Percentage of Platelets Produced NOT Issued



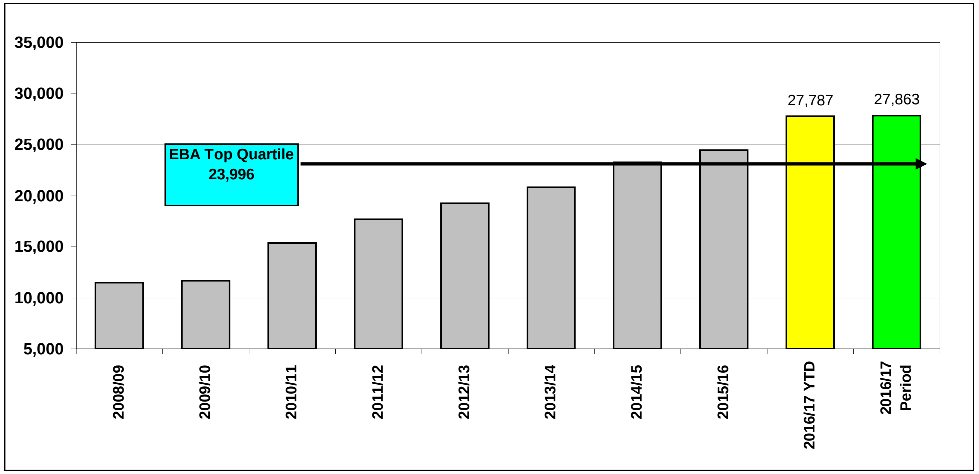
29. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,175	10,106	9,793	A	-



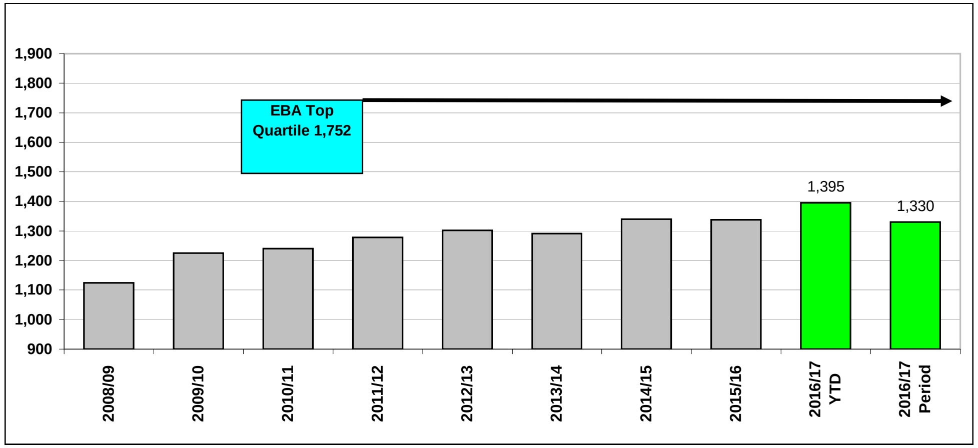
30. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,100	28,911	27,787	A	-

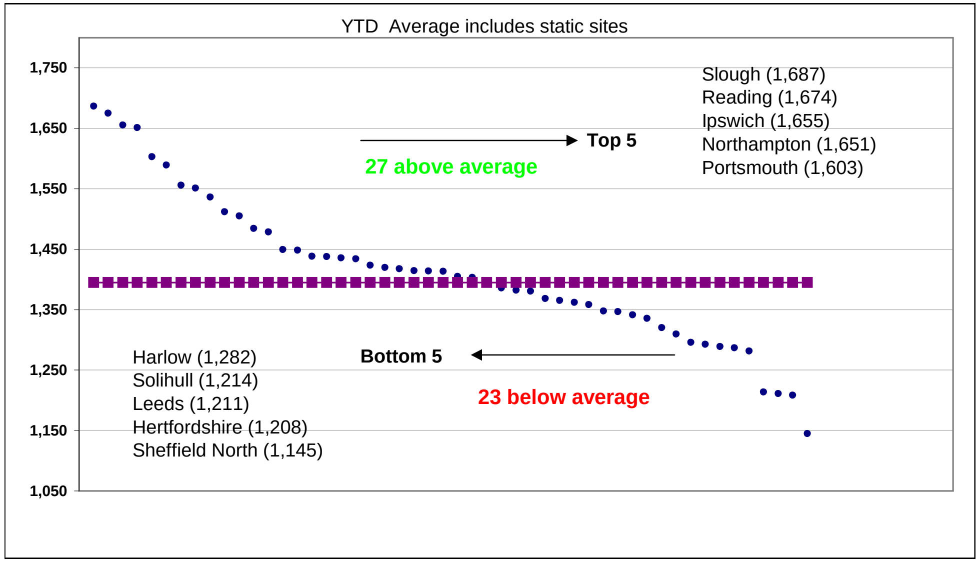


31. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,391	1,382	1,395	G	-



32. 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 (£62.7m vs £61.6m).
		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 33)	A	-	Year to date worse than plan (£11.4m vs plan of £11.6m).
		Contribution to overheads – £0.7m	-	-	-£0.29m vs -£0.26m at Dec 2016. Next report at March 2017
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	83% in August 2015. Next survey to be issued in March 2017.
		98.0% of Product issued on time	G	-	Better than plan (99.6% vs 99.0%)
	H&I	Sales Income achieved - £13.8m (chart 34)	A	-	Lower than plan in the year to date (£12.2m vs £12.5m).
		Contribution to overheads - £1.9m	-		December at £1.3m vs £1.6m. Next report at March 2017.
		60% of hospitals scoring =/> 9/10 for satisfaction (chart 39).	-	-	87% in December. Next survey March 2017
		% of patients receiving A or B1 platelets	A	-	Below plan in February (72% vs 75%) - Chart 4 -
		Time to type DCD organ donors	R	-	Reporting monthly in arrears - at 75% vs target of 80%.
		Turnaround time vs SLA (chart 38)	A	-	Behind plan in February (94% vs 98%).
	RCI	£13.5m Sales income achieved (chart 34)	G	-	Ahead of plan in the year to date (£12.7m vs £12.3m)
		Contribution to overheads (£1.2m)	-	-	£0.8m vs £0.4m at December - next report in March 2017.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	RCI (cont.)	60% of hospitals scoring =/> 9/10 for satisfaction (chart 39).	-	-	74% in December. Next survey March 2017
		Sample turnaround time vs SLA (chart 37)	G	-	Year to date better than plan at 97.8% (vs plan of 95%)
	CMT	£10.6m sales income achieved (chart 35)	G	-	Equal with plan in the year to date (£9.4m vs £9.4m).
		Contribution to overheads (£1.5m)	-	-	Better than plan in December (£0.3m). Next report in March 2017.
	SCDT	£10.1m sales income achieved (chart 35)	G	-	Income above target in the year to date (£9.3m vs £8.9m)
		Contribution to overheads (£2.3m)	-	-	£1.1m vs £1.7m at December). Next report in March 2017.
		% Confirmatory typing within 14 days	R	-	February at 63% and 75% vs 85% (target year to date).
		2,300 increase to Banked Cords TNC > 140	A	-	Behind plan year to date (1,975 vs 2,108)
		40% BAME Cord Blood units add to the bank	G	-	46% in February. 41% year to date.
		Issue 53 Cord Blood units	G	-	Better than plan with 58 units issued (vs 48).
		Adult Donor Provisions	R	-	Lower than plan in the year to date (191 vs 214).
		BAME donors <40 years old – 3k	G	-	Higher than plan year to date (2,945 vs 2,750).
		Donors recruited to fit panel – 7k	G	-	Better than plan year to date (11,418 vs 6,416).
	Therapeutic Apheresis Services	£6.52m sales income achieved (chart 36)	G	-	Better than plan year to date (£6.9m vs £6.0m)
		Contribution to overheads (£1.22m)	-		£1.1m vs £0.7m at December. Next report in March 2017.
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	70.5% vs 62% at February.
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2016 at 93% (vs 95%)

- DTS is reporting a small I&E surplus of £0.1m in the year to date. Income is £1.1m better than plan and 5% higher than last year. The forecast outturn continues to be breakeven.

- Sickness absence was slightly higher this month at 2.90% within DTS but continues to be much lower than the NHSBT target (4%).

DTS Income by SBU – YTD February 2017	2016/17 Budget	2016/17 Income	2016/17 Variance		2015/16 Actual	Growth
Tissue & Eye Services	11.6	11.4	-0.2		10.7	7%
TAS	6.0	6.8	0.8		5.8	18%
H&I	12.5	12.2	-0.3		12.4	-1%
RCI	12.3	12.7	0.4		12.2	4%
IBGRL & DD	0.8	0.7	-0.1		0.8	-12%
CMT	9.4	9.4	0.0		9.2	3%
SCDT	8.9	9.3	0.4		8.5	10%
Customer Services	0.1	0.2	0.1		0.1	172%
Total (£m's)	**61.6**	**62.6**	**1.1**		**59.5**	**5%**

- **Tissue and Eye Services –** income growth in 2016/17 is driven (as planned) by the acquisition of the Bristol and Manchester eye banks last year. Income in February 2017 was slightly better than plan with the year to date position now 1.7% worse than plan, although 7.1% higher than last year. Sales of corneas, processed bone and ASE/AlloSE are performing well, although there continues to be pressure on skin, DBM, dCell dermis and amniotic membrane sales. Eye bank stock was at the highest level yet recorded (349 units) and at the upper end of the planned operating range of between 300-350. A record level of 101 corneas were also issued in one week during the month.

- **RCI** income was again marginally better than plan in February 2017 and in the year to date is 2.9% ahead of plan and 3.7% higher than last year. Antenatal referrals and red cell reference activity continue to be the drivers for the year to date position with all the other income streams close to plan. The favourable income position is being partially offset by increased expenditure, resulting in a small surplus contribution of £0.3m.

- **H&I** income was 2% lower than plan in the year to date and continues to be 1% below last year. Lower activity across most service lines continues with stem cell related investigations (-£0.3m), solid organ investigations (-£0.1m) and general investigations (-£0.1m) being particularly affected. Turnaround times are also continuing to run behind plan and were lower again this month at 93% (vs 98% target). The provision of A and B1 matched platelets (a key safety target set by the platelets target) was at 71% in the month and 72% in the year to date (worse than plan of 75%). H&I is now reporting a deficit position of £0.6m.

- **Stem Cell Donation & Transplantation** income is 5% ahead of plan and 10% higher than last year with higher cord blood issues being the key driver. A material decline in UK cord issue appears to have set in, however, with UK cords appearing to be losing out to other registries at final selection stage. The number of BBMR provisions was better than plan this month (22 vs 20) although year to date activity remains behind plan (191 vs 214). Within this lower international provisions (107 vs 116) remains a significant concern. The year to date position is reporting a deficit of £0.6m and is fully attributable to BBMR (reporting a £0.7m contribution shortfall versus budget).

- Cord blood collections were again worse than target this month (162 vs 192) and in the year to date remain 6.0% below target (1975 vs 2108). The bank is also working to make up for last years shortfall of 350, which would be over and above this years target of 2,300. The bank is reporting a WiP of c1,700 units, of which the Clinical Grade units (Grade A-C) account for 787 units (vs 520 reported in January) and higher than the “normal” level of 600 units. The proportion of units banked from BAME communities was at 46% in February, better than target of 40%.

- **Cellular and Molecular Therapies** - income in February was worse than target mainly driven by lower service income and CBC contract work not being invoiced as expected. Year to date income is now marginally below plan with slightly higher service income offsetting lower CBC/NCT income, albeit this is expected to improve in March with contracts in place. The overall position is now a small deficit of £0.2m (driven by an expenditure overspend, incurred in advance of receiving related contract income).

- **Therapeutic Apheresis Services** income in February was better than plan and, in the year to date, is now £0.8m / 14% higher than plan and 20% higher than last year. Higher demand for Plasma Exchange (+ 22%), Red Cell Exchange (+93%) and Photopheresis (+9%) continue to be the drivers with most other areas being close to plan. As a result TAS is reporting a favourable contribution of £0.5m at February year to date.

- No critical / major non-compliances were reported in February.

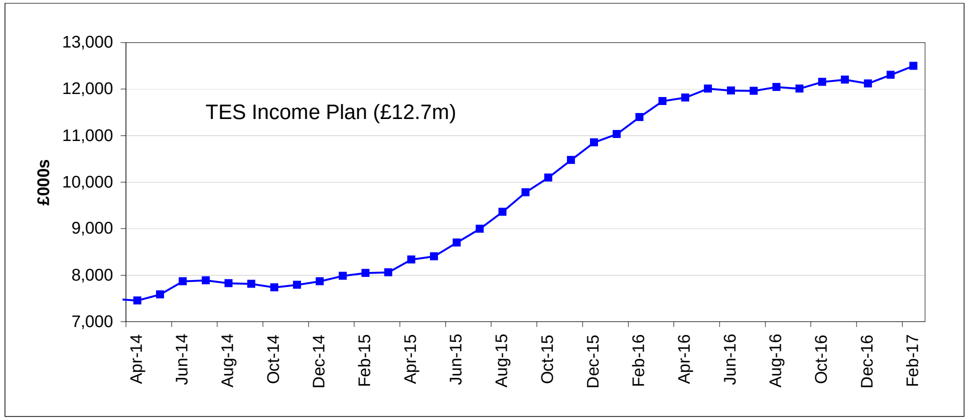
DTS – Status of Strategic Projects per TPB reporting

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
Stock Management Rollout	Delivery	G	R	0.3	0.3	N/A	Jul 17	Jul 17
TAS - Liverpool	Start-Up	G	G	TBC	TBC	TBC	Jul 20	Feb 19
Filton Extension	Start-Up	G	G	0.2	0.2	N/A	Mar 19	Mar 19

Diagnostic and Therapeutic Services - Income

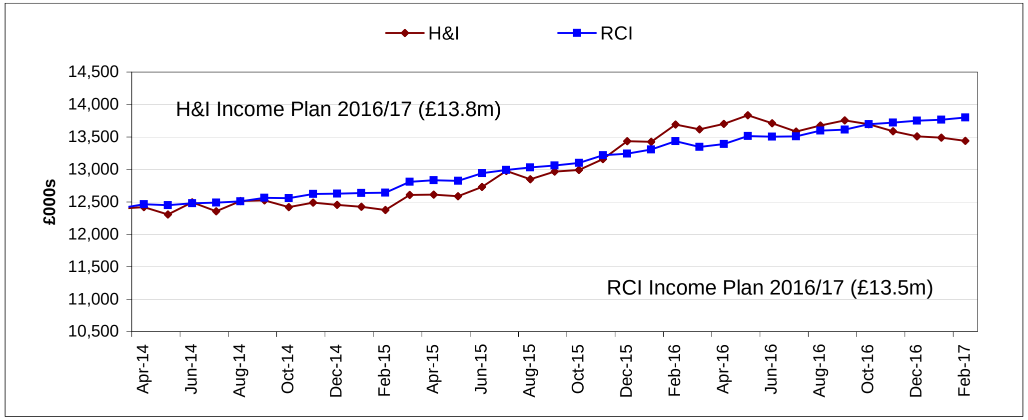
33. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	12.720	11.607	11.414	A	-



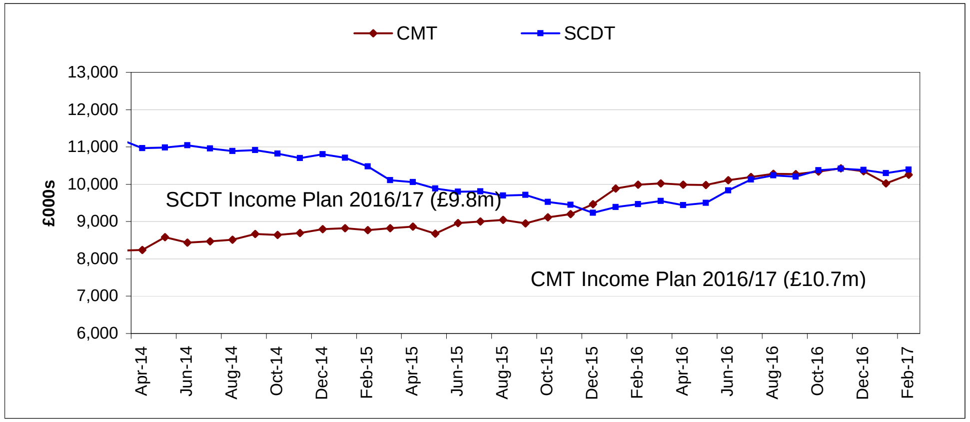
34. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	13.500	12.319	12.679	G	-
Income (£m's) - H&I	13.779	12.531	12.223	A	-



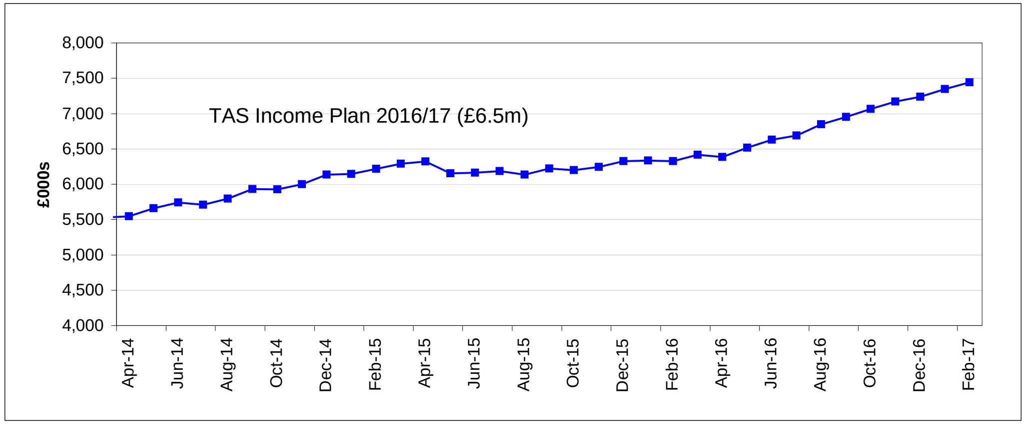
35. Stem Cells - SCDT/CMT -incl. CBC from 1st April 2013 (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	10.537	9.431	9.399	A	Worse
Income (£m's) - SCDT	9.711	8.873	9.298	G	-



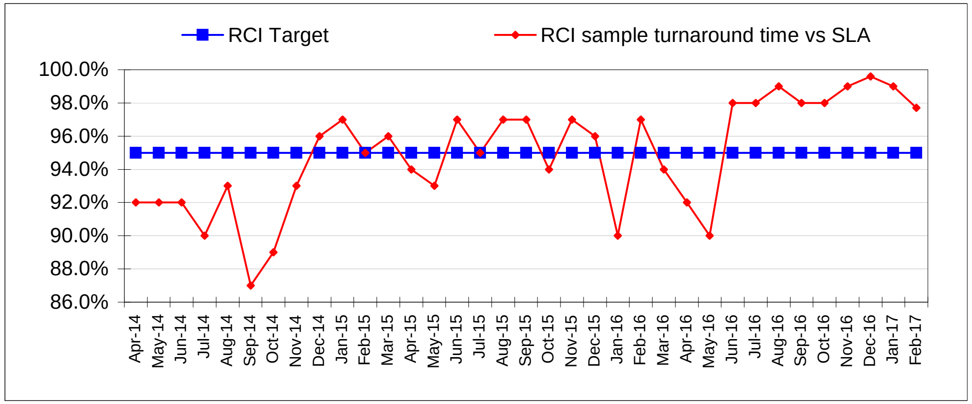
36. Therapeutic Apheresis Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	6.520	5.957	6.794	G	-



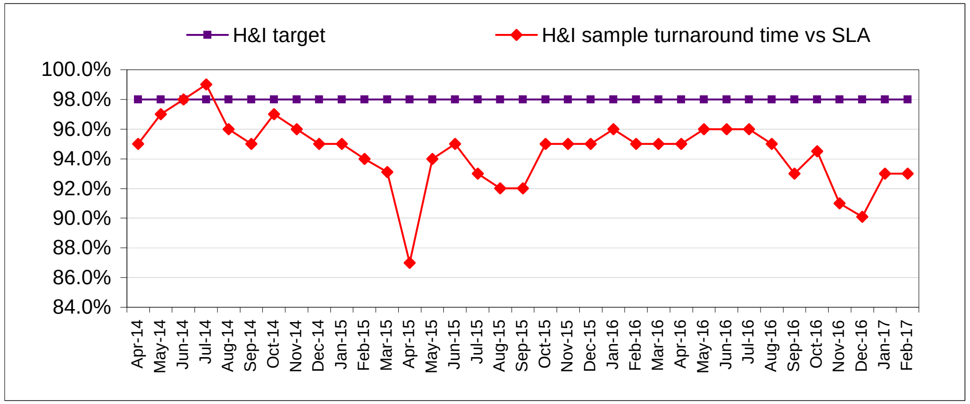
37. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	97.2%	G	-



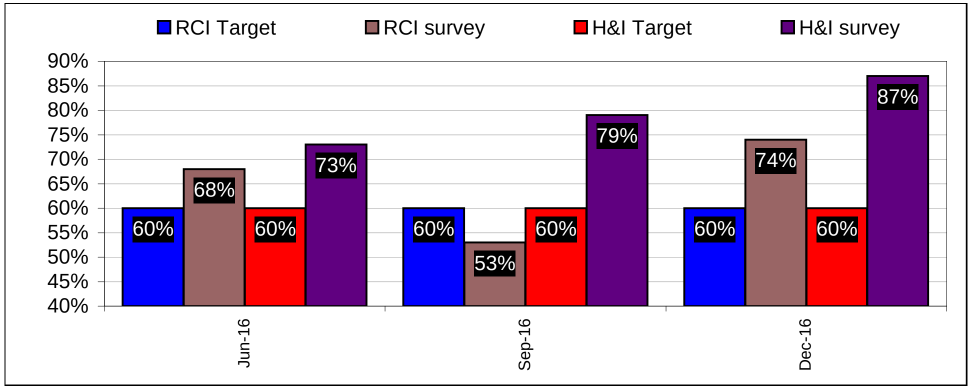
38. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	98.0%	98.0%	94.0%	A	-

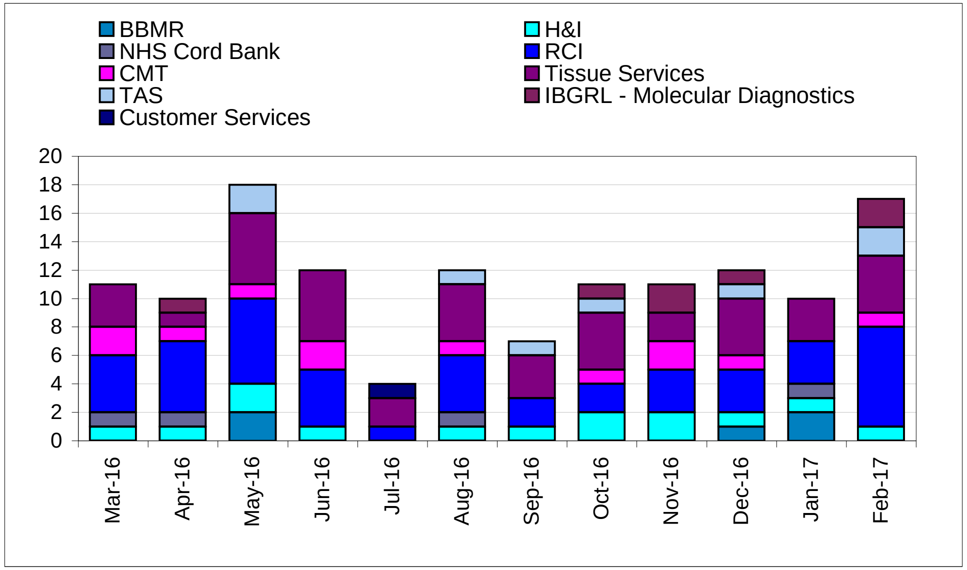


39. Hospital Satisfaction - next survey results due in Mar 2017

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	-

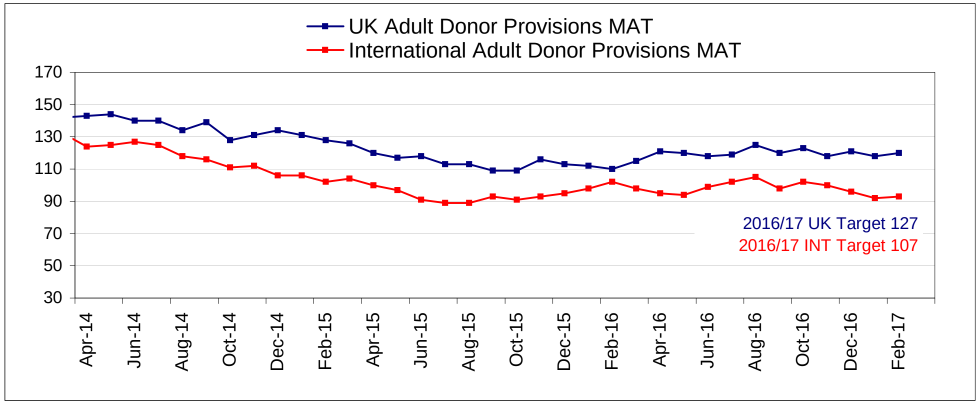


40. Major QI's raised per month - DTS



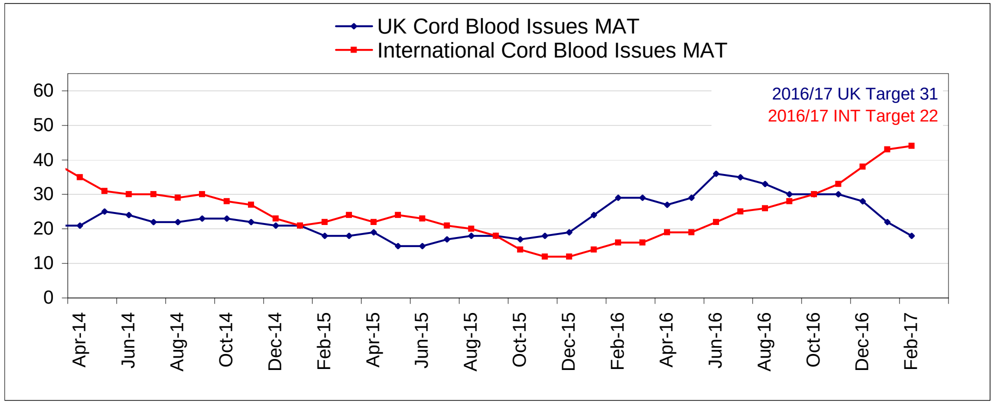
41. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	234	214	191	R	-

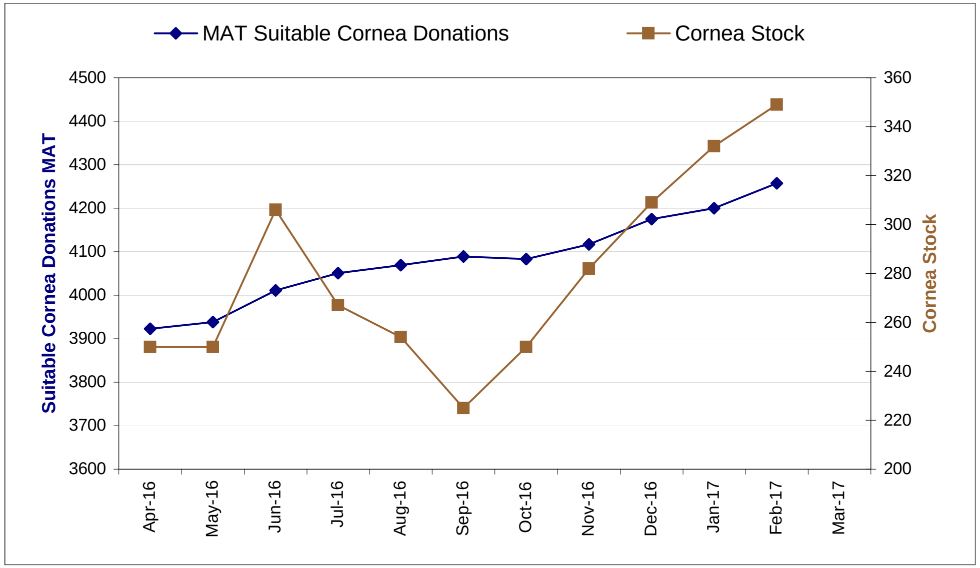


42. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	53	48	58	G	-

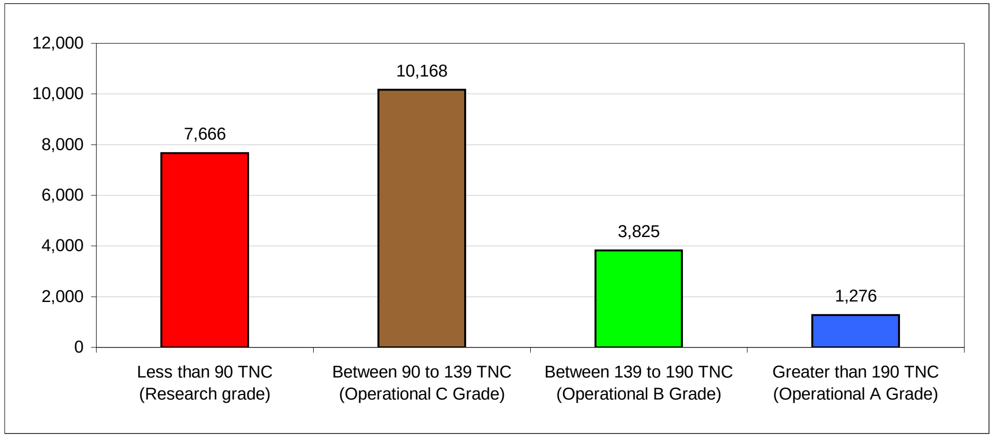


43. Suitable Cornea Donations - MAT, and Cornea stocks



44. 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	2,108	1,975	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	R	-	62.8% year to date (vs plan of 70%) - chart 57.
		Increase % Consent/Authorisation rate (Overall) – DBD	A		Reporting at 69% in the year to date (vs plan of 72%)
		Increase % Consent/Authorisation rate (Overall) - DCD	R		Reporting at 58.2% in the year to date (vs plan of 68%)
		Deceased donors - 2016/17 target – 1,440	A	Worse	Deceased donors year to date 1290 (vs 1320) - chart 45 -
		Deceased Organ Donors per million population – 22 per/m	-	-	Reported quarterly, December at 21.6m vs 22m planned.
		Number of Living donors 2016/17 (1,260) – reported one month in arrears (chart 56).	R	-	Year to date at 872 (vs plan of 1050) - chart 48.
		Living Donors per million population – 19.0 per/m	-		Reported quarterly, December at 16.1m vs 18.0m planned.
		OD register at 22.1m – internal NHSBT target based on 1.6m new registrations in 2016/17.	R	-	Year to date 1.024m registrations (vs 1.470m target).
		Organ Transplants – Deceased (3,900)	A	-	3,391transplants year to date (vs plan of 3,575) - chart 46.
		Deceased Organ Transplants per million population – 60 per/m	-	-	Reported quarterly. December at 56.1m vs 58.6m planned.
		NHSBT Cost per Transplant (chart 47). - £17.9k	-	-	December at £17.9k (vs £17.9k). Next update March 2017

Commentary - ODT

- There were 108 deceased donors in February (vs 120 target and 121 in February 2016). Year to date deceased donors are 30 (2%) below target.

- February was another good month for the DBD consent rate (74%) and is the fourth consecutive month where the rate has stayed above 70% and maintaining the year to date DBD consent rate at 69% (equivalent with last year). The DCD consent rate in February was 60% (58% YTD). The overall consent rate year to date remains at 63% which is an increase of 1% on the same period last year.

- There were 6 ODR overrides reported for February, including 2 occasions where a SNOD was not involved. In the year to date there have been 77 ODR overrides, 22 fewer than the same period last year (a 22% decrease). The year to date consent rate when the donor is on the ODR, and there is a SNOD involved, is 93% (vs 91% for same period last year). When the donor is on the ODR, but a SNOD is not involved, the consent rate is 65% (vs 70% for the same period last year).

- There has been no improvement in the consent rate for patients not on the ODR. The year to date consent rate, when not on ODR and SNOD involved is 57% (vs 58% for same period last year). When a SNOD is not involved the consent rate is 20% (vs 21% for same period last year).

- February was a better month for the BAME consent rate at 47% (9 out of 19) bringing the rate in the year to date to 34% (92 out of 269), albeit this is only a marginal increase on 2015/16 (33.8%).

- There were 281 deceased transplants in February (vs target of 325 and the 285 seen in February 2016). In the year to date there have been 3391 deceased donor transplants, 184 behind target.

- Although behind plan, and not on the trajectory to hit TOT2020 targets, the outturn for deceased donors and deceased transplants in 2016/17 is now expected to show growth of around 2% and 2.5% respectively over last year and establish new records for the UK..

- In January there we 81 patients who received a transplant from a living donor. January is, however, an interim month between the transplants that are performed from the UKLKSS so we would expect an uplift in February and March to coincide with the designated weeks of surgery for transplants identified in the January matching run. The 'Valentine's Campaign' dedicated to living donation resulted in a 342% overall increase in activity to the NHSBT website to access and download living donation information. Having said that living donors are running 178 (17%) behind target in the year to date January and are likely to be around 4% lower than 2015/16 by year end.

- In February there were 79k new registrations taking the year to date total to 1.024m new registrations on the ODR for the year to date. Comms and marketing interventions are having to work harder to counteract the decline in gov.uk transactions and, in February, drove 36% of all new registrations, the second highest month this year. There were 28,596 new registrations through digital channels this month (36% of all new registrations), 18,608 of which were website registrations not attributable to any other campaign code. During February, there was a social campaign targeting BAME audiences to encourage people to join the NHS Organ Donor Register. The GP registration feed for England and Wales is still suspended and the ODR team are working to rectify the issues so that the feed can be switched back on. The backlog of registrations from Scottish GPs should be completed by the end of March.

- Absence has further decreased this month from 3.3% to 2.28% and in the year to date is running at 2.9% which is better than plan (4%) and also lower than in the previous year (3.5%). .
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- Turnover overall in ODT saw a small increase from 13% to 13.5% although this is lower than in the previous year (14.8%).

ODT – Status of Strategic Projects per TPB reporting is on the following page:

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	G	0.9	1.3	0.5	Oct 17	May 18
ODT Hub	Define	A	A	4.1 (2.6) [i]	4.1 (2.4) [i]	N/A	Dec 19	Dec 19

Note:

i) Costs are also noted for ODT Hub Year against figures quoted in the Year 2 business case.

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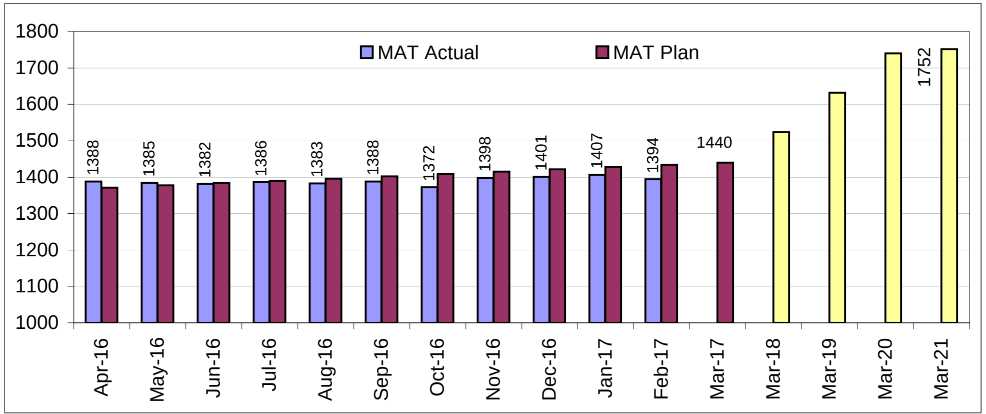
Organ Donation and Transplant - Outcomes

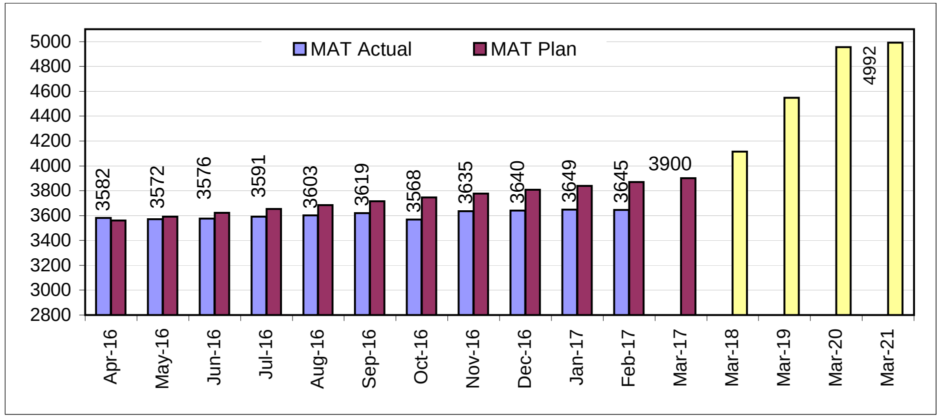
45. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1440	1320	1290	A	Worse



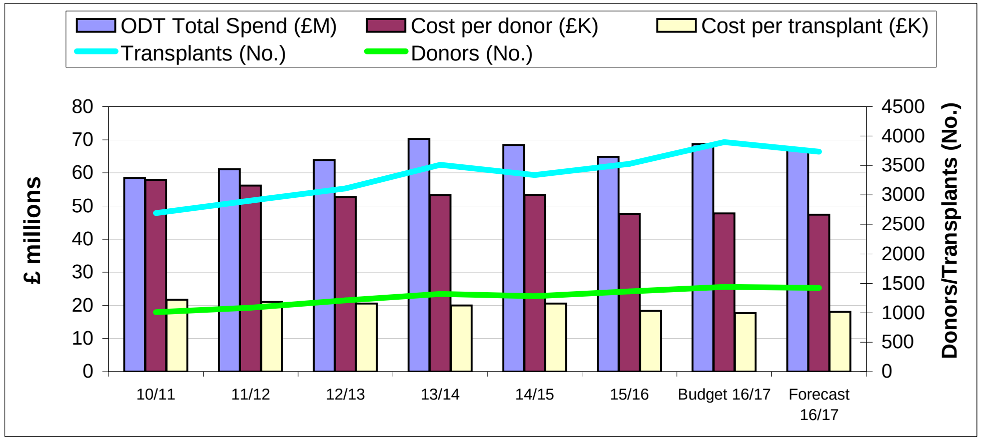
46. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Deceased donor organ transplants	3900	3575	3391	A	-



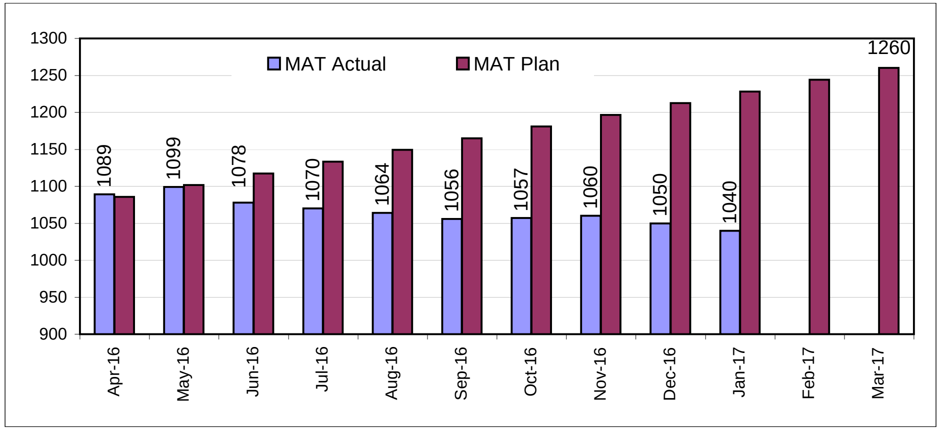
47. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	17.9	17.9	18.0	G	-



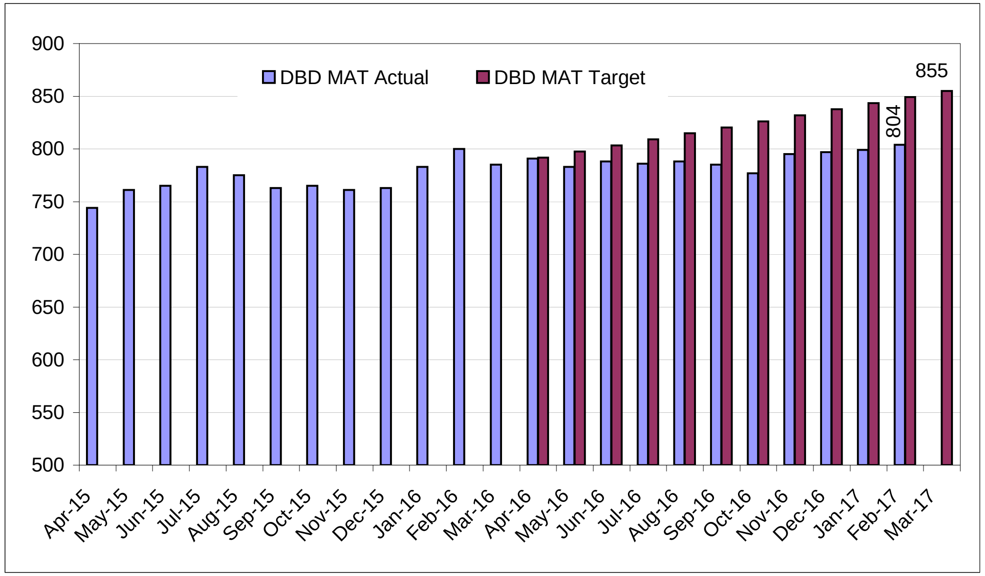
48. MAT number of Live Organ Donors (reported one month in arrears)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1260	1050	872	R	-

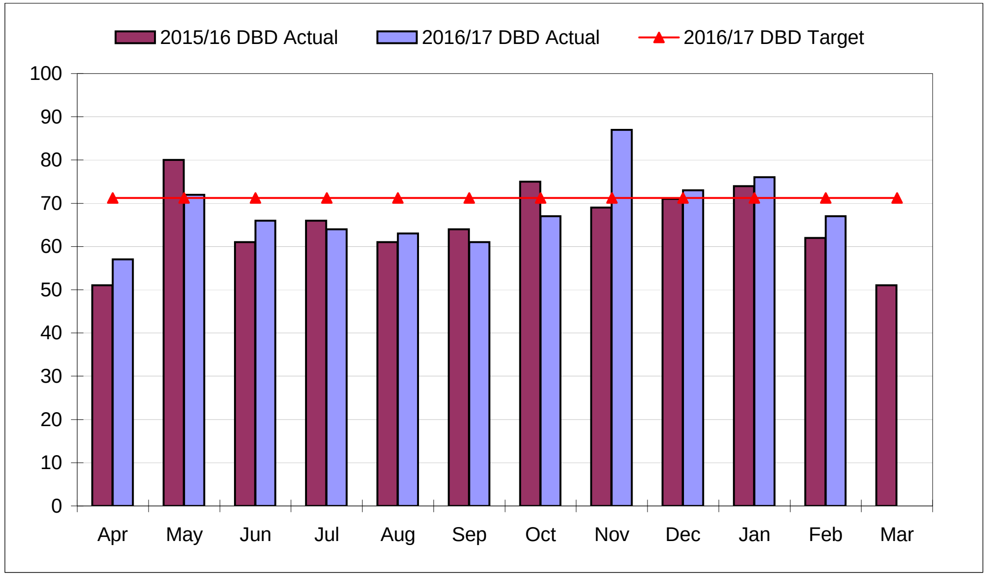


Organ Donation and Transplant - DBD Activity

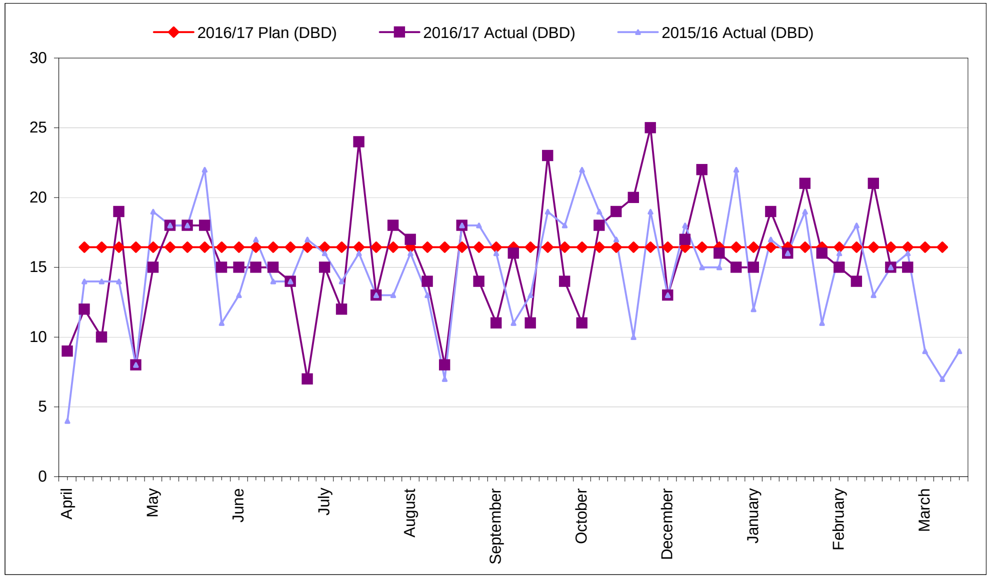
49. MAT number of Deceased Organ Donors (DBD)



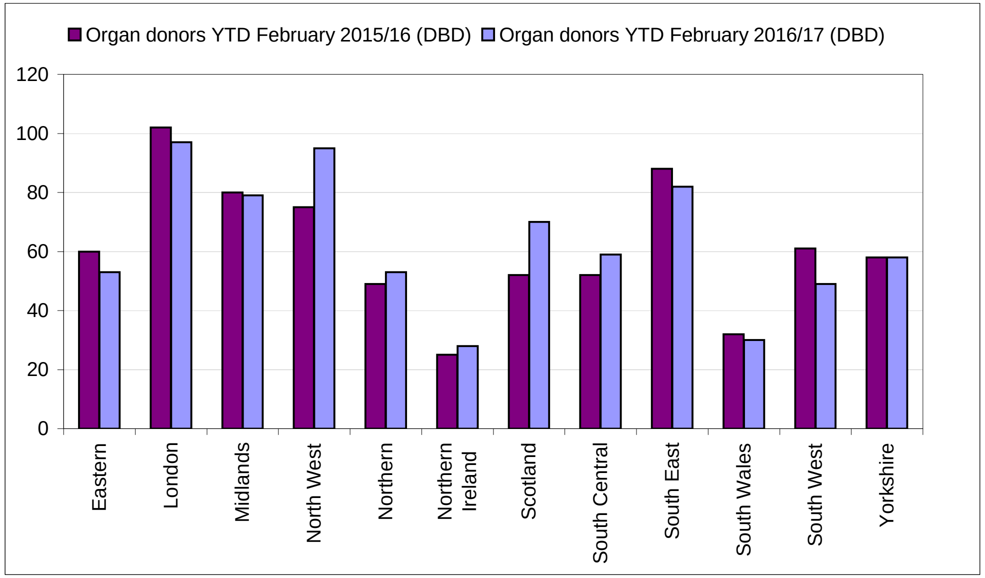
50. Deceased Organ Donors - Monthly (DBD)



51. Deceased Organ Donors - Weekly (DBD)

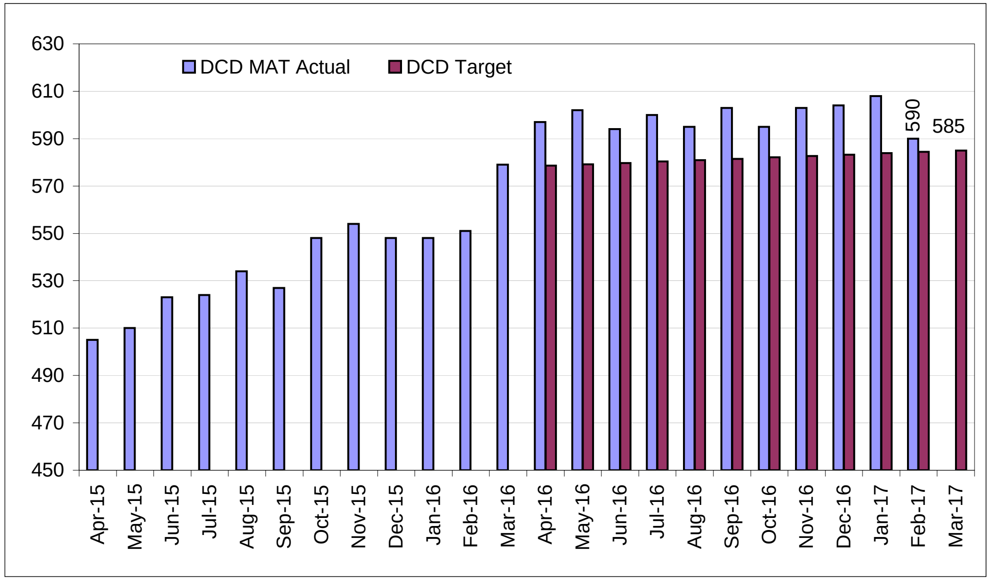


52. Deceased Organ Donors - Team (DBD)

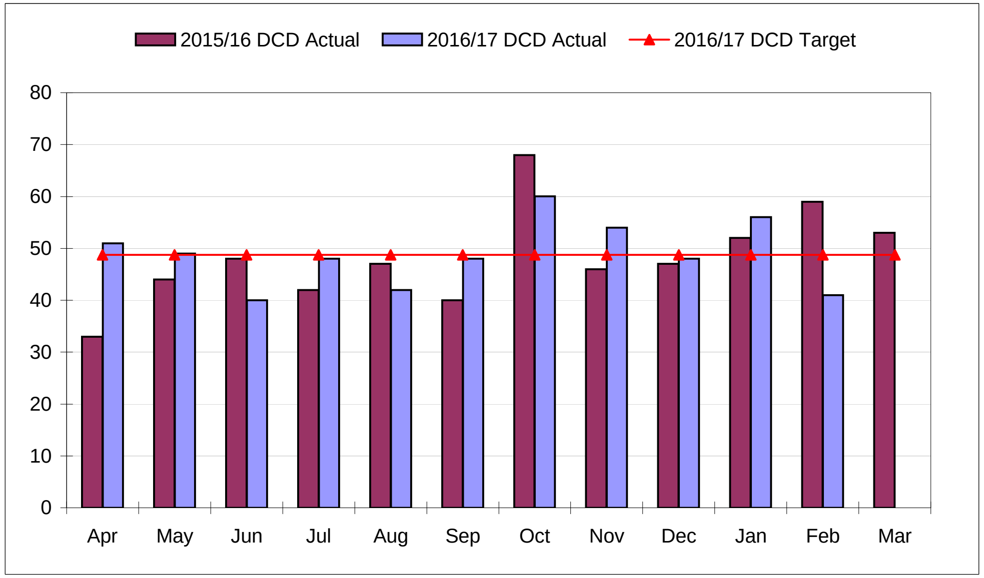


Organ Donation and Transplant - DCD Activity

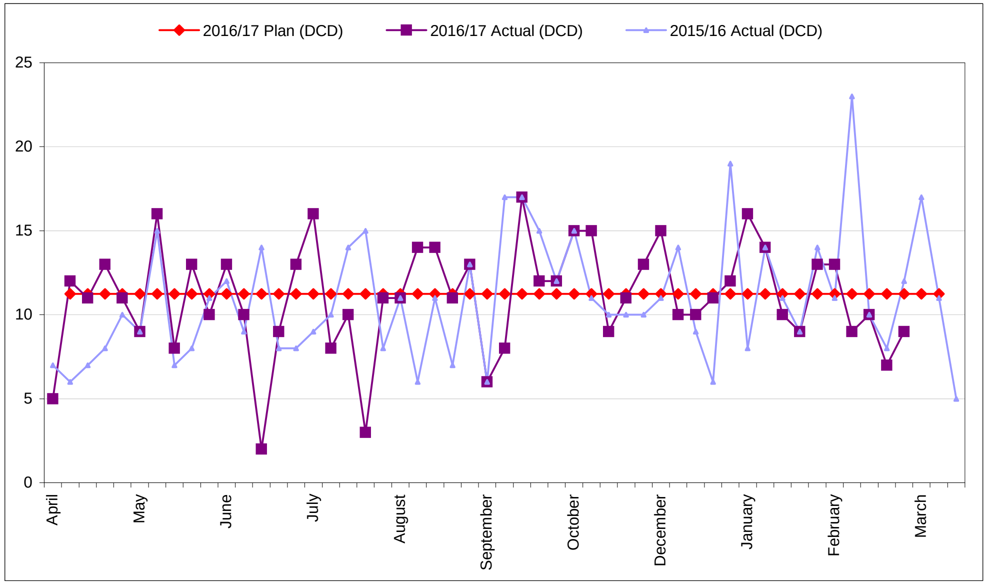
53. MAT number of Deceased Organ Donors (DCD)



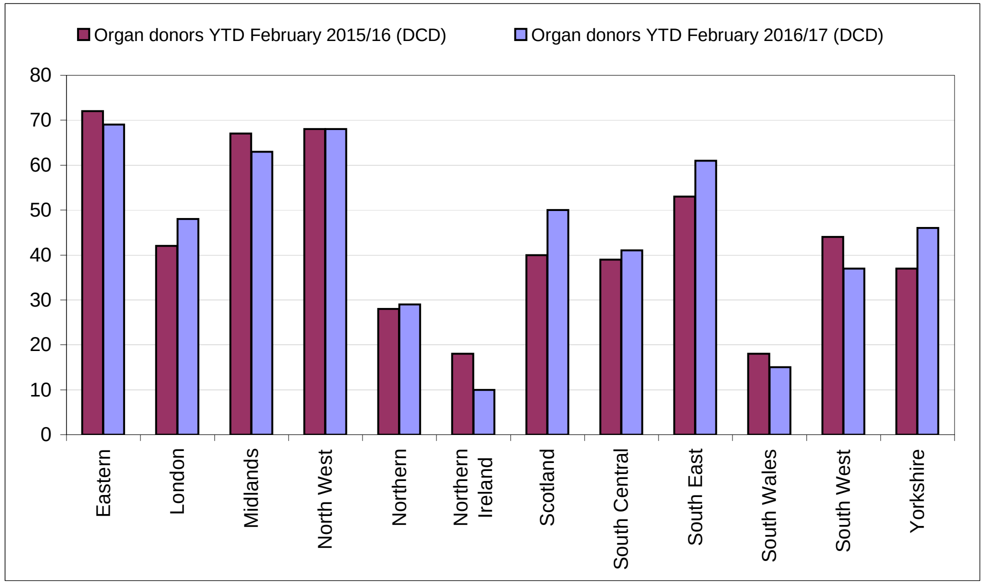
54. Deceased Organ Donors - Monthly (DCD)



55. Deceased Organ Donors - Weekly (DCD)



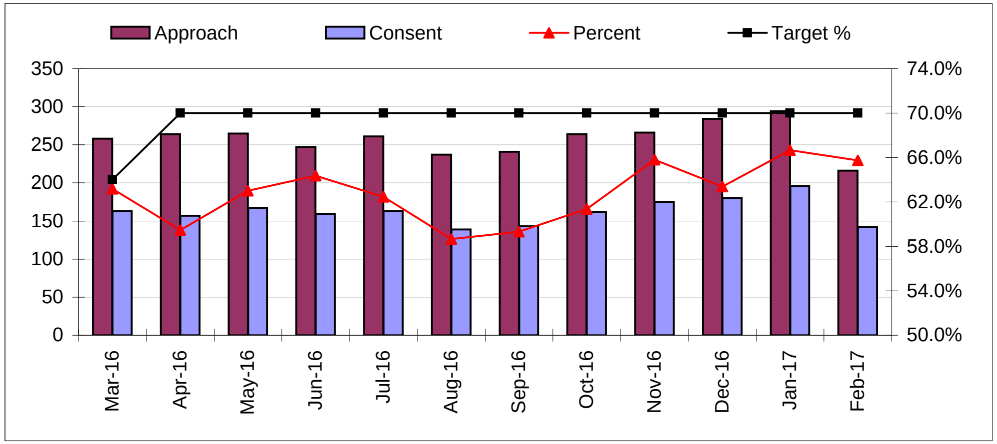
56. Deceased Organ Donors - Team (DCD)



Organ Donation and Transplant - Consent / ODR

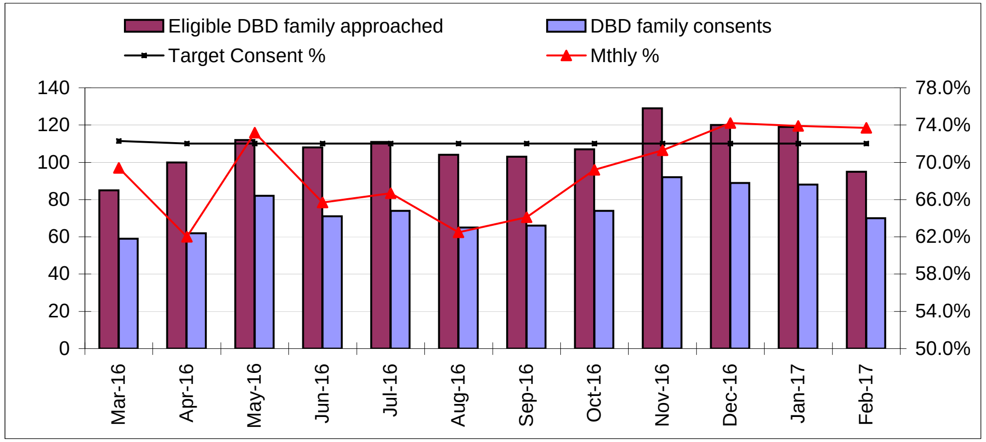
57. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Overall consent/authorisation rate (%)	70.0%	70.0%	62.8%	R	-



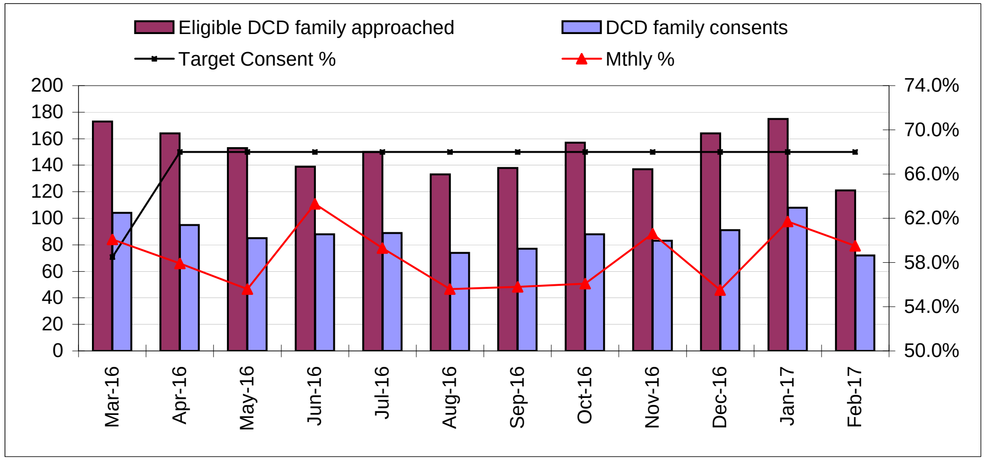
58. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD consent/authorisation rate (%)	72.0%	72.0%	69.0%	A	-



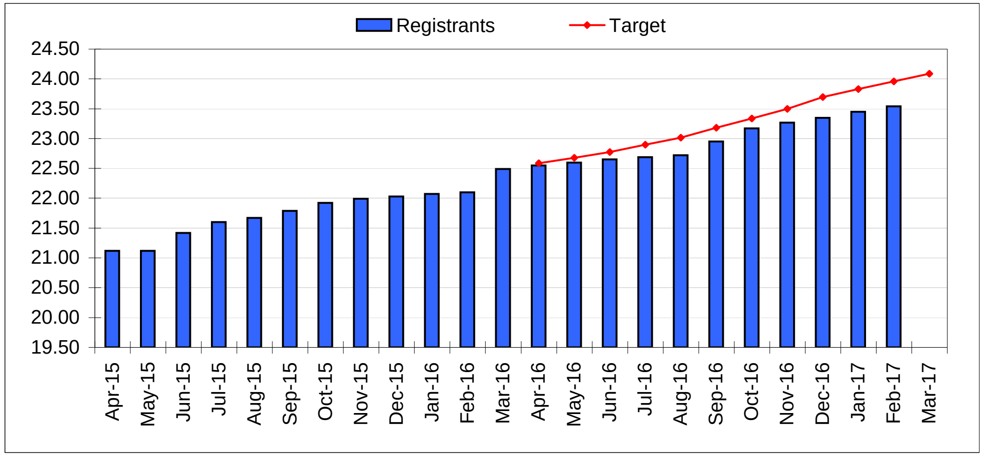
59. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD consent/authorisation rate (%)	68.0%	68.0%	58.2%	R	-



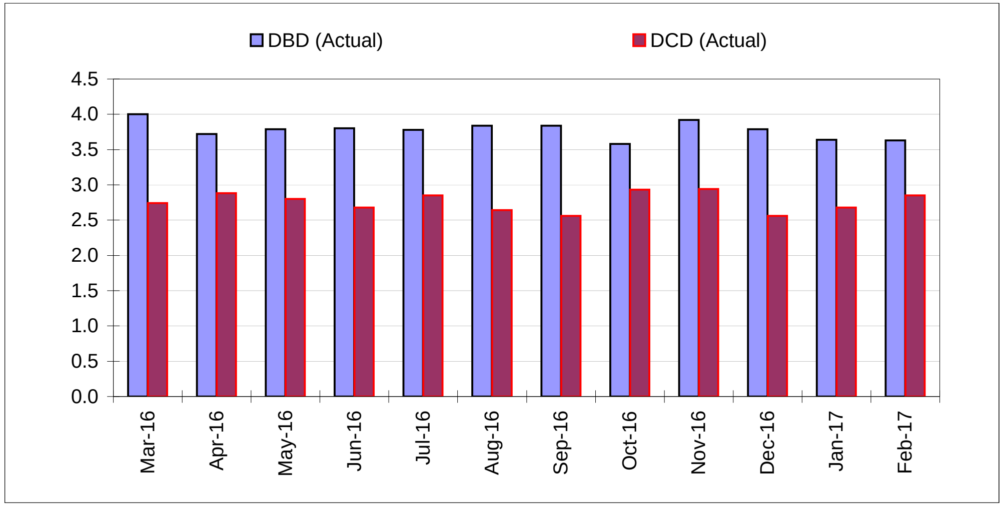
60. Number of people registered on the ODR (opt-ins)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Opt-in registrants on the ODR (millions)	1.600	1.470	1.024	R	-

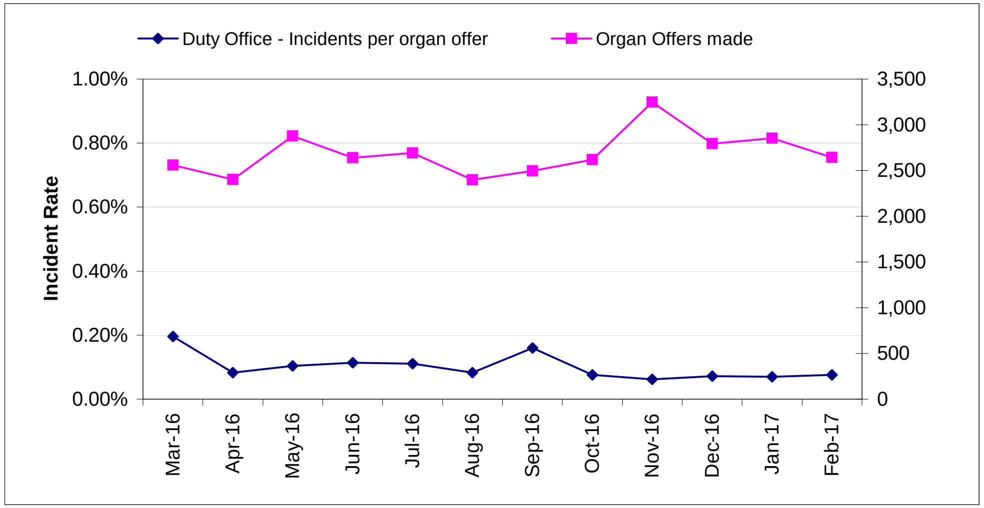


Organ Donation and Transplant - Transplantable Organs / Incidents

61. Transplantable Organs per Donor

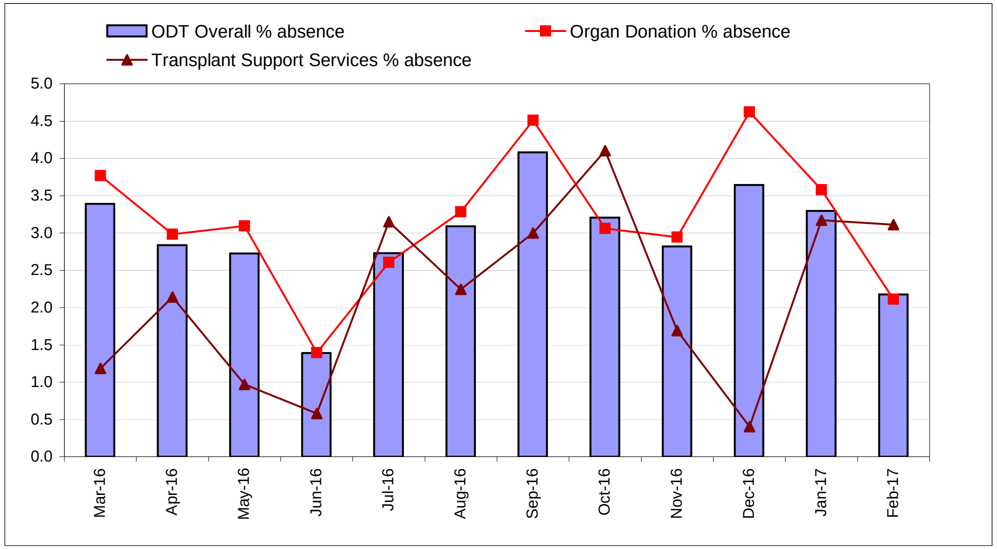


62. Duty Office - Incidents per Organ Offer

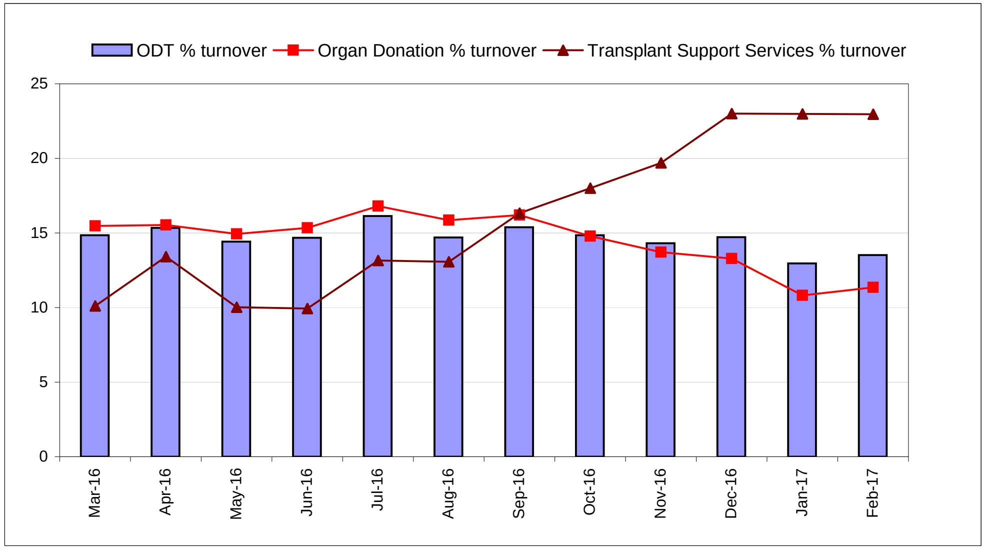


Organ Donation and Transplant - Absence/Turnover

63. ODT Absence rate (%)



64. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	Sickness absence was lower this month at 3.6% (vs 3.7% January) and lower than last year (3.92% for the year). This is consistent with seasonal trends but also remains low in the year to date at 3.6%. Actions are being taken to reduce long term sickness in blood donation in particular with a focus on improving the quality of the return to work interviews. A collective consultation was launched on the 14th March with colleagues in our Leeds, Newcastle and Sheffield warehouses. We are proposing to close these warehouses and move their activity to the Warrington warehouse. The opportunity to consolidate the warehouse locations in the North forms part of the Logistics Strategy. Consolidating into Warrington will avoid investment to relocate the current warehouses in Leeds and Sheffield as part of the Leeds-Sheffield project. National Apprenticeship Week is 6-10 March and we will be raising awareness of our Apprenticeship Scheme throughout the week. 93 employees (new starters as apprentices and existing employees) have started or registered an interest to start an apprenticeship from 1 November 2016 to 30 November 2017. Health and Safety - the number of Lost Time Incident rate (per 100,000 hours worked) incidence rate is at 1.9 and showing an improvement on the previous year (2.1). This reflects the positive impact of a targeted programme of management awareness/training during the year.

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

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	3.8	0.4 (i)	May 17	May 17
Networks & Telephony Contract	Delivery	R	R	1.0	1.0	0.1	Apr 17	Oct 17
Oracle Database Upgrade	Delivery	G	G	0.4	0.4	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	R	A	1.6	1.6	N/A	Nov 16	Jun 17
Desktop Modernisation – Infrastructure Improvement	Delivery	A	A	9.1	9.1	N/A	Aug 17	Aug 17
Infrastructure Hosting Phase 2	Start-Up	G	N/A	N/A	N/A	N/A	TBC	Dec 17
Pulse GUI/Middleware Server Upgrade	Start-Up	G	N/A	N/A	N/A	N/A	TBC	Mar 18

Note:

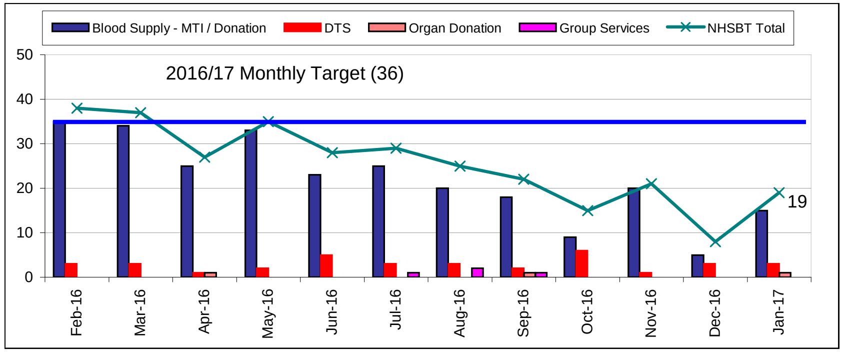
i) Benefits amended and approved to take account of cost and size of SHU and office properties.

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%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	99.09%	R	-
TMS	99.95%	98.78%	R	Worse

66. Health and Safety - Accident Reporting

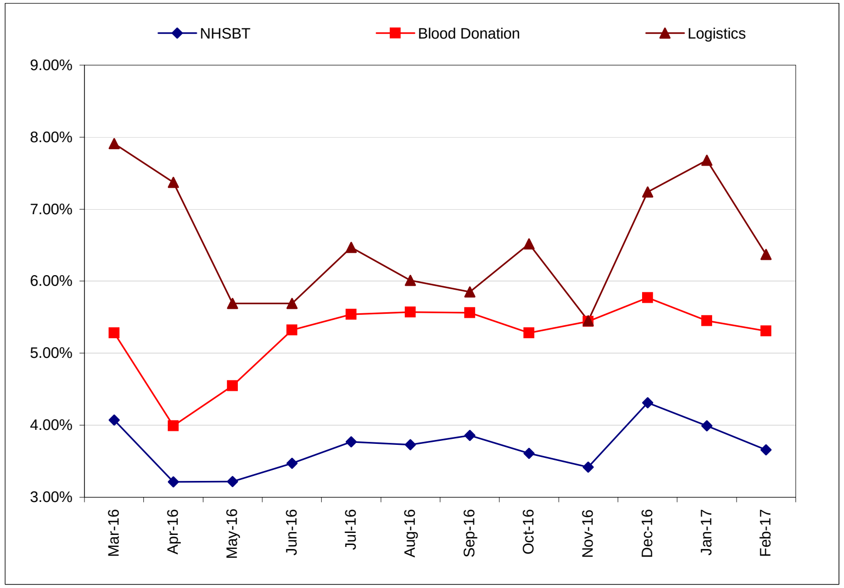
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<24	17	=/<27	13
M&L	<9	7	=/<5	2
DTS/SpS	=/<1	2	=/<2	3
Organ Donation	0	0	=/<1	1
Group Services	0	0	=/<1	0
NHSBT	<34	26	=/<36	19



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	827	-13	-1.5%
Blood Supply: Blood Donation	1,463	1,486	-23	-1.6%
Diagnostic and Therapeutic Services	802	790	12	1.5%
Organ Donation (including Group Services)	398	380	18	4.4%
Sub-total Operational	**3,477**	**3,483**	**-6**	**-0.2%**
CEO and Board	17	3	13	79.0%
Quality	86	83	3	3.2%
Communications	73	66	7	9.9%
Estates & Facilities	82	77	5	5.7%
Blood Supply: Logistics	360	342	18	5.1%
Finance	98	93	5	5.2%
HR and BTS Project Management	151	144	7	4.6%
BTS - Information Communication Technology	161	144	17	10.7%
Clinical	186	182	4	2.1%
Research and Development	36	40	-4	-11.9%
Change Programme & Development	3	17	-14	-500.6%
Sub-total Group Service	**1,251**	**1,191**	**61**	**4.8%**
Total	**4,728**	**4,674**	**55**	**1.2%**
% 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	11	118	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 28 FEBRUARY 2017

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	56,766	56,766	0	59,142	61,927	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	3,826	3,826	0	4,273	4,173	4,173	4,173
Blood & Components Income	234,486	239,487	5,001	271,104	261,933	257,062	262,608
Diagnostic and Therapeutic Services Income	57,761	58,853	1,093	62,712	65,126	63,612	64,750
Research & Development	1,177	1,868	691	3,881	1,283	1,283	1,183
Organ Donation & Transplantation Other Income	11,056	10,427	(629)	12,357	12,062	12,062	11,111
All Other Income	5,359	6,617	1,258	5,430	4,687	5,868	6,938
Total Income	**370,431**	**377,844**	**7,413**	**418,898**	**411,190**	**405,987**	**412,690**
Expenditure							
Cost of Sales - Blood Component Stock Movement	1,773	(44)	(1,817)	(109)	0	1,711	156
Cost of Sales - Tissues Stock Movement	0	68	68	266	0	0	0
Organ Donation & Transplantation Operational Expenditure	(59,949)	(58,703)	1,246	(60,486)	(66,710)	(66,710)	(65,775)
Blood Supply: Manufacturing, Testing & Issue	(63,502)	(65,184)	(1,682)	(69,926)	(69,182)	(69,279)	(70,964)
Blood Supply: Blood Donation	(68,443)	(69,402)	(959)	(82,189)	(77,601)	(74,439)	(75,601)
Blood Supply: Logistics	(18,818)	(19,520)	(702)	(23,112)	(20,741)	(20,728)	(21,051)
Diagnostic and Therapeutic Services	(53,746)	(54,817)	(1,071)	(56,307)	(58,744)	(58,628)	(59,753)
Quality	(4,614)	(4,395)	219	(4,738)	(5,017)	(5,059)	(4,794)
Chief Executive and Board	(702)	(583)	119	(581)	(776)	(776)	(626)
Communications	(6,746)	(6,718)	28	(4,942)	(4,876)	(7,484)	(7,339)
Estates & Facilities	(36,087)	(35,567)	520	(40,816)	(38,818)	(39,810)	(39,550)
Finance	(5,251)	(5,320)	(68)	(6,739)	(5,751)	(5,751)	(5,861)
HR and BTS Project Management	(8,466)	(8,448)	17	(9,487)	(9,150)	(9,232)	(9,247)
BTS - Information Communication Technology	(18,301)	(18,867)	(566)	(18,108)	(19,481)	(20,040)	(20,700)
Clinical Directorate	(13,165)	(12,948)	218	(13,512)	(14,332)	(14,331)	(13,936)
Research & Development	(3,975)	(4,587)	(613)	(7,441)	(4,828)	(4,870)	(4,880)
Change Programme & Development	(27,090)	(16,986)	10,104	(12,338)	(33,353)	(29,553)	(21,421)
Miscellaneous and Capital Charges	(744)	356	1,100	(3,435)	(1,515)	(692)	286
Total Expenditure	**(387,827)**	**(381,666)**	**6,161**	**(413,998)**	**(430,874)**	**(425,671)**	**(421,056)**
Surplus/(Deficit)	**(17,397)**	**(3,822)**	**13,574**	**4,900**	**(19,684)**	**(19,684)**	**(8,366)**

Statutory Accounts Presentation	Budget	Actual	Variance	2015-16 Actual	Initial Budget	Latest Budget	Forecast
NHSBT Surplus/(Deficit) as above	(17,397)	(3,822)	13,574	15,658	(19,684)	(19,684)	(8,366)
Add back Notional Cost of Capital	6,540	6,540	0	7,176	6,520	7,075	7,075
Remove Revenue Cash Limit	(60,592)	(60,592)	0	(63,415)	(66,100)	(66,100)	(66,100)
Deduct Capital Charges Cash Payment	(15,851)	(15,851)	0	(16,267)	(17,292)	(17,292)	(17,292)
Net Expenditure	(87,299)	(73,725)	13,574	(56,848)	(96,556)	(96,001)	(84,683)

The year to date position is a deficit of £3.8m, £13.6m ahead of plan.

This reflects lower transformation spend (£10.1m - much of which is down to the desktop project), positive variances in group services costs (£2.9m), surpluses within ODT (£0.6m) and DTS (£0.1m), partially offset by a small deficit within Blood (£0.1m).

The forecast outturn for the year is now an £8.4m deficit overall (vs £19.7m budgeted) combining an underspend in transformation (£8.1m), positive variances in group services (£2.4m), a surplus in Blood (£0.8m) and DTS/ODT broadly at breakeven. The ODT position reflects a return of surplus funding to DH of £250k.

Balance sheet - current assets were £59.9m at the end of February 2017, with a cash balance of £47.0m.

Debtor days - were 28 in Feb. (January - 31 days) vs target 22 days.