Board Performance Report
Performance Report

For the period ended 31st August 2017

	Status	Trend	Comments
Blood Components			Red cell collection and demand have both seen significant variability and misalignment resulting in variability in stock levels (albeit these are acceptable at present). The current key issue is the underlying fall in O negative donors and hence the need to increase frequency to meet stock targets. O neg stocks are currently between 4.5-5 days but increased donor numbers will be required to ensure levels are maintained. Platelet issues are 0.4% higher than in the previous year to date.
DTS			A positive income trend continues to be seen in TAS, RCI and SCDT. There have been 31 cord blood unit issues versus 27 planned year to date (driven by international issues). Cornea stocks increased to 308 units by the end of August.
ODT			There were 123 deceased donors in August. Year to date deceased donors are 5% behind plan but are 9% higher than last year. The number of transplants is 8% lower than plan year to date albeit 8% higher than last year. Living Donors (reported one month in arrears) are 27% lower than plan in the year to date (July).
Corporate			Sickness absence remained unchanged this month at 3.4%.
Finance			NHSBT is reporting a year to date surplus of £1.8m, £5.1m better than plan. The latest forecast is a £12.8m deficit (versus £15.3m planned). The 5 year projection is deteriorating significantly on the back of lower red cell demand and a potential lift in pay inflation. A significant price increase in 2019/20 is likely to be required.
Change Programme			The overall transformation programme continues to report at red status. This is mainly due to CSM being at red with Networks & Telephony also at red (pending a review of whether the planned benefits can still be delivered). The ODT Hub project remains at amber, potentially trending to green.

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NHSBT REVENUE STATEMENT - FOR THE PERIOD ENDED 31 AUGUST 2017

Income	Year to date Budget £k	Year to date Actual £k	Year to date Variance £k	2016-17 Actual £k	Full Year Budget £k	Forecast £k
Revenue Cash Limit - Organ Donation & Transplantation	25,803	25,803	0	61,697	61,927	61,927
Revenue Cash Limit - Diagnostic and Therapeutic Services	1,739	1,739	0	4,173	4,173	4,173
Blood & Components Income	108,852	108,046	(807)	262,506	257,730	256,276
Diagnostic and Therapeutic Services Income	27,418	29,163	1,745	65,377	68,507	69,706
Research & Development	459	540	81	1,985	1,101	857
Organ Donation & Transplantation Other Income	5,026	4,945	(81)	11,544	12,062	11,905
All Other Income	2,906	2,981	75	7,266	7,001	7,223
Total Income	**172,203**	**173,216**	**1,013**	**414,548**	**412,500**	**412,067**
Expenditure						
Cost of Sales - Blood Component Stock Movement	22	(66)	(88)	(143)	0	0
Cost of Sales - Tissues Stock Movement	0	38	38	42	0	0
Organ Donation & Transplantation: Operational Expenditure	(24,794)	(24,202)	592	(60,062)	(59,601)	(59,471)
Organ Donation & Transplantation: Change Programme	(1,746)	(1,798)	(52)	(5,216)	(6,526)	(5,960)
Blood Supply: Manufacturing, Testing & Issue	(29,094)	(29,158)	(65)	(70,607)	(68,371)	(67,941)
Blood Supply: Blood Donation	(29,978)	(29,794)	184	(75,559)	(71,380)	(71,670)
Blood Supply: Logistics	(8,668)	(8,831)	(163)	(21,175)	(20,605)	(20,695)
Diagnostic and Therapeutic Services	(25,388)	(25,629)	(241)	(60,293)	(61,078)	(61,640)
Quality	(2,104)	(2,101)	3	(4,783)	(5,023)	(5,090)
Chief Executive and Board	(259)	(287)	(28)	(623)	(621)	(650)
Communications	(3,190)	(3,079)	111	(7,397)	(7,348)	(7,252)
Estates & Facilities	(15,807)	(15,801)	6	(40,182)	(39,190)	(39,373)
Finance	(2,344)	(2,383)	(39)	(5,760)	(5,573)	(5,677)
Business Transformation Services	(693)	(560)	133	(1,588)	(1,662)	(1,462)
Workforce	(3,213)	(2,866)	347	(7,529)	(7,710)	(7,392)
Information Communication Technology	(9,540)	(9,579)	(40)	(20,661)	(22,814)	(23,315)
Clinical Directorate	(5,984)	(5,800)	184	(14,014)	(14,166)	(13,861)
Research & Development	(1,601)	(1,740)	(139)	(5,627)	(4,443)	(4,443)
Change Programme (Blood & Corporate)	(10,349)	(8,802)	1,546	(17,850)	(27,842)	(28,839)
Miscellaneous and Capital Charges	(731)	1,046	1,777	(439)	(2,310)	(101)
Total Expenditure	**(175,460)**	**(171,392)**	**4,067**	**(419,467)**	**(426,263)**	**(424,832)**
Surplus/(Deficit)	**(3,257)**	**1,823**	**5,080**	**(4,919)**	**(13,762)**	**(12,765)**

Statutory Accounts Presentation						
NHSBT Surplus/(Deficit) as above	(3,257)	1,823	5,080	(4,919)	(13,762)	(12,765)
Add back Notional Cost of Capital	2,910	2,910	0	7,323	7,121	7,121
Remove Revenue Cash Limit	(27,542)	(27,542)	0	(65,870)	(66,100)	(66,100)
Deduct Capital Charges Cash Payment	(7,310)	(7,310)	0	(17,292)	(17,544)	(17,544)
Net Expenditure	(35,198)	(30,119)	5,080	(80,758)	(90,285)	(89,288)

A surplus of £0.6m was reported in August, £0.7m better than plan.

Year to date NHSBT is reporting a surplus of £1.8m versus a planned deficit of £3.3m. The primary drivers for the favourable variance are a higher contribution in DTS (£1.7m - higher income in TAS and SCDT), lower change programme costs in both Blood/Corporate (£1.5m) and ODT (£0.5m), a VAT refund of £1.3m and a reduction in the GRNI account of c£0.5m (removing duplicate charges).

The current forecast for the year is a £12.8m deficit (versus £13.8m budgeted). This is £2.5m lower than the forecast last month reflecting an increase in forecast DTS sales, reduced change programme spend (£0.5m) and the VAT refund of £1.3m.

Balance sheet - current assets were £61.9m at the end of August 2017 with a cash balance of £54.1m (including capital charges payable of £7.3m).

Debtor days were at 19 in August, lower than last month (July 20 days) and also better than target (22 days).

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 AUGUST 2017

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics					Stem Cells						
		RCI	H&I	Reagents	IBGRL	Tissues	CMT	CBC	BBMR	CBB	TAS	ODT	TOTAL
Income													
Prices	109.6	5.6	5.6	0.7	0.5	5.3	3.8	-	1.6	0.6	3.6	-	136.8
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	4.9	4.9
Grant in Aid	-	-	-	-	-	-	-	(0.1)	0.7	0.9	-	25.8	27.4
Other	2.1	0.2	0.1	-	-	-	0.3	0.7	0.1	0.4	0.2	0.0	4.1
Total Income	**111.7**	**5.8**	**5.7**	**0.7**	**0.5**	**5.3**	**4.1**	**0.6**	**2.4**	**2.0**	**3.8**	**30.7**	**173.2**
Expenditure													
Variable Costs													
Consumables	(17.2)	(0.4)	(1.2)	(0.2)	(0.1)	(0.8)	(0.7)	(0.2)	(0.2)	(0.6)	(1.3)	(1.4)	(24.3)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(17.2)	(0.4)	(1.2)	(0.2)	(0.1)	(0.8)	(0.7)	(0.2)	(0.2)	(0.6)	(1.3)	(1.4)	(24.3)
Variable Contribution	**94.5**	**5.3**	**4.5**	**0.5**	**0.4**	**4.5**	**3.3**	**0.4**	**2.2**	**1.4**	**2.5**	**29.4**	**148.9**
Direct Costs													
Pay	(36.4)	(3.1)	(2.6)	(0.3)	(0.5)	(2.7)	(1.7)	(0.3)	(0.6)	(1.0)	(1.0)	(10.8)	(60.9)
Non Pay	(8.9)	(0.3)	(0.3)	(0.0)	(0.1)	(1.2)	(0.4)	(0.1)	(0.5)	(0.2)	(0.3)	(14.1)	(26.5)
Total Direct Costs	(45.2)	(3.3)	(2.9)	(0.4)	(0.6)	(3.9)	(2.0)	(0.5)	(1.1)	(1.3)	(1.3)	(24.9)	(87.4)
Direct Contribution	**49.2**	**2.0**	**1.6**	**0.1**	**(0.2)**	**0.6**	**1.3**	**(0.0)**	**1.1**	**0.1**	**1.2**	**4.5**	**61.5**
Direct Support													
Operational Directorate costs	(11.2)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.7)	(12.3)
Logistics	(8.6)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	-	(0.0)	(0.1)	(0.0)	(0.0)	(8.8)
Clinical	(3.7)	(0.2)	-	-	-	(0.1)	(0.0)	-	(0.1)	(0.0)	(0.1)	(0.4)	(4.6)
Attributable Estates costs	(8.8)	(0.5)	(0.4)	(0.1)	(0.2)	(0.6)	(0.5)	(0.0)	(0.1)	(0.1)	(0.1)	(0.5)	(11.8)
Attributable IT costs	(1.7)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	(1.0)	(2.9)
Depreciation / Cost of Capital	(0.8)	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	(0.2)	(1.9)
Total Direct Support	(34.9)	(1.0)	(0.6)	(0.1)	(0.3)	(0.8)	(0.9)	(0.0)	(0.2)	(0.3)	(0.3)	(2.8)	(42.4)
Notional Internal Income Uplift	(0.8)	(0.0)	0.9	0.1	0.2	0.0	0.0	-	(0.2)	0.0	0.0	-	0.1
Cost of Sales	(0.1)	-	-	-	-	0.0	-	-	-	-	-	-	(0.0)
Contribution to Unallocated Costs	**13.4**	**1.0**	**1.8**	**0.1**	**(0.3)**	**(0.2)**	**0.4**	**(0.0)**	**0.6**	**(0.2)**	**0.8**	**1.7**	**19.2**
Total Allocated Costs	**(98.2)**	**(4.8)**	**(3.9)**	**(0.5)**	**(0.8)**	**(5.5)**	**(3.6)**	**(0.7)**	**(1.8)**	**(2.1)**	**(3.0)**	**(29.1)**	**(154.1)**
Unallocated Costs Apportioned													
Directorate costs	(8.2)	(0.4)	(0.3)	(0.0)	(0.1)	(0.5)	(0.3)	(0.1)	(0.2)	(0.2)	(0.2)	(2.4)	(12.9)
Estates costs	(2.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.8)	(4.0)
Depreciation / Cost of Capital	(0.2)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.4)
Total Unallocated Costs	(11.0)	(0.5)	(0.4)	(0.1)	(0.1)	(0.6)	(0.4)	(0.1)	(0.2)	(0.2)	(0.3)	(3.3)	(17.3)
Net Surplus / (Deficit)	**2.4**	**0.4**	**1.4**	**0.1**	**(0.4)**	**(0.8)**	**(0.0)**	**(0.1)**	**0.4**	**(0.4)**	**0.5**	**(1.6)**	**1.9**
RAG STATUS (Actuals V Plan)	G	G	G	G	G	G	G	G	G	G	G	G	G
R&D PROGRAMME COSTS	**(1.7)**	**(0.4)**	**(0.1)**	**-**	**-**	**(0.2)**	**(0.2)**	**-**	**-**	**-**	**-**	**(0.0)**	**(2.5)**

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	-	78.9% vs plan of 75% – Chart 15.
		No. of complaints per million donation	G	-	Better than plan at 0.37% (vs 0.44%) – Chart 16
		% of whole blood donations in donor centres	G	-	August 2017 at 19.8%
		% of 9 bed sessions	A	Worse	Worse than plan in the month at 69.6% (vs 80%)
		Blood Donation Productivity: units/FTE/year	G	-	1,408 vs plan of 1,428 – charts 27/28
		Number of Donors Donating over the last 12 months (000's)	G	-	(839.5k vs plan of 849.2) – Chart 23.
		Frequency of Donation (overall)	G	-	1.87 vs plan of 1.86 (Chart 23).
		Number of O- neg Donors donating last 12 months (000's)	A	Worse	104.5k vs 106.5k planned – Chart 24.
		Frequency of Donation (O neg donors)	A	Worse	1.97 versus 1.93 planned – Chart 24.
		Recruitment of new black donors - 13k	R	-	1.6k versus 3.6k target.
	Supply-Chain Operations	Red Cell Blood Stocks – Alert Levels	G	-	Above 3 day alert for all groups in August – (chart 13).
		Platelet Demand vs. Stock levels	R	-	Below target on two occasions in the month – chart 14.
		Number of 'critical' and "major" regulatory non-compliances	R	Worse	One reported in the month.
		97% of Products Issued on Time	A	Worse	(96.9% vs 97% planned – chart 29.
		Manufacturing Productivity (units/FTE/year)	A	-	(9.9k vs 10.1k planned – Chart 25
		Testing Productivity (units/FTE/year)	R	Worse	27.6k vs plan of 29.3k – Chart 26.

DIVISION	PILLAR	BLODD 2020 – STRATEGIC TARGETS	YTD RAG	RAG CHANGE	PERFORMANCE
BLOOD	Supply Chain Operations	70 % hospitals scoring =/> 9/10 for satisfaction (chart 30).	-	-	June at 84% (better than target). Next survey September 2017.

- Red cell issues in August were 3.0% higher than plan. In the year to date they are now 1.4% lower than plan and 5.1% lower than last year. Taking account of the mix of weekdays / bank holidays and Wales the underlying like for like decline is ca 3.6%.

- Collections were 1.6% lower than planned in the month and, with higher demand, stocks fell and were at c32k by month end with O neg stocks also falling to c4.5 days (and close to 3 days at one point). Demand has again fallen below plan in September, however, so that despite a further shortfall in collection stocks are currently stable.

- The demand forecast for red cells in 2017/18 has been revised downward to 1.434m issues (July 1.464) and lower than the levels agreed with NCG of 1.461m units. This is also carried into 2018/19 with the demand forecast reduced to 1.398m units.

Year	2016-17 actual	2017-18 forecast	2018-19 forecast	2019-20 forecast	2020-21 forecast	2021-22 forecast
Red cell issues (million)	1.522	1.434	1.398	1.370	1.343	1.319
% change vs 2016/17	-	-5.8%	-8.1%	-10.0%	-11.8%	-13.3%

- Demand assumptions will be finalised for the NCG in November (and discussed at the September Board meeting) and will have a significant impact on the 5 year financial projections. We now also need to factor in the recent public pronouncements re removal of the 1% pay inflation cap in 2018/19 and this again will have a very significant impact on the plan. Subject to the current review and re-planning process we may also need to increase the duration and cost of the CSM project. Taken together, plus the resource constraints implied by CSM, and hence the very limited capacity to drive offsetting efficiency projects, there is a material impact in 2019/20. The current model would therefore indicate a high probability that a significant price increase will be required.

- The proportion of O neg issues to total issues has been creeping up over the last quarter and was at the highest ever recorded in August at 13.6% (versus 13.1% for full year 2016/17). ***Demand*** however, appears to have flattened off at c12.1% with supply pressure continuing to reflect the need to substitute Ro units with O neg units (as noted in the OTIF comment below). The number of O neg donors has, however, fallen to 104.5k versus a plan to increase them to 106.5k. The frequency of donation has therefore been lifted to compensate but it will be essential to reverse the trend and deliver the planned increases as soon as possible.

- OTIF in August was at 96.6% (vs target of 97%) and in the year to date is at 96.9%. There were 966 more OTIF fails this month compared to July, driven by a 15% increase in demand for Ro over July (to the highest ever level) and hence a significant increase in Ro fails (up by 489 on July). As a result the OTIF for Ro units fell to 49.1% in August versus 53.2% in July.

- Plans are in place to recruit additional black donors with £1m set aside in transformation funds to pay for this new activity and around 50% of this has been spent to date. Recruitment of new black donors continues to run behind plan in August but with some signs of increased registrations resulting in new attends. So far there are an additional 500 black donors donating versus what was achieved last year. However, across the **total** donor base, it appears that the conversion rate of registrations into attends is falling (from above 40% to 35%) but it is not entirely clear what is driving this adverse trend. There may be a need to rebalance the marketing, to focus less exclusively on black donor recruitment and retain more generalised recruitment messaging, and also a need to fundamentally review the invite process (the decline in conversion appears to have some correlation with the reduction of letters to donors).

- The overall red cell loss rate was again higher in August at 4.87% with the year to date (4.29%) higher than plan (3.60%) and also the previous year (3.86%). The increase is mostly due to the need to recall a number of clotted units (accounting for 0.53% of the 4.87% total). The red cell expiry rate was also higher in August at 2.11% with the year to date of 1.58% higher than both the previous year (1.29%) and also target (1.25%). This is highest red cell expiry rate since January 2005. At a group level 977 out of 2,672 red cell expiries in the month were group A neg. This was lower than July with the improvement more than offset by expiry of the clotted units (as above).

- Platelet stock management was adverse in the month with stock of A neg platelets below the 1 day stock alert level on 6 working days during the month and AB- stocks below alert level also for four days. This trend has continued into September, with both groups below the 1 day stock level on one day, during the early part of the month. Although a decline in demand for A neg platelets had been seen since the end of 2015, demand has increased sharply over the last 5 months to be at c15%. The drivers behind the increase are not fully understood and have adversely impacted supply and stock management. Plans are being established to increase donors and provide more robust and consistent stock availability.

- Platelets issued / produced were higher in August at 91.68% with the year to date (91.13%) higher than in the previous year (90.38%), although slightly lower than plan (91.27%). The CD share of issued platelets lower in August at 48.9% with the year to date at 53.1% (versus 59.4% last year).

- The number of faints in the month was better at 162 this month and around target level (160). The number of rebleeds was worse this month at 29, slightly better than target (30).

- Donor satisfaction was at 80% for the first time ever this month, significantly better than target of 75%. Donor complaints (excluding those complaints related to consolidation / team closures and also those related to cancellation of sessions) were marginally lower this month at 4.0k and better than plan of 4.4k. The primary drivers are “turned away” and also “cancelled session”. Work is ongoing to review our SMS communications with donors with a stakeholder workshop planned.

- Sickness absence in logistics was slightly lower this month 5.7% (vs 5.8% July), and continues to demonstrate a very positive and sustained improvement in the management of sickness absence.

- One **major** non-compliance was reported this month following an inspection at the Filton site. .

- There were 3 SABRE incidents in the month.

Blood Supply - Status of Strategic Projects per TPB reporting – are reported on the following page:

Blood Supply – Status of Strategic Projects per TPB reporting:

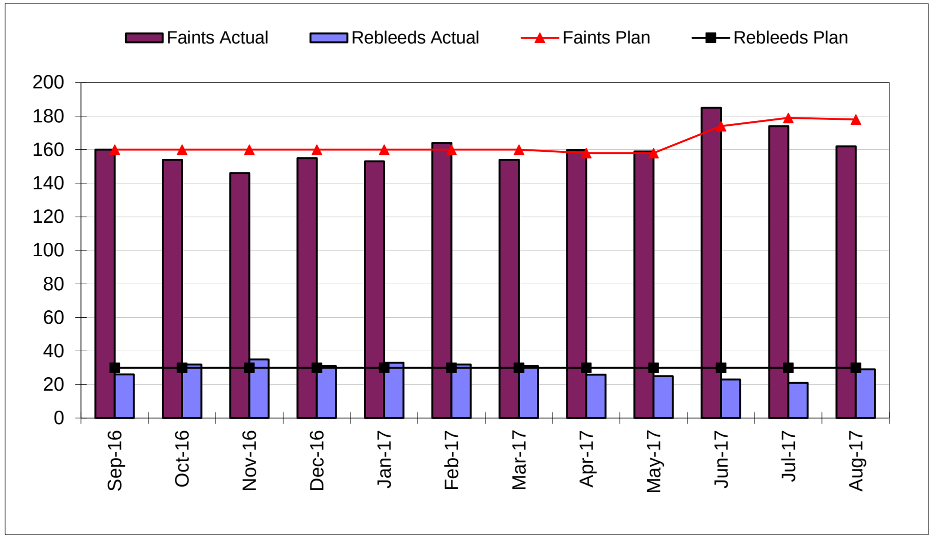
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Supply Chain Modernisation (National Operations)	Delivery	G	G	6.5	6.5	1.4	Oct 17	Oct 17
Core Systems Modernisation	Define	R	R	11.4[(i)] (1.6)	7.6	1.5	Jan 20	Dec 19
Euro Blood Pack 2	Delivery	G	G	0.4	0.3	1.9	Aug 18	Jun 18
Leicester Mobile Team Base & Donor Centre Relocation	Delivery	G	G	1.2	1.2	N/A	May 18	Aug 18
Bradford Donor Centre	Closure	G	G	0.8	0.7	N/A	Sep 17	Sep 17
HEV Universal Screening	Delivery	G	G	0[(ii)]	N/A	N/A	Jan 18	Jan 18
Platelet Supply Phase 2	Delivery	G	G	0.9	0.9	0.8	Nov 17	Nov 17
SotF – Session Connectivity Pilot	Start-Up	G	G	0.1	0.1	N/A	May 18	May 18
SotF – Continuous Care	Initiation	G	G	0.9	0.9	1.5	Apr 19	Apr 19
SotF – Online Donor Health Check	Start-Up	G	G	0.1	0.1	N/A	Dec 17	Dec 17
SotF – Unconstrained Supply Plan	Start-Up	G	G	N/A	N/A	N/A	Nov 18	Nov 18
PCS Upgrade	Start-Up	G	G	N/A	N/A	N/A	Dec 17	Dec 17
SotF – New Mobile Session Equipment	Initiation	G	G	0.3	0.3	N/A	Feb 18	Feb 18
NTMRL Database Upgrade	Delivery	G	N/A	0.1	0.1	N/A	Jan 18	Jan 18

Notes:

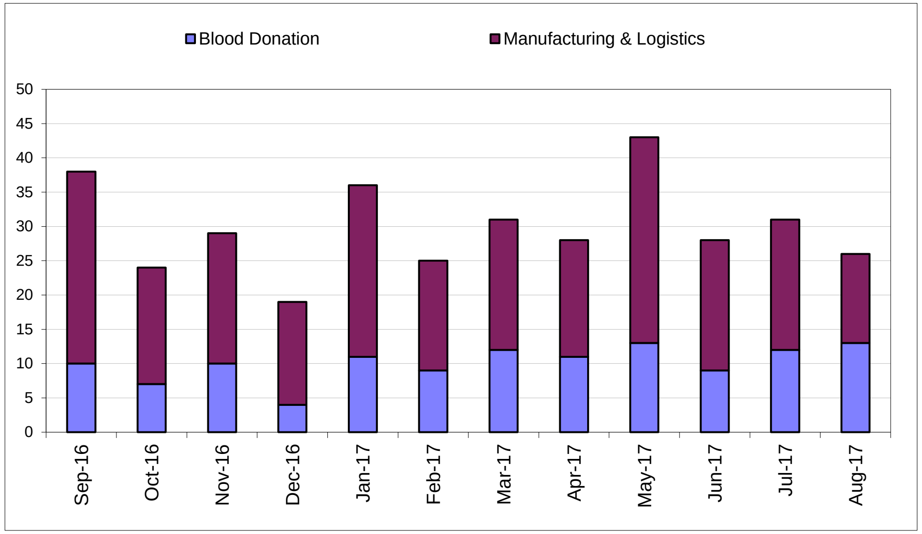
i) This is the non-recurring figure for 2017/18. Recurring figure in brackets.
ii) No project budget required – contract related costs are not part of project budget.

Monthly Performance Report - As at the end of August 2017
Blood Components - Safety and Compliance

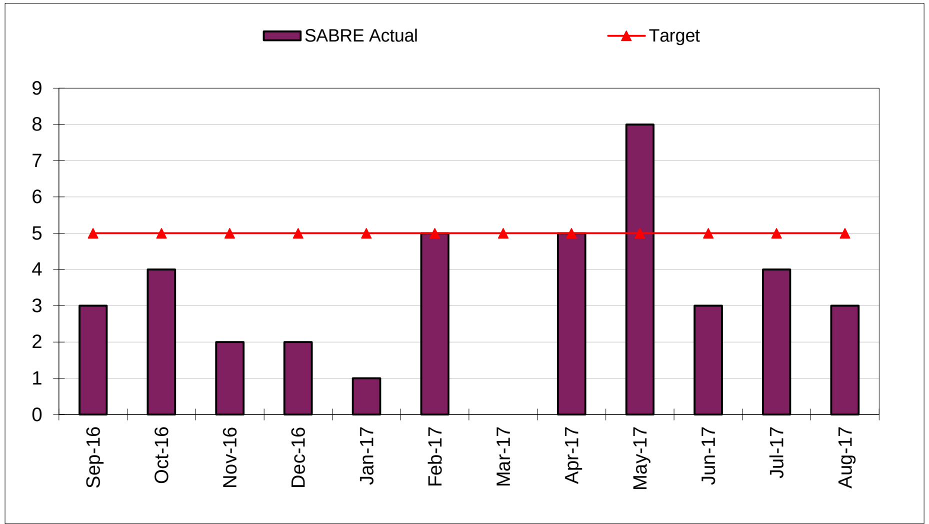
1. On-Session Adverse Events - Faints & Rebleeds per 10,000 Donors Bled



2. Major QIs raised per month - Blood Supply Directorate

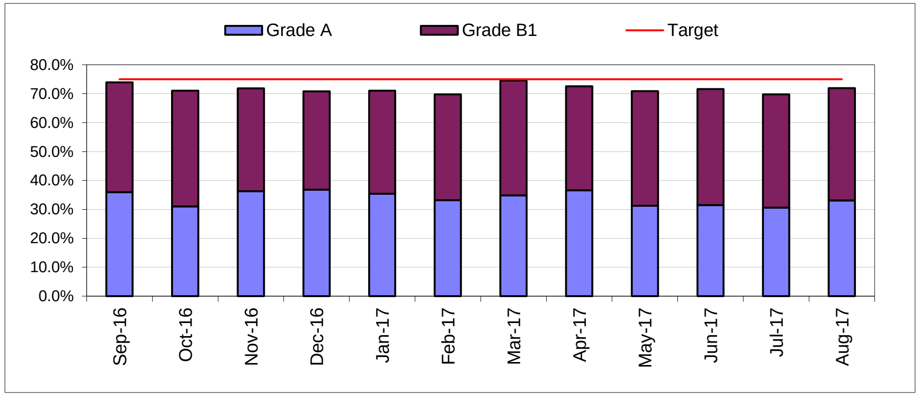


3. SABRE Events Reported per Month



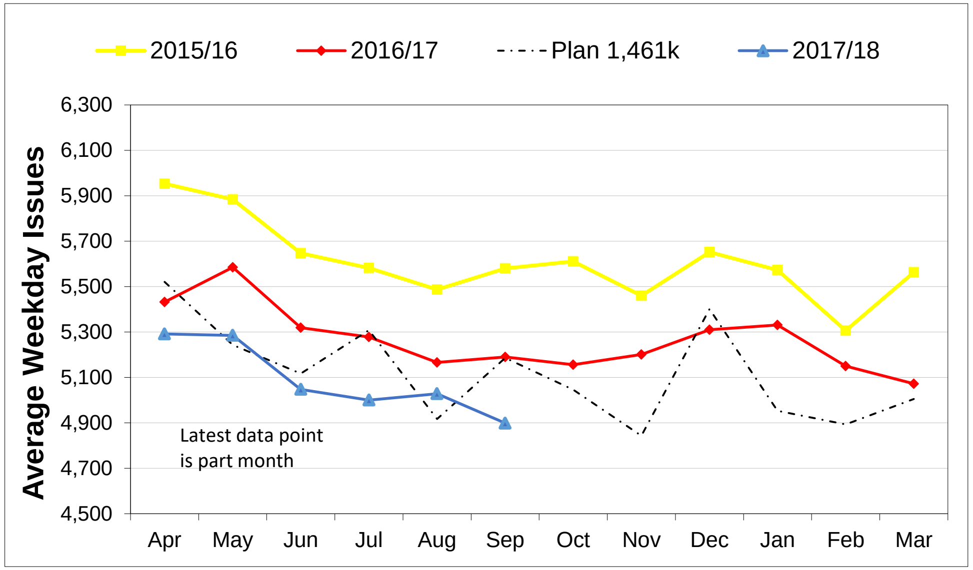
4. % of Patients Receiving Grade A or B1 HLA Matched Platelets

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
% of patients receiving A or B1 platelets	75.0%	75.0%	71.3%	A	-

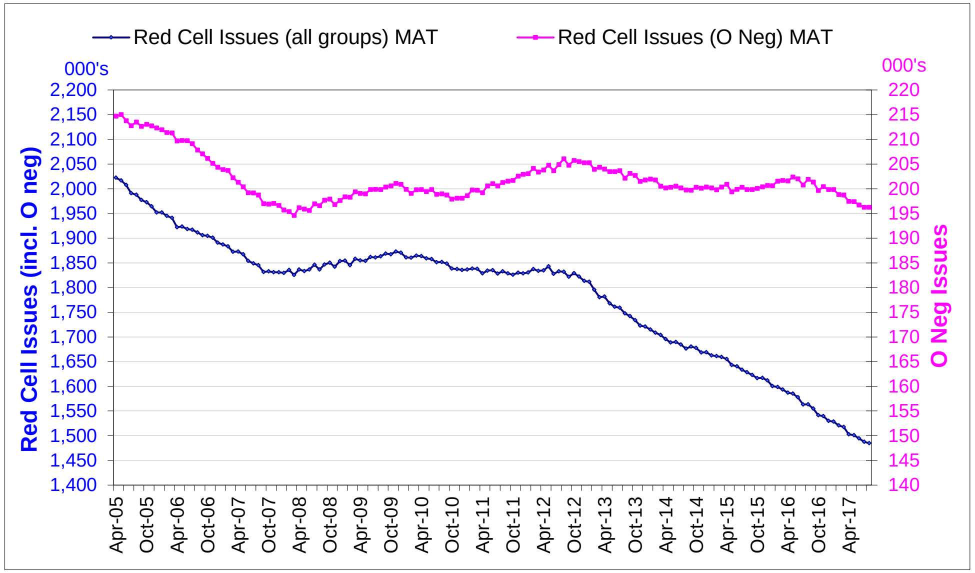


Blood Components - Red Cell Issues / Stocks

5. Average Weekday Red Cell Issues By Month ->April 2015



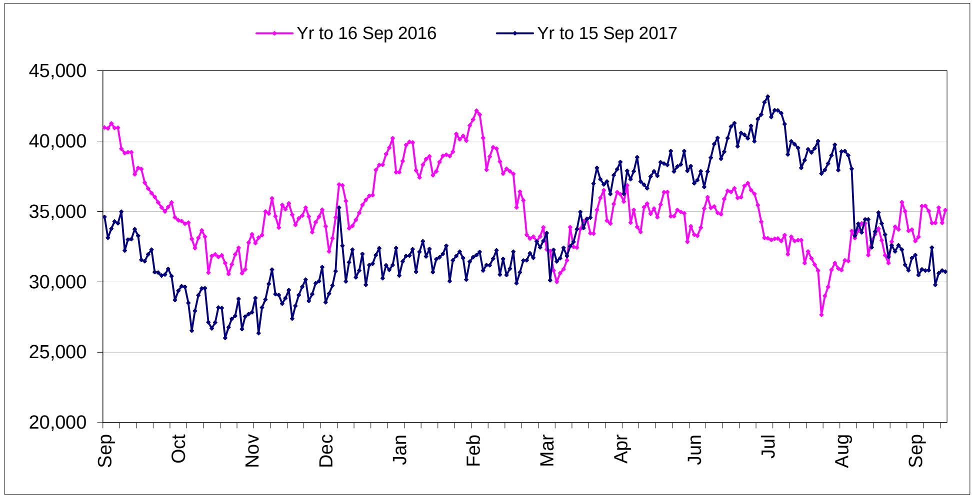
6. MAT Red Cells and O Neg Issues (Adult Equivalant Units) - 000's



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

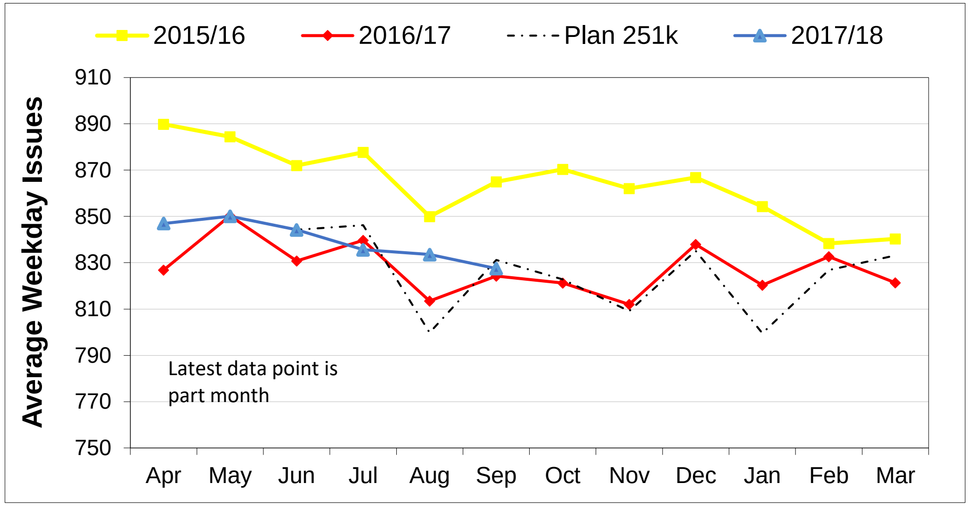
Blood Group	2017/18 - YTD Aug 2017	2016/17 - YTD Aug 2016	Change
A Neg	49,244	53,640	-8.2%
A Pos	180,401	190,270	-5.2%
AB Neg	4,856	5,051	-3.9%
AB Pos	13,261	13,472	-1.6%
B Neg	15,165	15,959	-5.0%
B Pos	47,611	50,841	-6.4%
O Neg	81,590	84,080	-3.0%
O Pos	216,709	228,217	-5.0%
Total	**608,837**	**641,530**	**-5.1%**

8. Red Cell - Blood Stocks (Units)

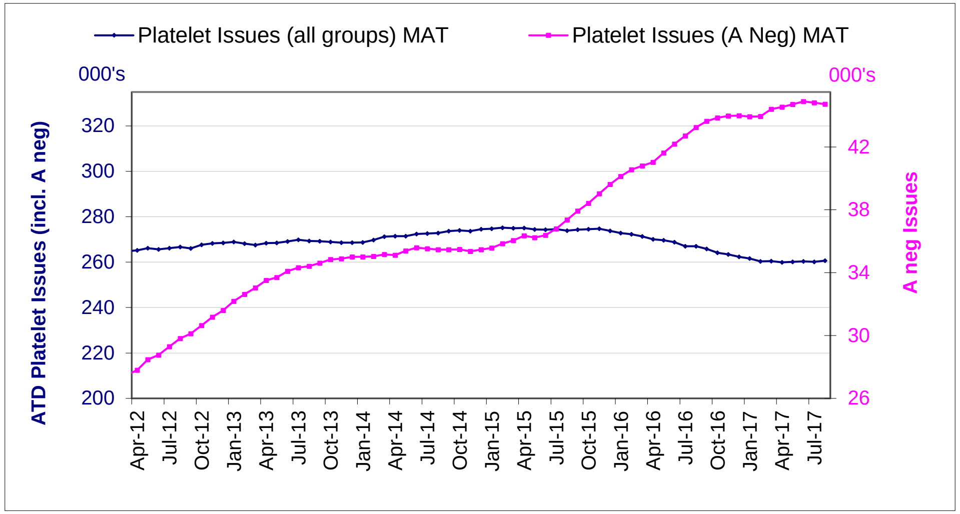


Monthly Performance Report - As at the end of August 2017
Blood Components - Platelet Issues

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

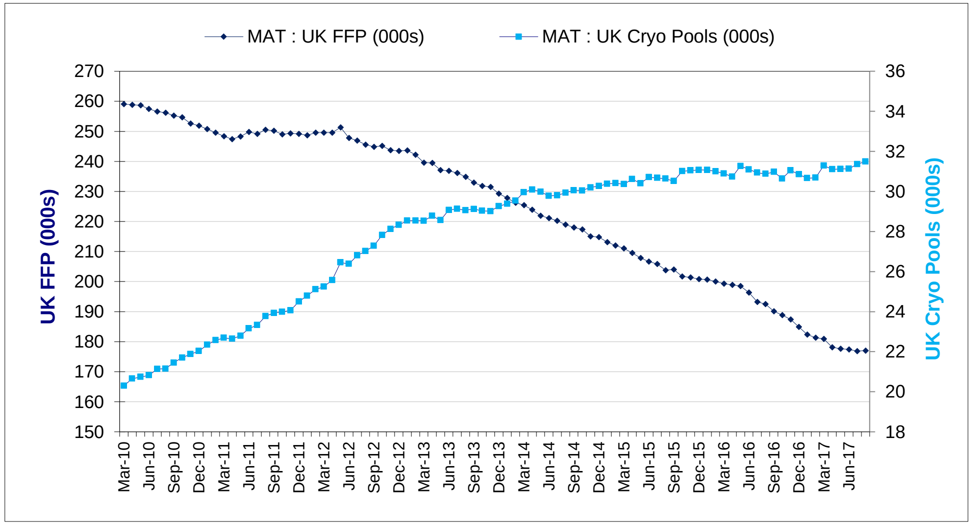


10. MAT Platelet and A Neg Issues (Adult Therepeutic Doses) - 000's

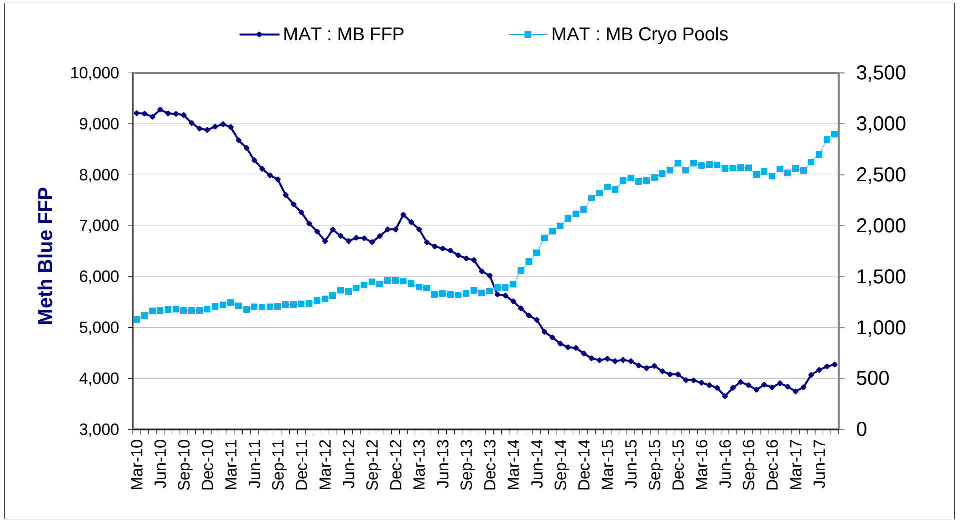


Blood Components - Blood Collection: Frozen Component Issues

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



12. MAT Meth Blue FFP and Meth Blue Cryo Pools

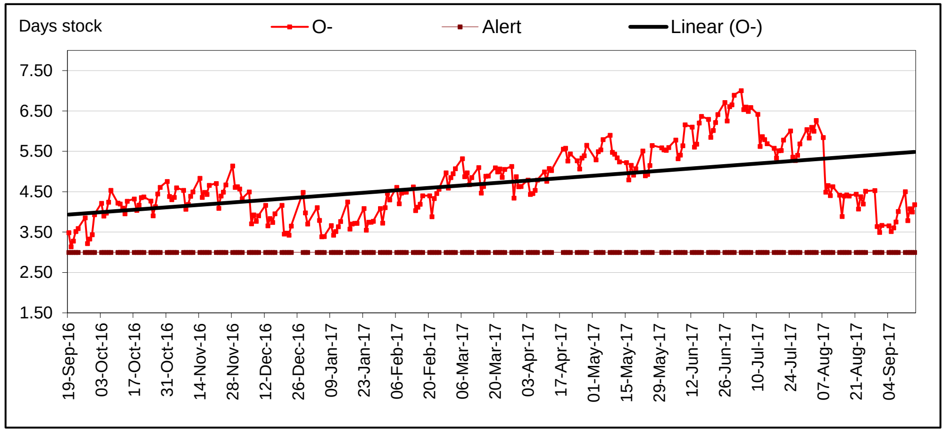


Monthly Performance Report - As at the end of August 2017

Blood Components - Vulnerable Stocks

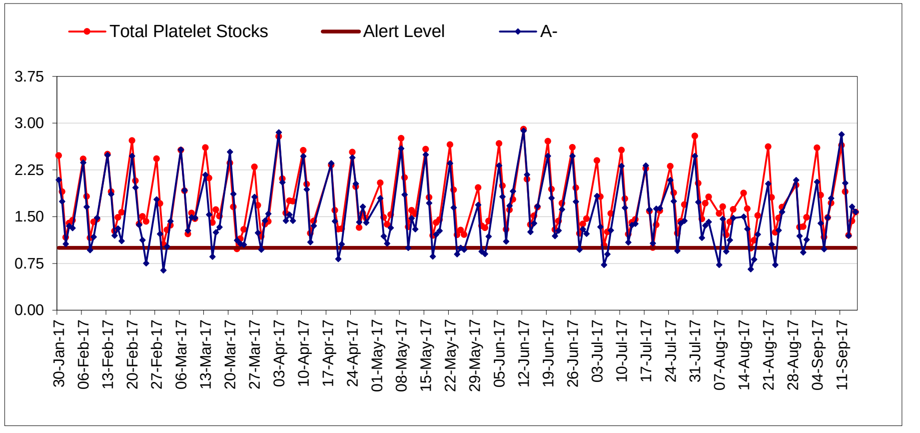
13. Red Cell - O neg : weekday stock levels

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

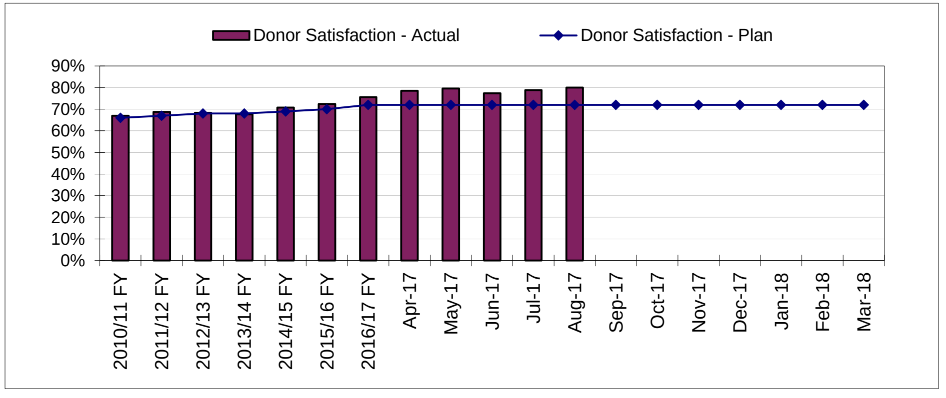
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of occasions where opening stock of platelets (for any blood group) is below average daily demand for two or more consecutive days	0	0	15	R	-



Blood Components - Blood Donor Base

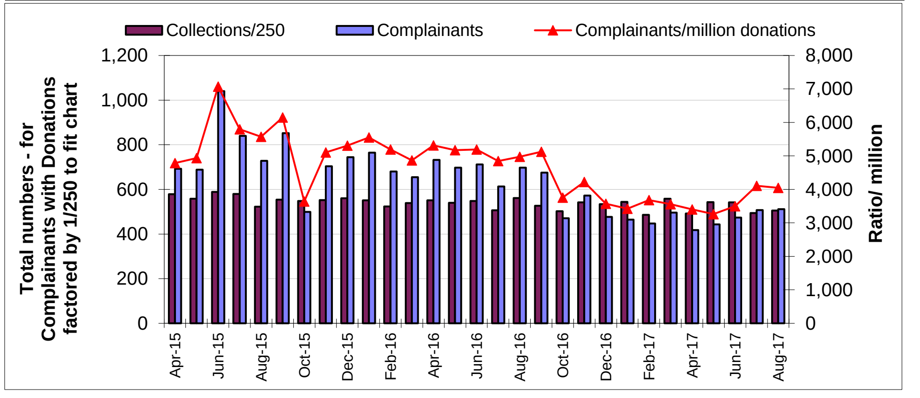
15. Donor Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% of donors scoring >= 9/10 for satisfaction	75.0%	75.0%	78.9%	G	-



16. Donor Complaints

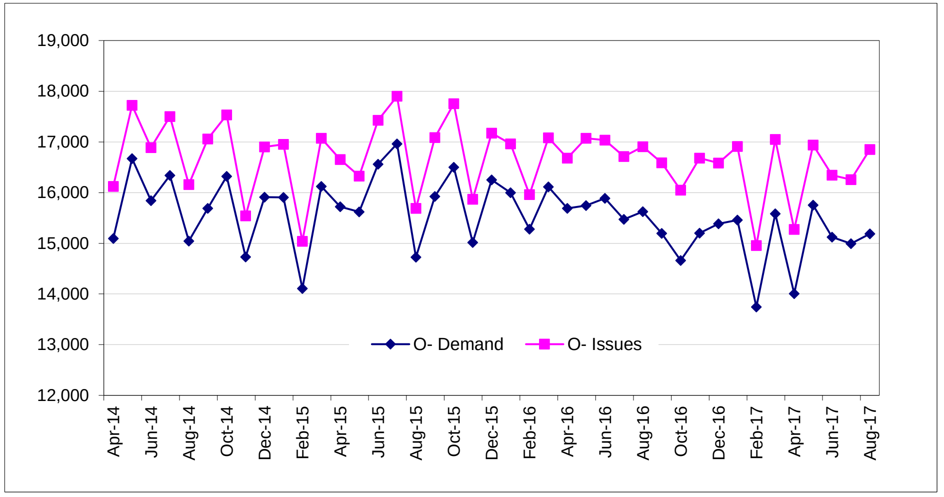
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of complaints per million donations	4,900	4,900	3,653	G	-



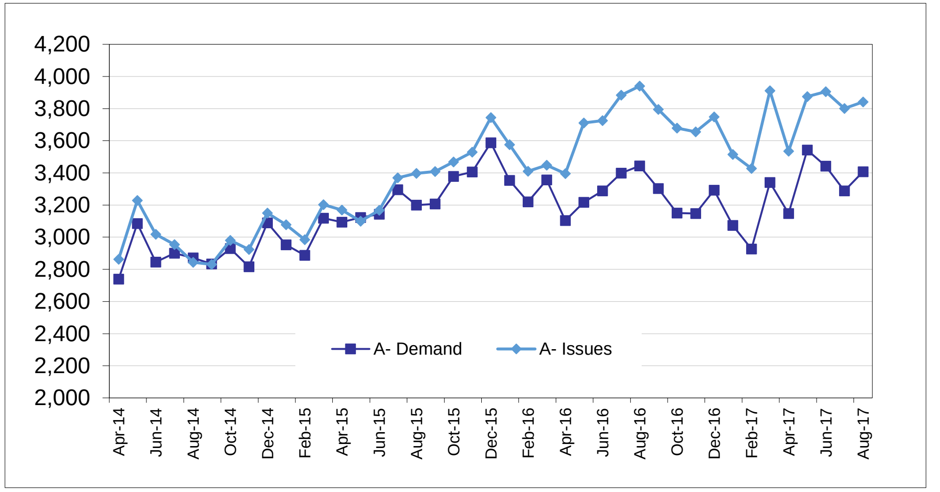
Monthly Performance Report - As at the end of August 2017

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

17. O neg RC Demand and Issues

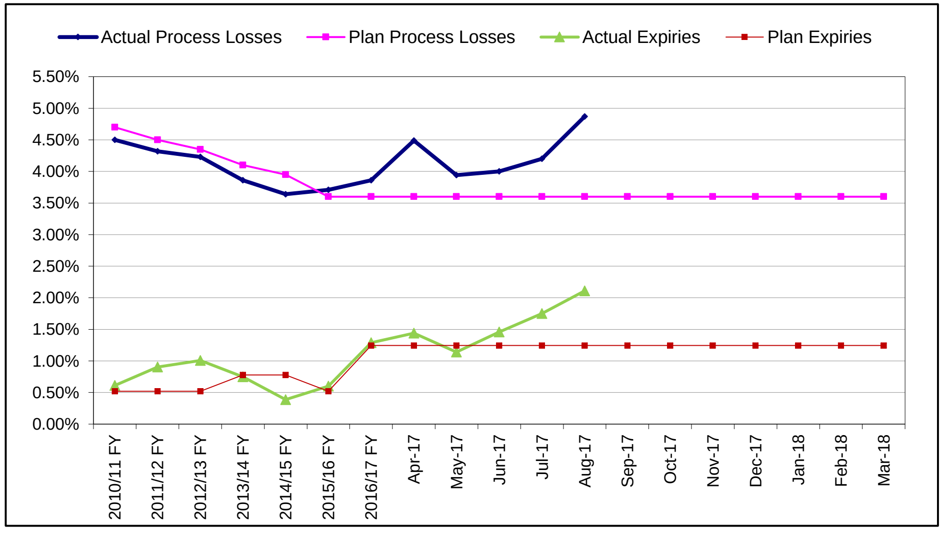


18. A neg Platelet Demand and Issues

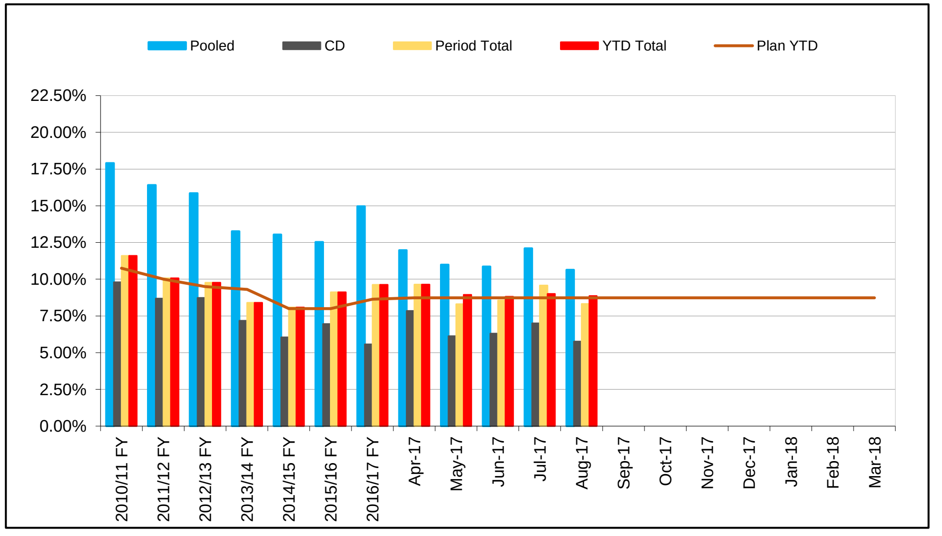


Blood Components - Wastage

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

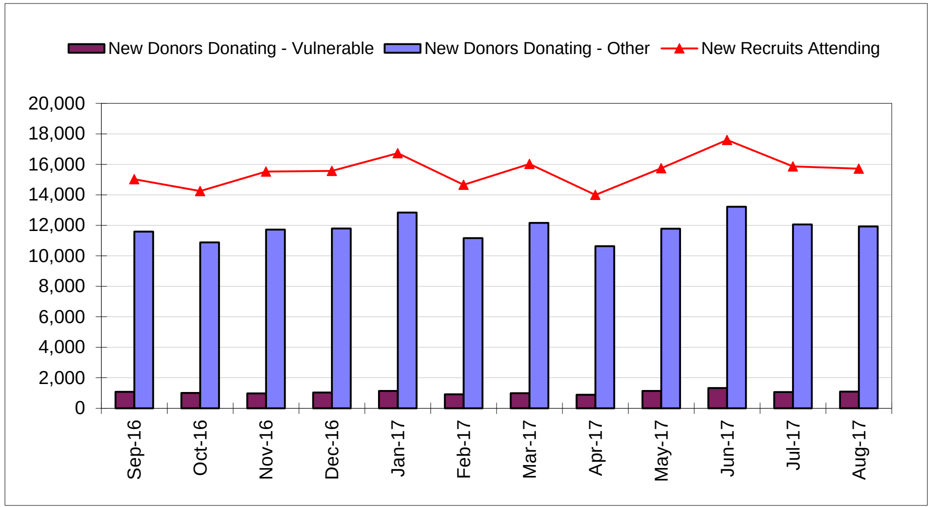


20. Percentage of Platelets Produced NOT Issued

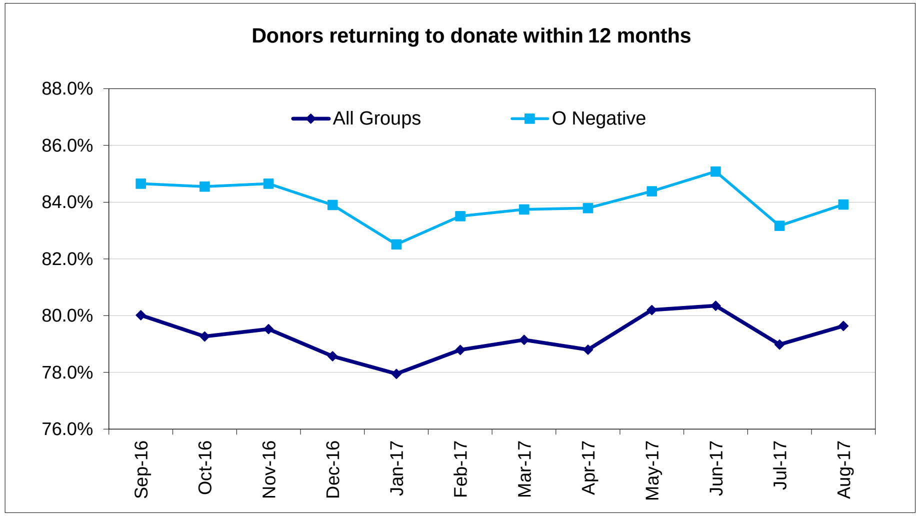


Monthly Performance Report - As at the end of August 2017
Blood Components - Donor Recruitment and Retention

21. Donor Recruitment (Whole Blood)

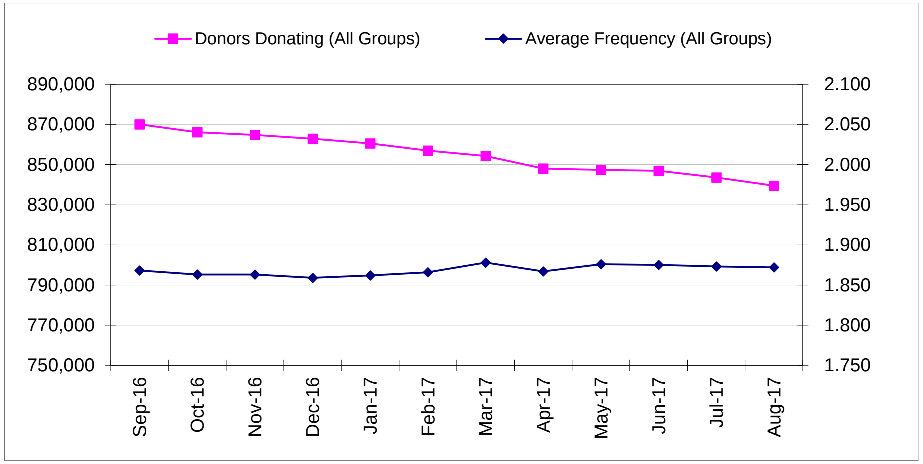


22. Donor Retention Rate (Whole Blood)



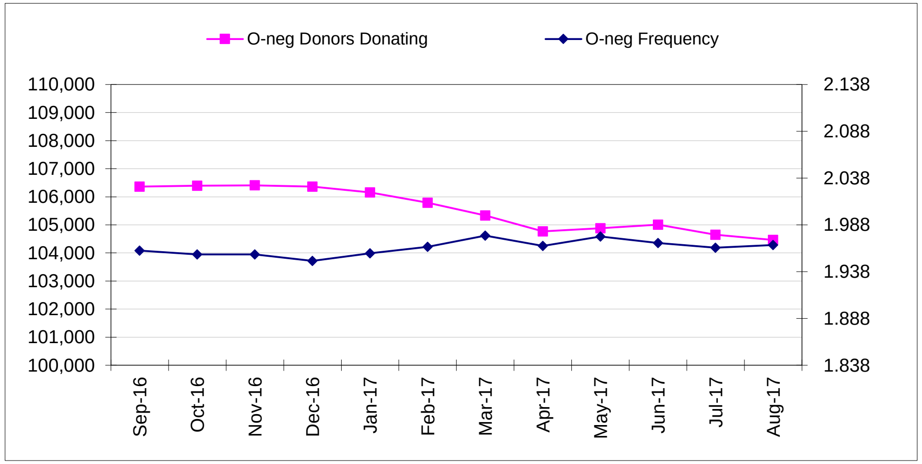
23.Donor Base and Frequency of Donation

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of donors donating in the last 12 months	838,342	849,187	839,493	G	-
Frequency of donation (overall)	1.836	1.850	1.872	G	-



24. O Neg: Donorbase and Frequency of Donation

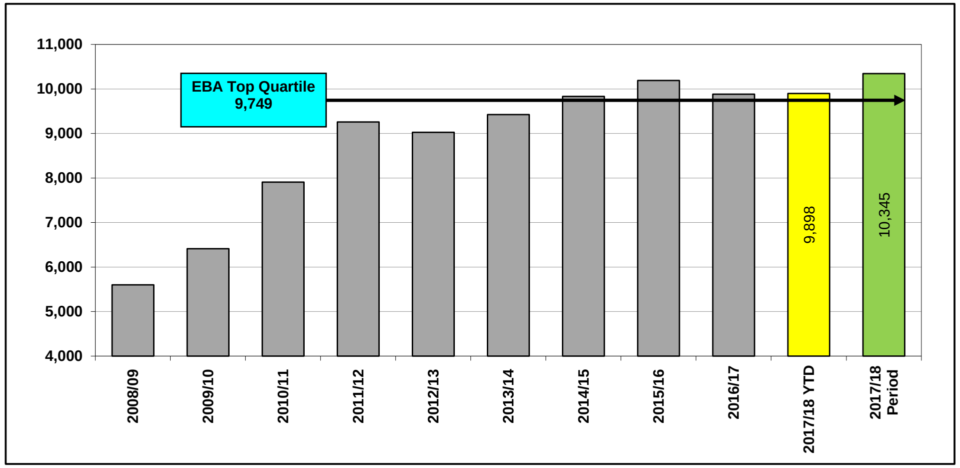
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of active O neg donors donating over the last 12 months	107,513	106,512	104,462	G	-
Frequency of donation (O neg donors)	1.887	1.929	1.966	G	-



Monthly Performance Report - As at the end of August 2017
Blood Components - Productivity

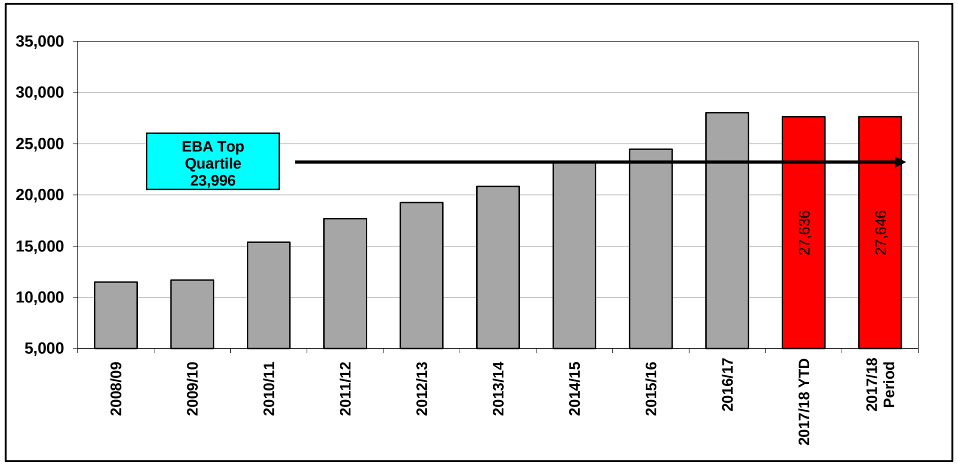
25. Processing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Manufacturing productivity (units/FTE/year)	10,300	10,184	9,898	A	-



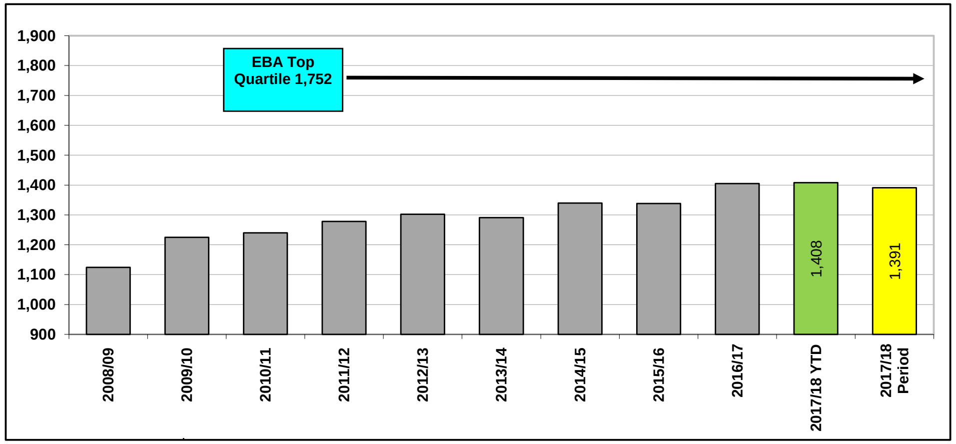
26. Testing Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Testing productivity (units/FTE/year)	29,700	29,256	27,636	R	Worse

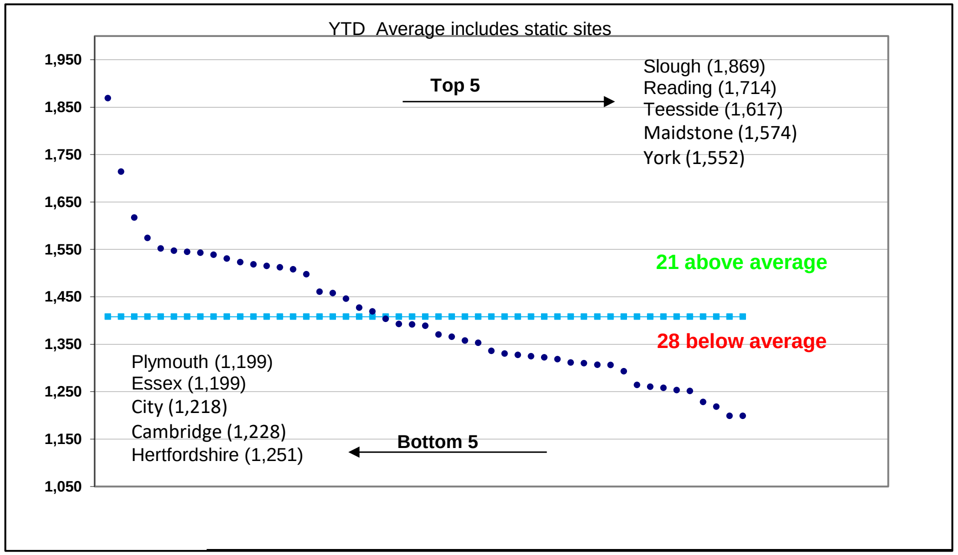


27. Blood Donation Productivity : YTD and Current Month

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Blood Donation Productivity (units/FTE/Year)	1,411	1,427	1,412	G	-



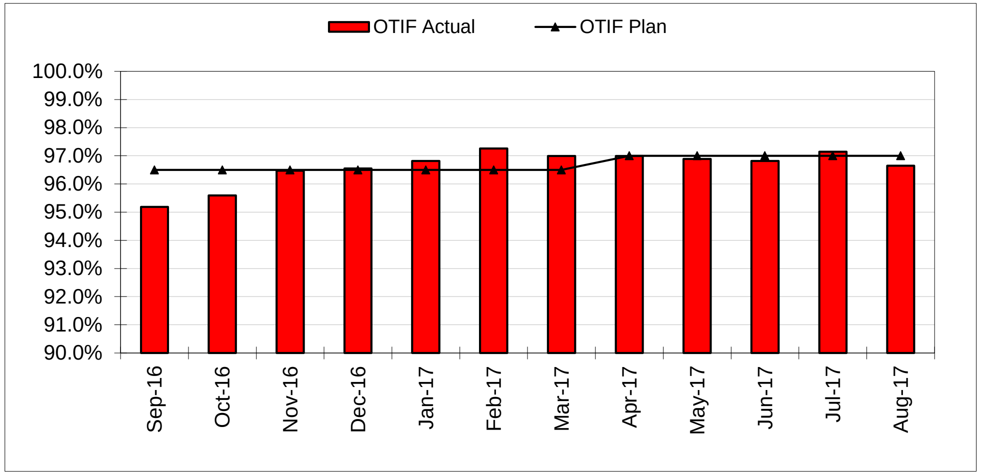
28. Blood Donation Productivity - Distribution Mobile Teams



Monthly Performance Report - As at the end of August 2017
Blood Components - Customer Service

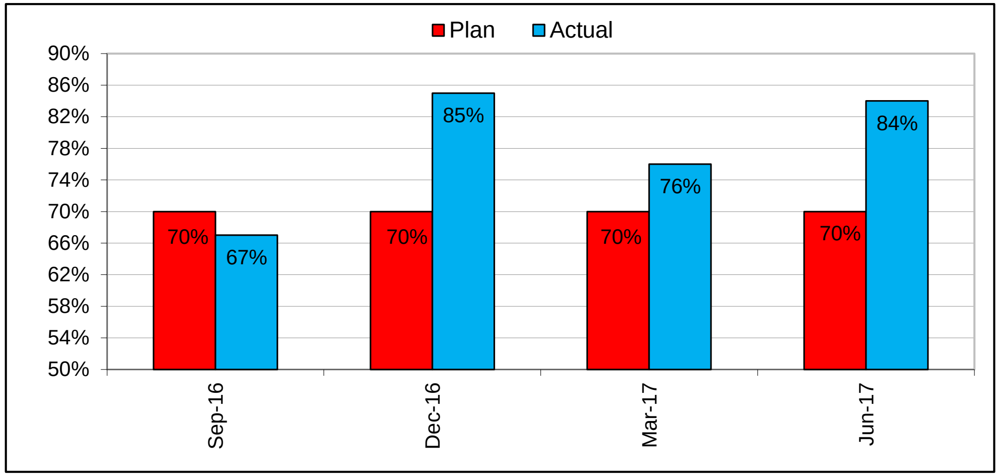
29. Percentage of Products Issued OTIF

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
% On Time In Full delivery	97.00%	97.00%	96.89%	A	-



30. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Hospitals rating satisfaction at >/=9/10	70%	70%	84%	G	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
DTS	Group Targets	Sales Income (£69.3m)	G	-	£30.9m vs plan of £29.2m).
		Number of Serious Incidents (SI's)	R	Worse	One reported this month
		Zero 'critical' regulatory non-compliances	G	-	None reported in the month.
		Number of 'major' regulatory non-compliances	G	-	None reported in the month.
	Tissue & Eye Services	Sales income achieved - £13.6m (chart 31)	G	-	£5.3m vs plan of £5.2m.
		80% percent of customers scoring =/> 9/10 for satisfaction with Tissues	-	-	March 2017 (reported in April 2017) at 75%.
		98.0% of Product issued on time	G	-	99.2% vs plan of 98.0% (year to date).
	H&I	Sales Income achieved - £13.9m (chart 32)	A	Worse	£5.72m vs plan of £5.75m.
		% of patients receiving A or B1 platelets	R	-	71% vs plan of 75% - Chart 4 -
		Time to type deceased organ donors	G	-	Reporting monthly in arrears - at 82% vs target of 80%.
		Turnaround time vs SLA (chart 36)	G	-	At plan (95%).
	RCI	£14.95m Sales income achieved (chart 32)	G	-	£6.4m vs plan of £6.2m.
		Sample turnaround time vs SLA (chart 35)	G	-	98.1% vs plan of 95%.

DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFOMANCE
DTS	CMT	£11.2m sales income achieved (chart 33)	G	-	£4.7m vs plan of £4.5m.
		On time in full – target 100%	G		At target.
	SCDT	£9.8m sales income achieved (chart 33)	G	-	£4.4m vs plan of £3.9m.
		2,300 increase to Banked Cords TNC > 140	R	-	722 vs plan of 956.
		40% BAME Cord Blood units add to the bank	G	-	42% in the year to date (> 40).
		Issue 75 Cord Blood units	G	-	31 units issued in the year to date (vs plan of 27).
		Adult Donor Provisions (216)	G	-	98 vs plan of 84.
		Donors recruited to fit panel – 10k	G	-	4,260 vs plan of 4,166.
	Therapeutic Apheresis Services	£7.6m sales income achieved (chart 34)	G	-	£3.8m vs plan of £3.1m.
		62% of hospitals scoring =/> 9/10 for satisfaction	-	-	70.5% vs 62% at February 2017.
		95% of Patients rating patient experience =/>9/10	-	-	Latest survey, reported in December 2016 at 93% (vs 95%)

- DTS is reporting an I&E surplus of £1.5m in the year to date. The forecast outturn for the year has improved this month to£0.6m surplus.
- All SBU's are contributing at or better than plan in the year to date and reporting at 'Green' status, the 'Red' status for CBB in last month's report was an error and has been corrected.
- Sickness absence in DTS was better this month at 3.20% versus the NHSBT target of 4%.

DTS Income by SBU – YTD August 2017	2017/18 Budget	2017/18 Income	2017/18 Variance	2016/17 Actual	Growth
Tissue & Eye Services	5.2	5.3	0.0	5.1	4%
TAS	3.1	3.8	0.7	2.9	32%
H&I	5.8	5.7	0.0	5.5	4%
RCI	6.2	6.4	0.3	5.7	12%
IBGRL & DD	0.4	0.5	0.0	0.3	70%
CMT	4.5	4.7	0.2	4.2	13%
SCDT	3.9	4.4	0.4	4.4	-1%
Customer Services	0.1	0.1	0.0	0.0	116%
Total (£m's)	**29.2**	**30.8**	**1.7**	**28.1**	**10%**

- **Tissue and Eye Services** - income was marginally worse than plan in August. The year to date, however, continues to be 0.9% better than plan and 3.9% higher than the previous year. Strong sales were seen in Corneas, ASE/AlloSE and DBM and was only partially offset by underperformance in skin, sclera, dCell dermis and femoral heads. There was also a favourable position on expenditure, resulting in a small surplus contribution of £0.1m. Eye bank stocks were at 308 at the end of August and within the target range of 300-350.

- **RCI** income is 4.5% better than plan in the year to date and 12.3% higher than last year, with Antenatal Referrals/Screening and Reagents sales performing well. There was also a small favourable position on expenditure generating a surplus contribution of £0.3m. All labs performed well with sample turnaround at 97.6% and ahead of plan at 95.0%.

- **H&I** income is marginally worse than plan year to date. Activity in stem cell investigations is 3% better than plan but this is more than offset by general investigations and solid organ investigations which are 5% and 1% respectively below plan so far this year. Turnaround times are equal to plan in the year to date August. The provision of A and B1 matched platelets was 70% in August and worse than target (75%).

- **Stem Cell Donation & Transplantation** income is showing a £0.4m favourable variance in the year to date. There have been 31 cord issues year to date (versus target of 27) with international 9 better than plan and the UK 5 below plan. BBMR donors are higher than plan in the year to date (98 versus target of 84) with the UK 2 behind plan and international 16 ahead of plan. The IT connection with US registries is now in place and has resulted in increased activity. The cords banked target is targeted to reach 20k by end of the 2018/19 financial year and, at the current run rate, we will hit 20k in late 2018, at which point the bank changes from a growth to a maintenance phase, and collection activity reduces. In the current year a decision has been taken to leave posts vacant, and shifts uncovered, with a view to avoiding the recruitment of staff to reach the current target, only for them to be made redundant next year. DH are in agreement with this approach as we are tracking towards the agreed bank size. As a consequence, however, the number of cord units banked continues to run behind plan (25% in the year to date) and is expected to continue reporting at red status through the rest of the year. . BAME cord donations banked were better than target in the month (at 42% versus target of 40%).

- **Cellular and Molecular Therapies** - service income in the year to date is marginally better than budget and generating a small income and expenditure surplus of £0.1m.

- **Therapeutic Apheresis Services** income in the year to date is 23% ahead of target and 31% higher than in the previous year, primarily due to strong performance on ECP (£0.5m) and Red Cell Exchange (£0.1m). The income surplus (£0.7m), when combined with the increased expenditure, to support activities at these levels, is resulting in a favourable contribution surplus of £0.3m. Confirmation has now been received from NHSE that they will be commissioning ECP service across London for the treatment of Graft versus Host Disease, based on TAS delivering all paediatric ECP services in London.

- There was one SI reported this month, which related to the removal of ocular tissue in error without consent. The incident has been reported to the Human Tissue Authority and an apology issued to the affected family.

- There were no critical / major non-compliances reported in August.

DTS – Status of Strategic Projects per TPB reporting:

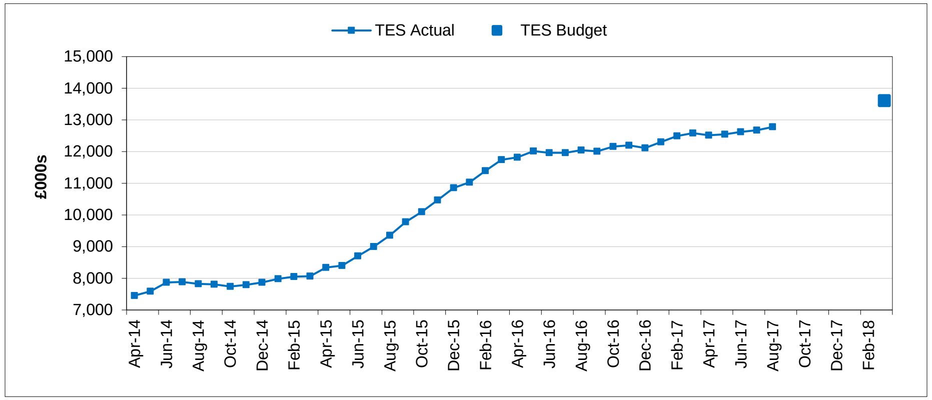
Project title	Status	This RAG	Last RAG	Approved Cost (£m's)	F/Cast Cost (£m's)	F/cast Benefit (£m's)	Planned to complete	F/Cast to complete
Stock Management Rollout	Delivery	A	A	0.3	0.3	N/A	Nov 17	Nov 17
TAS - Liverpool	Delivery	G	G	N/A	N/A	N/A	Mar 20	Mar 20
Filton Extension	Start-Up	G	G	0.2	0.2	N/A	Jan 21	Jan 21
Automated Software Testing	Start-Up	G	G	N/A	0.2	N/A	Nov 18	Nov 18

Monthly Performance Report - As at the end of August 2017

Diagnostic and Therapeutic Services - Income

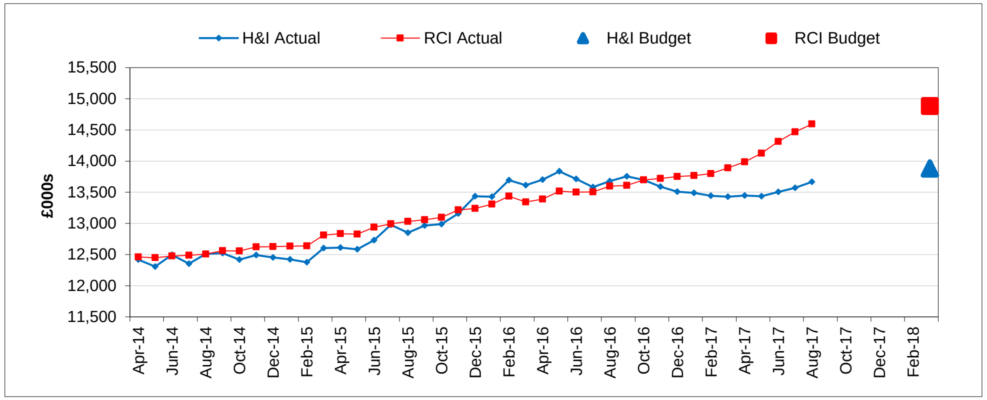
31. Tissue and Eye Services Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TES	13.602	5.221	5.265	G	-



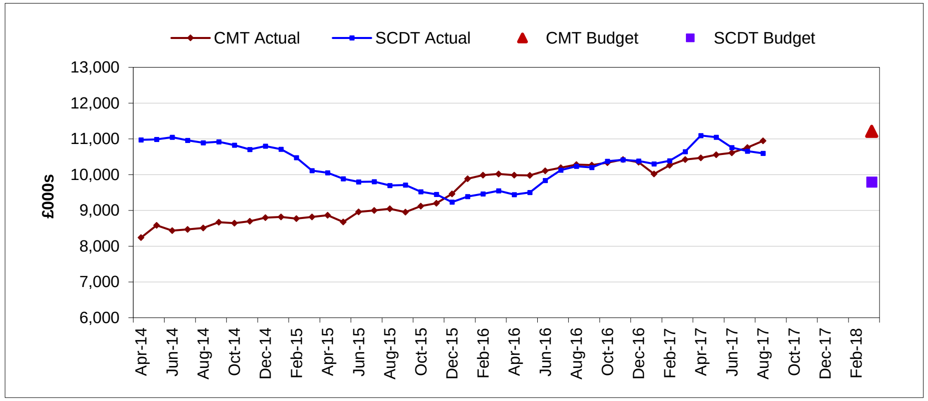
32. Diagnostic Service Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - RCI	14.884	6.151	6.430	G	-
Income (£m's) - H&I	13.882	5.753	5.722	A	Worse



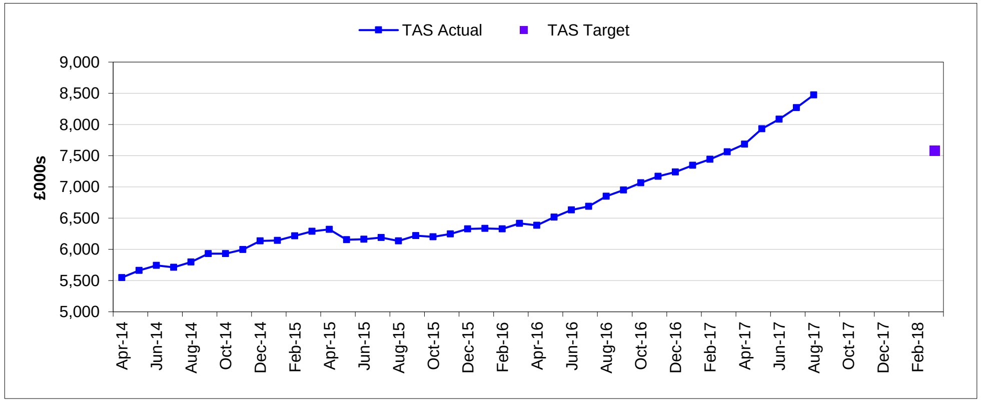
33. Stem Cells - SCDT/CMT Income (MAT)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - CMT	11.212	4.512	4.683	G	-
Income (£m's) - SCDT	9.795	3.927	4.372	G	-



34. Therapeutic Apheresis Services Income (MAT)

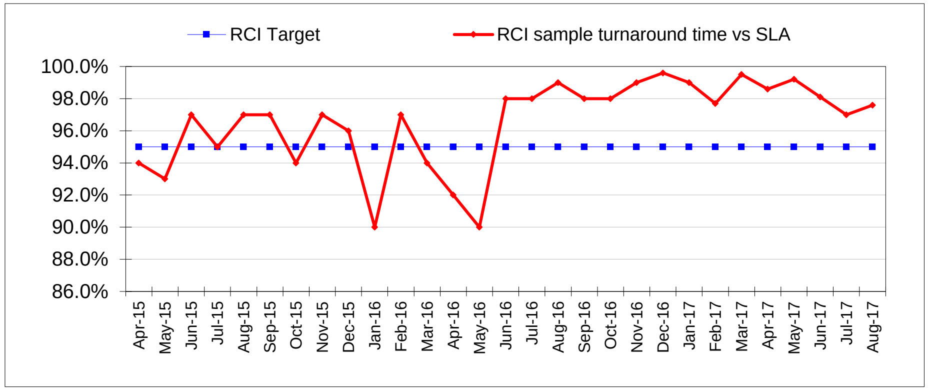
YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Income (£m's) - TAS	7.581	3.100	3.807	G	-



Diagnostic and Therapeutic Services - Customer service and safety

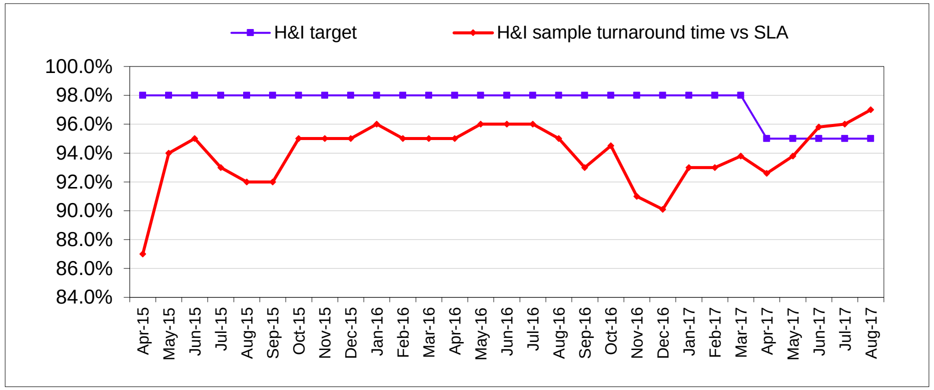
35. Turnaround Time vs SLA (RCI)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - RCI	95.0%	95.0%	98.1%	G	-



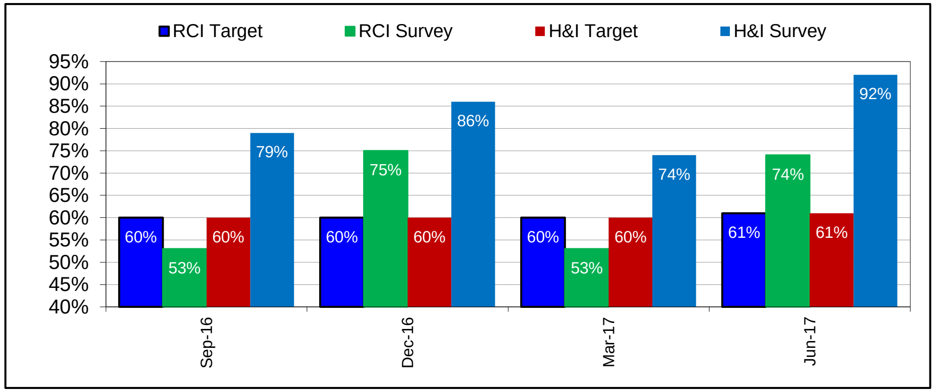
36. Turnaround Time vs SLA (H&I)

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Turnaround Time vs SLA - H&I	95.0%	95.0%	95.0%	G	Better

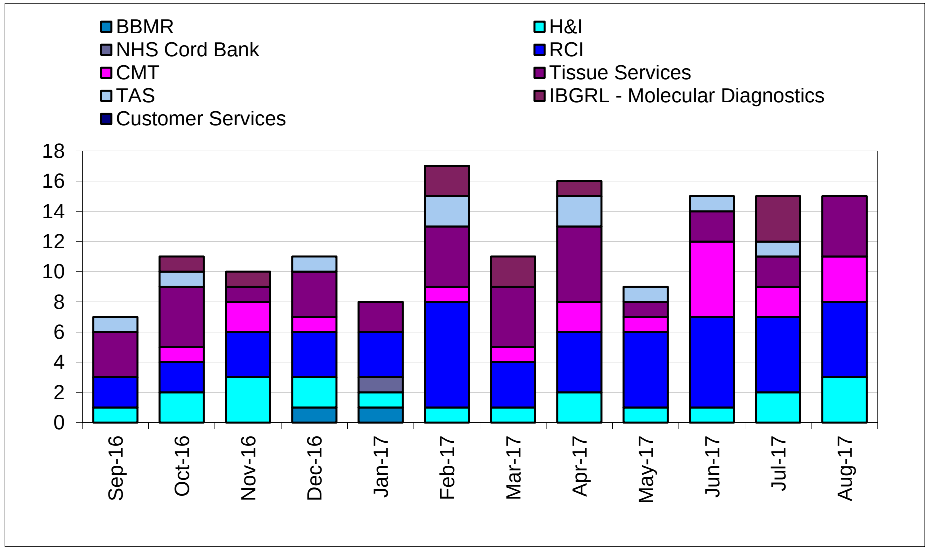


37. Hospital Satisfaction

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Percentage of hospitals scoring =/> 9/10 for satisfaction with RCI - RCI	61.0%	61.0%	74.0%	G	Better
Percent of hospitals scoring =/> 9/10 for satisfaction with H&I - RCI	61.0%	61.0%	92.0%	G	-

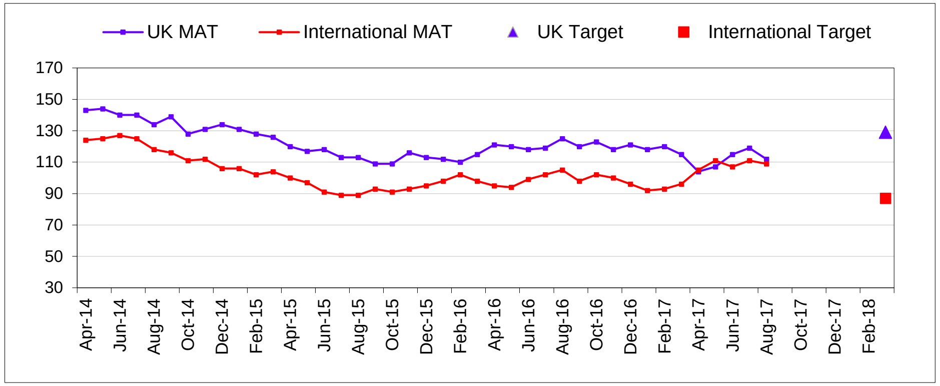


38. Major QI's raised per month - DTS



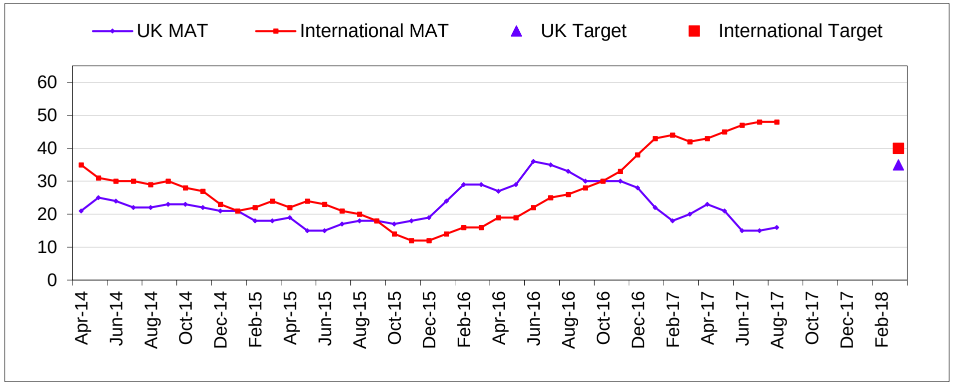
39. Adult donor provisions : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Adult donor provisions (total)	216	84	98	G	-

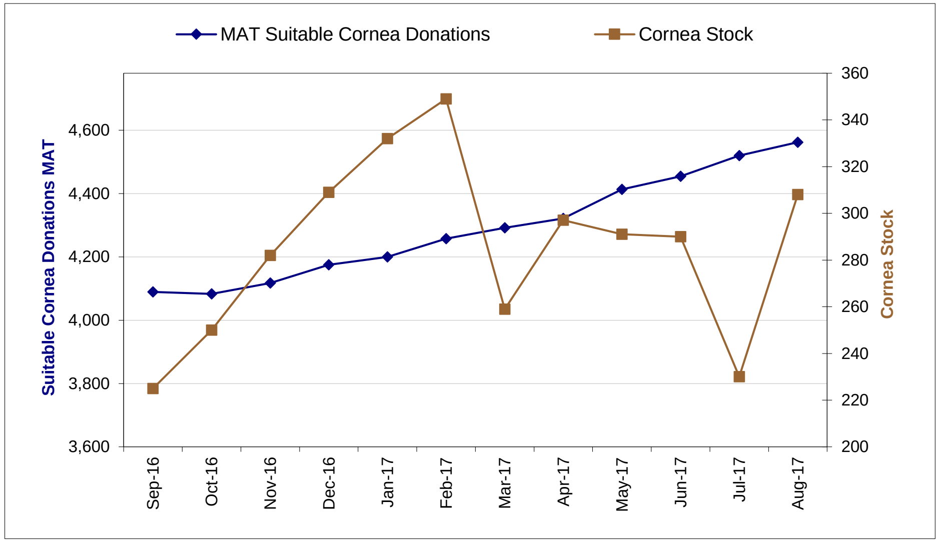


40. Issue of cord blood units : UK and International - MATs

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Cord Units Issued (total)	75	27	31	G	-

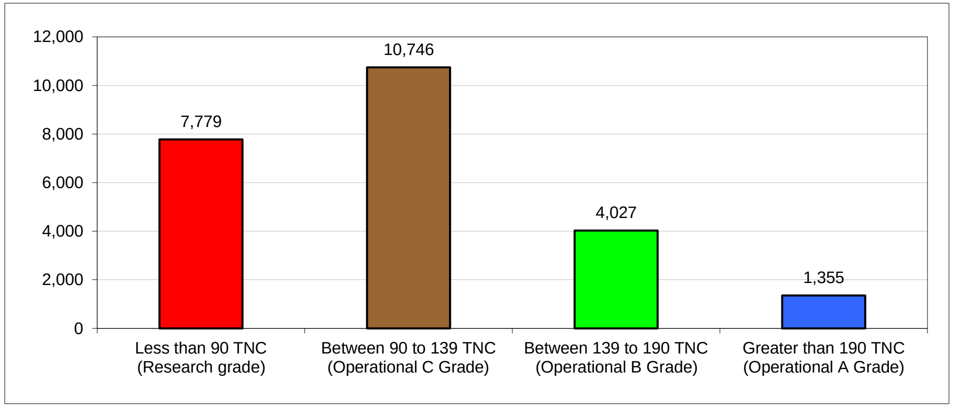


41. Suitable Cornea Donations - MAT, and Cornea stocks



42. 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	956	722	R	-



DIVISION	THEME	STRATEGIC TARGET	YTD RAG	RAG CHANGE	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Increase % Consent/Authorisation rate (Overall)	A	-	64.1% year to date vs plan of 70% - chart 55.
		Increase % Consent/Authorisation rate (Overall) – DBD	G	Better	72.9% in August year to date vs plan of 73%.
		Increase % Consent/Authorisation rate (Overall) - DCD	R	-	57.3% year to date vs plan of 67%.
		Deceased donors - 2017/18 target – 1,524	A	-	Year to date at 604 vs target of 635 – chart 43.-
		Deceased Organ Donors per million population	-	-	Reported quarterly. June at 22.1m vs 22m planned. Next report September
		Number of Living donors 2016/17 (1,260) – reported one month in arrears	R	-	Year to date (July 2017) at 341 vs plan of 464 – chart 46.
		Living Donors per million population – 19.0 per/m	-	-	June at 15.8m vs 17.3m planned (update in October).
		Internal NHSBT target based on 1.1m new registrations in 2017/18.	A	-	New registrations are 0.431m year to date (vs 0.458m)
		Organ Transplants – Deceased (4,116)	A	-	1,578 year to date vs plan of 1,715 – chart 44.
		Deceased Organ Transplants per million population.	-	-	Reported quarterly. June at 57.7m vs 59.0m planned. Next report September.
		Proportion of population who have had a conversation about their donation decision	-	-	New measure, reported half yearly, next report September 2017.
		NHSBT Cost per Transplant (chart 45). - £16.3k (2017/18 target)	G	-	June at £16.3k. Next update September 2017.

- There were 123 deceased donors in August bringing the year to date total to 604. This is 5% behind plan but 9% higher than last year. By donor type, August was the second month this year where there were more than 80 DBD donors (84), however, this was offset by the number of DCD donors, which reported the lowest monthly number for over two years (39).

- August was an excellent month for DBD consent (78%); with 8 out 12 teams reporting at green status in August, and 9 out of 12 teams are green in the year to date. The DBD consent rate in the year to date is 73%, which is a significant improvement when compared with 66% at this point last year. By contrast, the DCD consent rate in August was 53%, bringing the DCD consent rate year to date to 57% (compared with 58% at the same point last year). This is 10 percentage points lower than the goal for 2017/18 and, to achieve the target, we will need to see DCD consent rate reach DBD levels through the remainder of the year.

- There were 20 occasions (6 DBD / 14 DCD) in August where families were approached for a formal organ donation discussion without a SNOD. There has been an improvement this year with the DBD SNOD presence rate in the year to date at 95% compared with 92% at the same point last year. The DCD SNOD presence rate year to date is at 85%, compared with 79% at the same point last year. This has resulted in 24 more families having been approached for a formal organ donation discussion in the year to date (+29 DBD, -5 DCD) than the same period last year, with consent having been obtained on 47 more occasions (+57 DBD, -10 DCD).

- In the year to date, there have been 40 occasions where families have overruled a family member's decision to be an organ donor, which is unchanged from the previous year. There has however, been an improvement in the consent rate year to date for patients on the ODR: 91% (397 out of 437) compared with 89% (325 out of 365) in the same period last year. When a SNOD was present and the donor on the register, the consent rate year to date is 93%, compared with 92% in the same period last year. When a SNOD was not present the consent rate year to date is 55%, compared with 62% in the same period last year.

- Overall there has been no change in the consent rate year to date for patients not on the ODR (51%). When a SNOD was present, the consent rate year to date is 57%; which is no change from the same period last. When a SNOD was not present the consent rate in the year to date is 11%, compared with 21% last year.

- 1578 patients have received a lifesaving or life changing solid organ transplant year to date (including 335 in August). 114 more patients have received a transplant year to date than the same period last year. This represents an 8% increase, but we still have a long way to go to achieve the goal of c.400 more deceased donor transplants this year (i.e. an 11% increase on the 3715 patients transplanted in 2016/17).

..

- In the year to date (July 2017) there were 341 patients who received a transplant from a living donor (27% lower than target).

- August was a strong month for the consent rate for patients from Black and Asian communities (15 out of 29 = 52%). This brings the year to date consent rate to 44% (67out of 152) vs 35% last year.

  .

- There were 81k new registrations during August (431k year to date). 39% of new registrations generated during August were associated with comms/marketing activity. 39% came through digital channels. DVLA (a data transfer partner) saw a decline in new registrations in August compared with previous months. Paid social activity in England during August generated over 600 new registrations. More than 600 new registrations came through the organ donation Scotland website in August, the second highest month since October 2016 for the OD Scotland website. It is however, important to note that two ODR data feeds are currently inactive:
  - Scottish GP Service. There is an error in the source data that is currently being investigated by the third party provider.
  - England/Wales GP Service with a back-log dating back to 1 April 2017. The December 2016 to 31March 2017 back-log was loaded in July 2017:

  In addition, the NHS Tracing Service & De-Duplication Process has been inactive since May 2015. This may result in significant numbers of duplicate registrations on the live ODR i.e. over-reporting the number of registrants.

- As of 23rd August, the super-urgent Liver Patient List is being rolled out to all UK liver transplant centres, plus Dublin, using a new system. Unlike before, this system will give Liver Transplant Centres 24/7 access to an anonymised list of all super-urgent liver patients, providing real time data on patient' status. This essential development is being delivered as part of the ODT Hub Programme. It is the first step in making processes for the liver community simpler and safer and, in conjunction with the Liver Offering Scheme (due to be launched later this year) will help save more lives.

- Absence has increased this month from 1.98% to 2.25%, although it has remained less than 3% for the last 6 months and a maximum of 4.1% absence in the past 12 month period.
.
- Organ Donation week - **September 4 to 10,** with the key message that ‘a few words can make an extraordinary difference’, focusing on missed transplants, when families say no because they do not know what the relative wanted.

- Turnover overall in ODT has increased slightly to 12.8%. Organ Donation has had an increase from 9.55% last month to 11.03% (2 of cohort 5 trainees have resigned at the end of their 6 month training period). TSS and Clinical continue to have significant turnover at 22.46% and 25.65% respectively.

ODT – Status of Strategic Projects per TPB reporting - are reported 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(i)	Closure	G	G	0.9	0.1	0.5	Sep 17	Sep 17
ODT Hub	Define	A	A	3.2(ii) (0.6)	N/A(iii)	N/A	Dec 19	Dec 19

Notes:

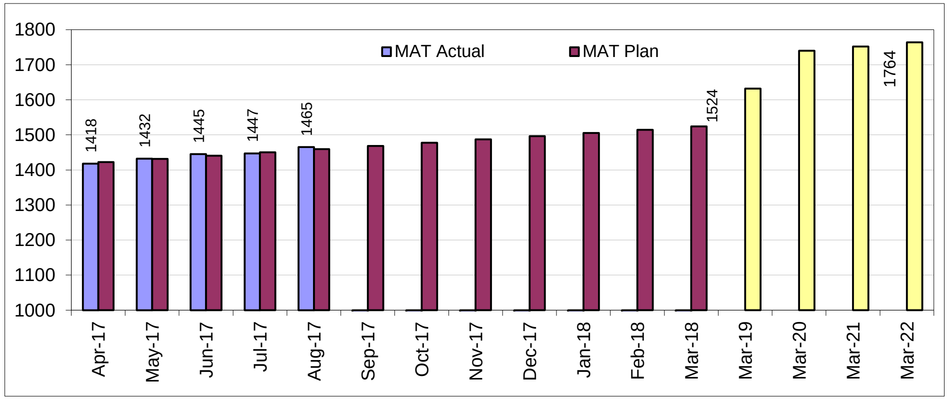
i) The Infrastructure Hosting Phase 2 DBC was rejected at June 2017 TPB, as the costs outweighed the benefits of facilitating an earlier move of staff from Stoke Gifford to Filton. As it is a dependency for Bristol Consolidation, Bristol Consolidation will be put on hold pending NTxD retirement in Stoke Gifford. Still reporting at Change Programme TPB until End Project Report submitted in September 2017.

ii) This is non-recurring figure for 2017/18, recurring figure in brackets.

iii) Now an under spend of £84k.

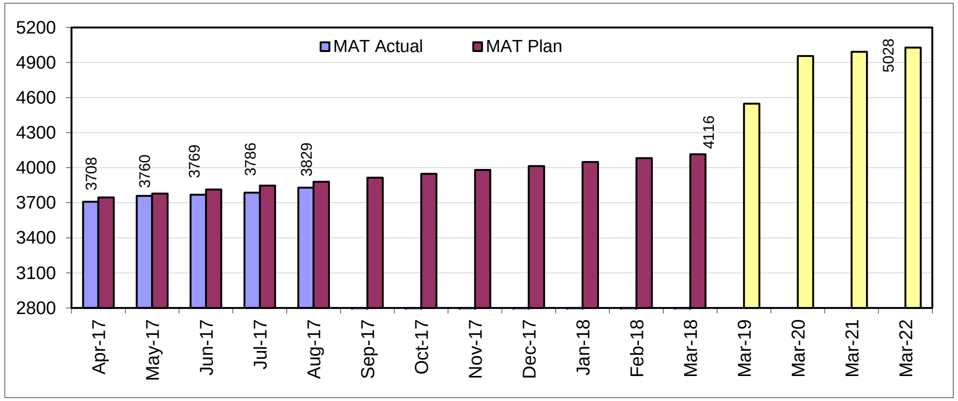
43. MAT number of Deceased Organ Donors

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Deceased Organ Donors	1524	635	604	A	-



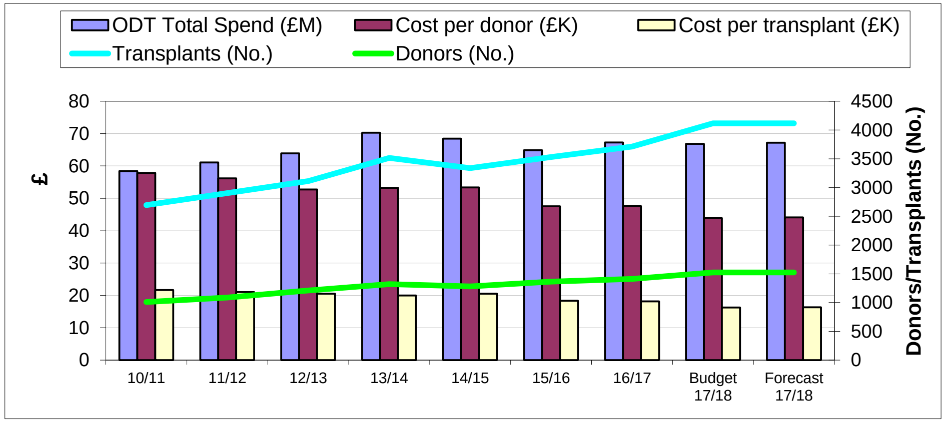
44. MAT number of Deceased Donor Organ Transplants

YTD Performance	Annual Target	YTD Target	YTD Actual	RAG	YTD RAG Trend
Number of Deceased Donor Transplants	4116	1715	1578	A	-



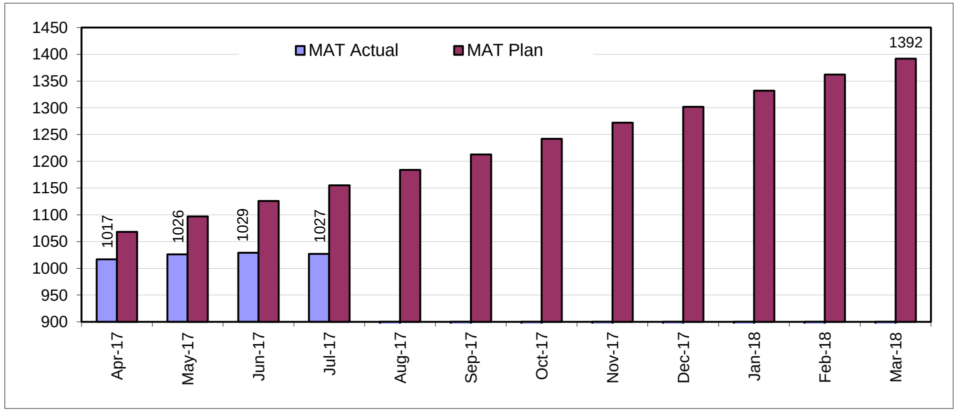
45. ODT Cost per Donor/Transplant

YTD Performance	Annual Target	Forecast for the year	YTD RAG	YTD RAG Trend
NHSBT Cost per Transplant (£k's)	16.2	16.3	G	-

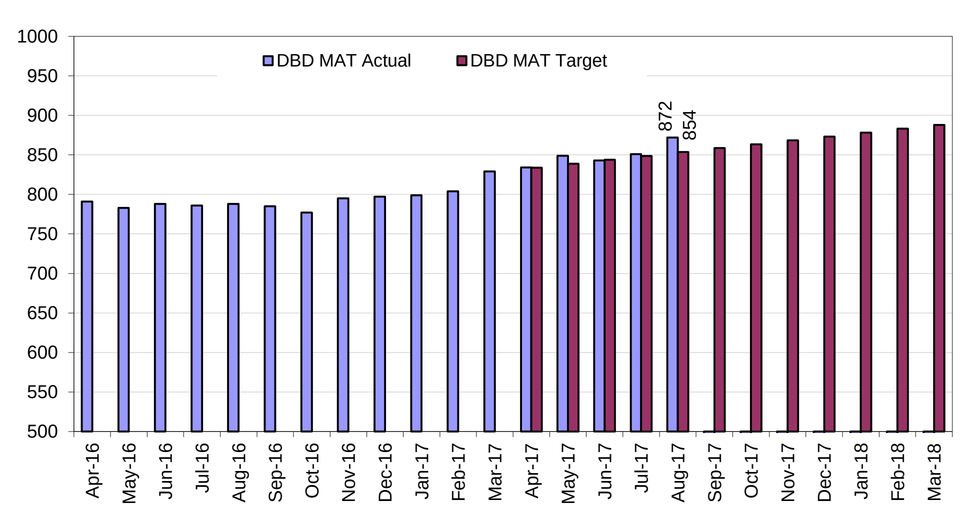


46. MAT number of Live Organ Donors (reported one month in arrears)

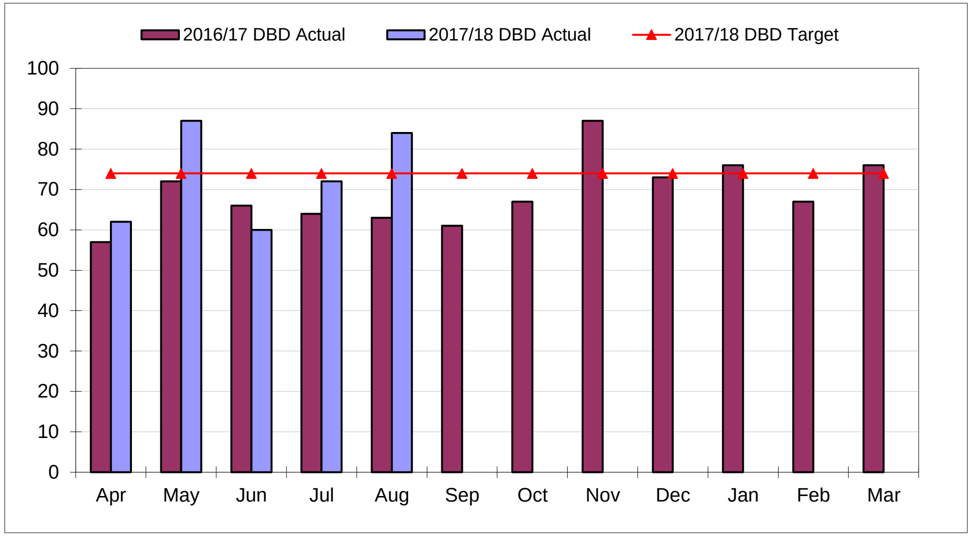
YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Number of Living Organ Donors (reported one month in arrears)	1392	464	340	R	-



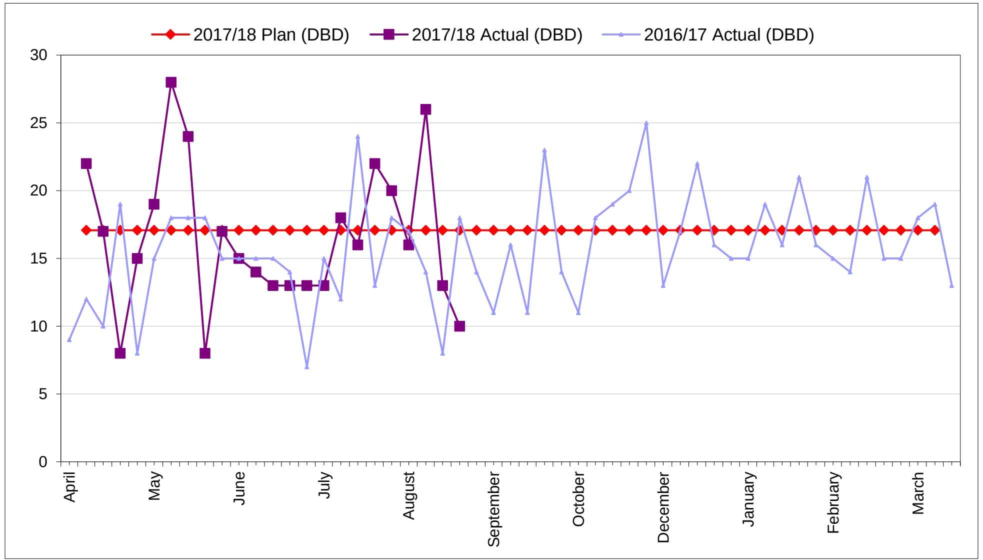
47. MAT number of Deceased Organ Donors (DBD)



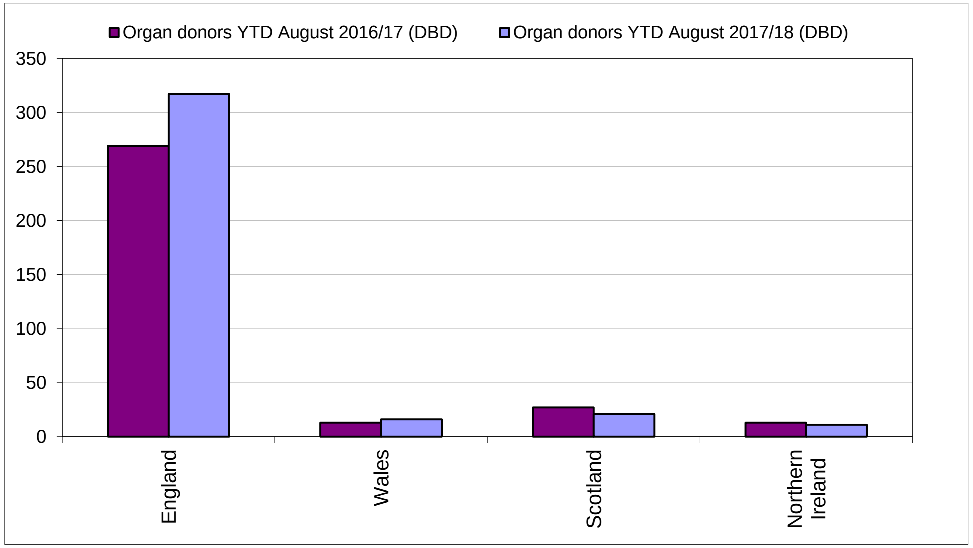
48. Deceased Organ Donors - Monthly (DBD)



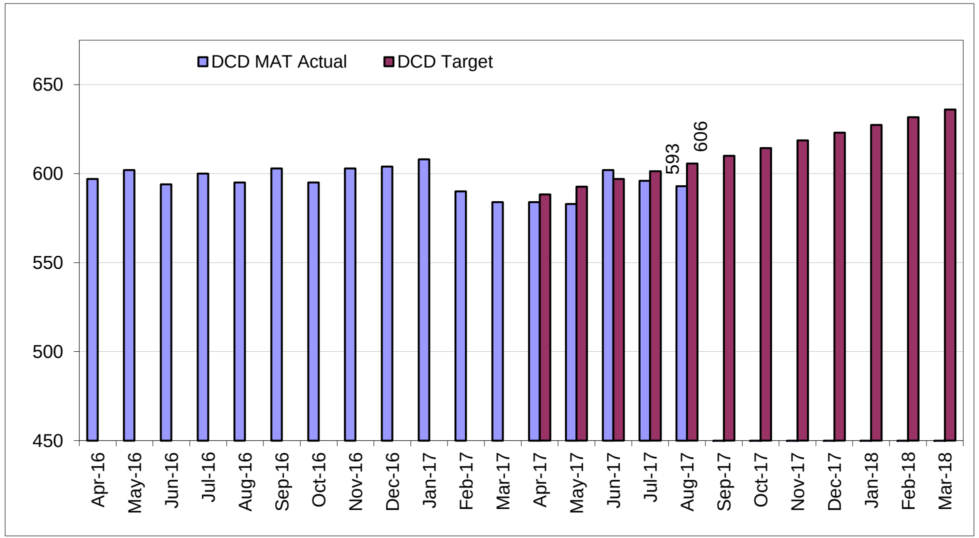
49. Deceased Organ Donors - Weekly (DBD)



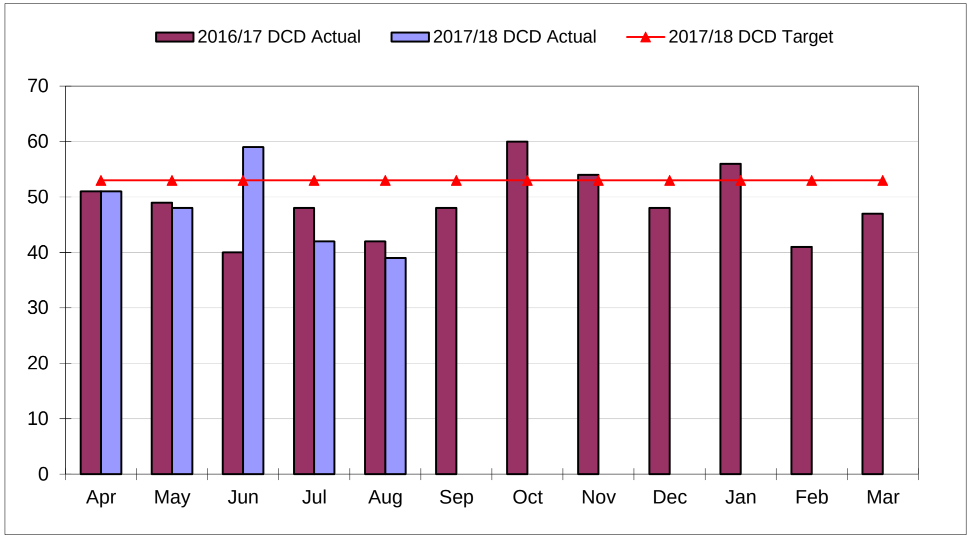
50. Deceased Organ Donors - By Nation (DBD)



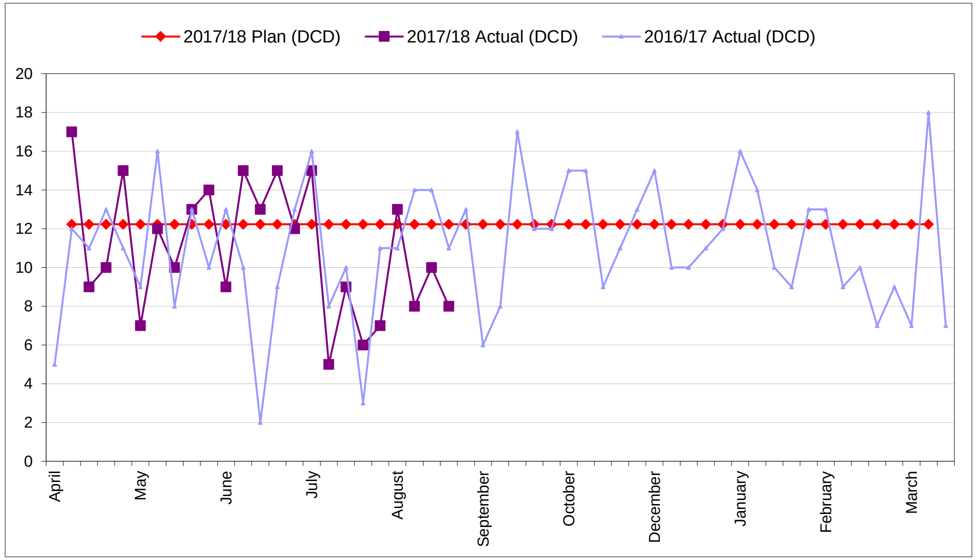
51. MAT number of Deceased Organ Donors (DCD)



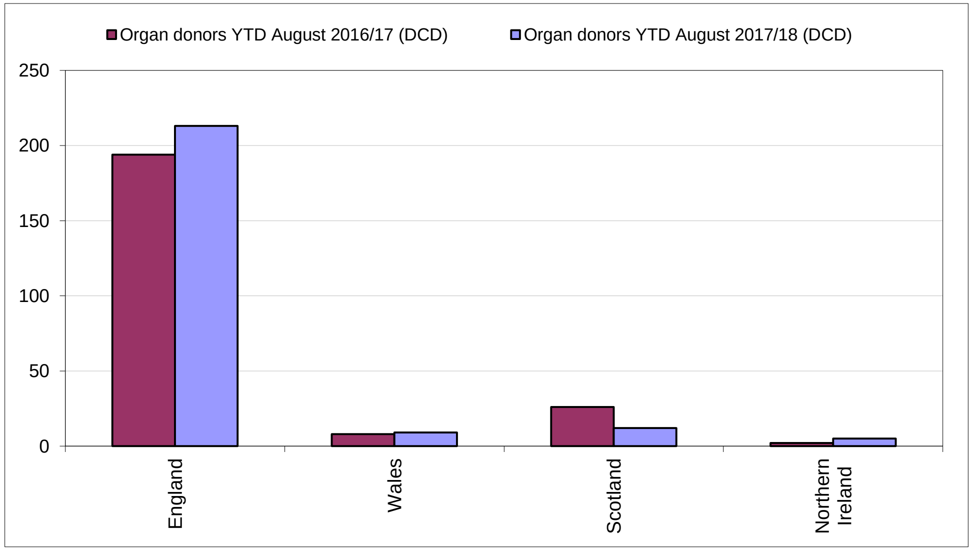
52. Deceased Organ Donors - Monthly (DCD)



53. Deceased Organ Donors - Weekly (DCD)

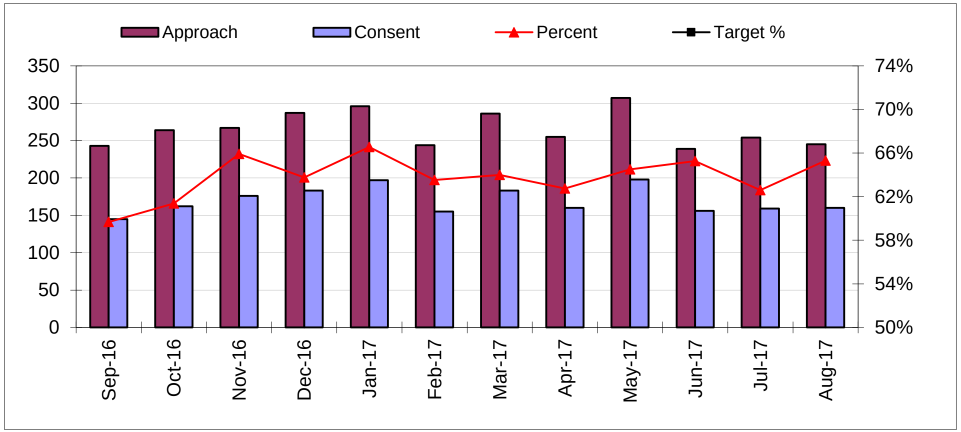


54. Deceased Organ Donors - By Nation (DCD)



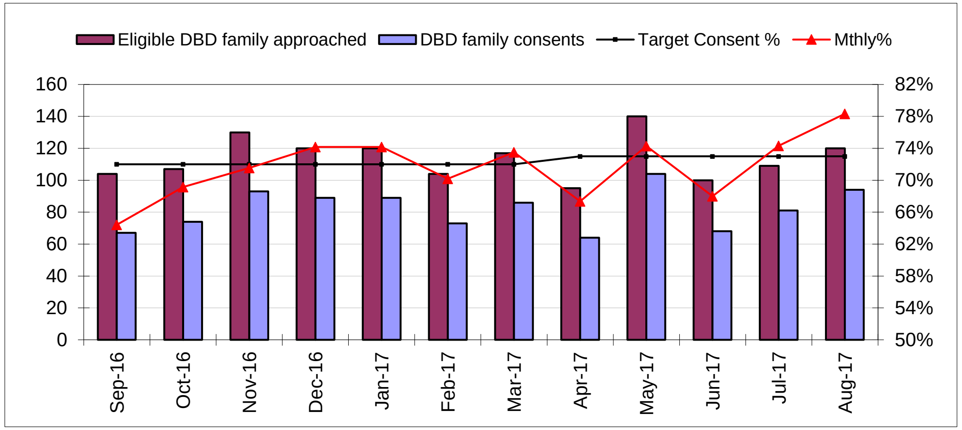
55. Consent / Authorisation rate (DBD & DCD)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Consent/Authorisation rate (%)	70.0%	70.0%	64.1%	A	-



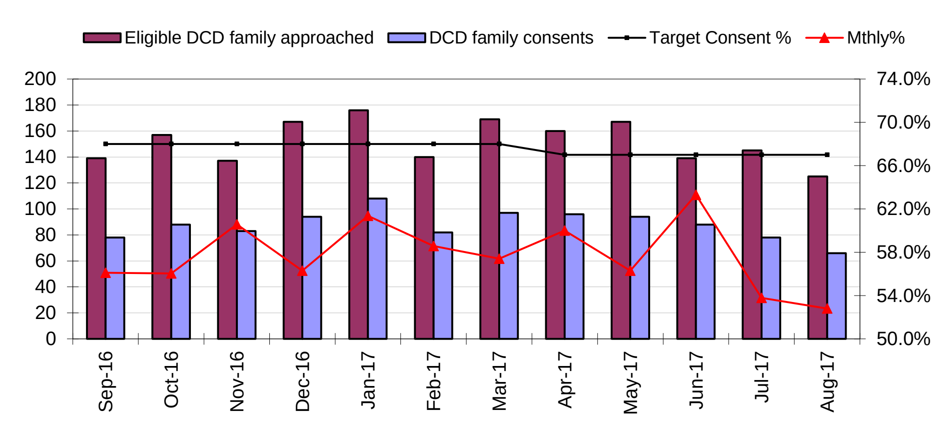
56. Consent/Authorisation rate (DBD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DBD Consent/Authorisation rate (%)	73.0%	73.0%	72.9%	G	-



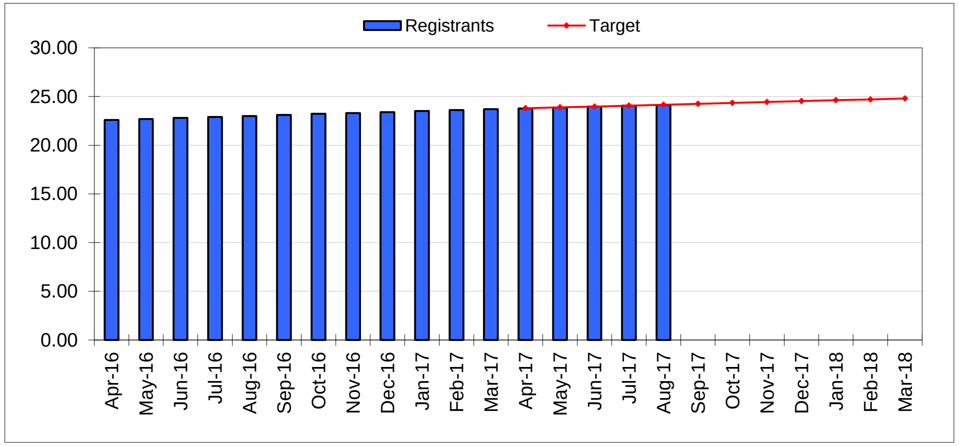
57. Consent/Authorisation rate (DCD) per month

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
DCD Consent/Authorisation rate (%)	67.0%	67.0%	57.3%	R	-



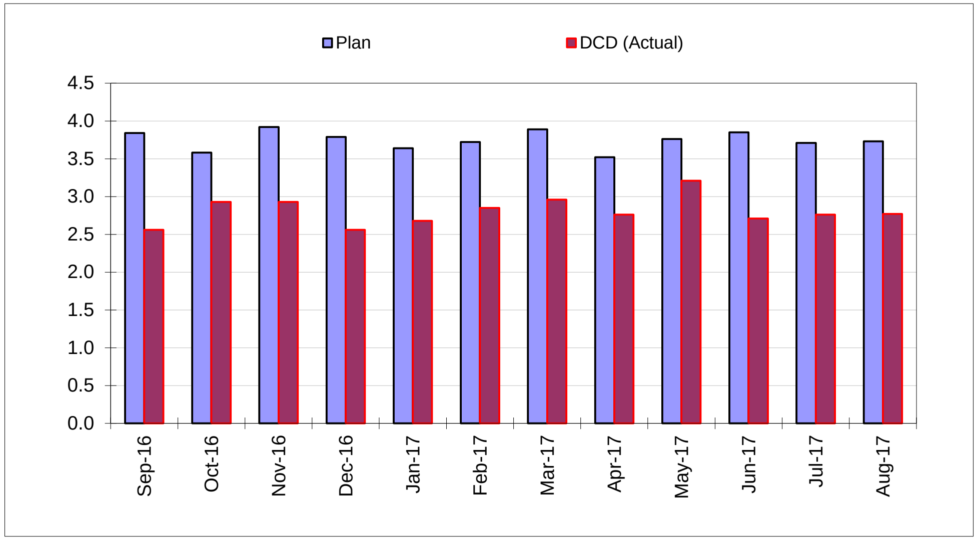
58. Number of people registered on the ODR (opt-ins)

YTD Performance	Annual Target	YTD Target	YTD Actual	YTD RAG	YTD RAG Trend
Opi-in registrants on the ODR (millions)	1.100	0.458	0.430	A	-

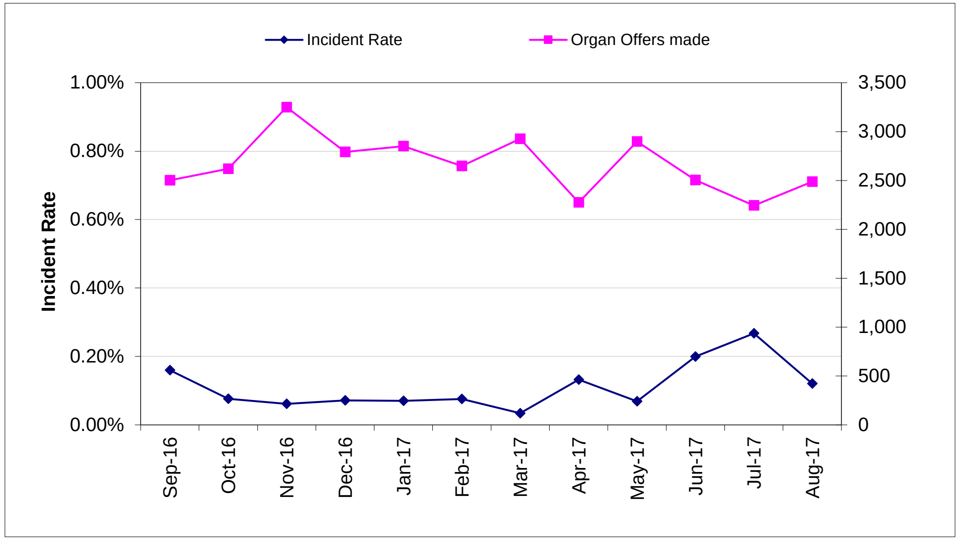


Monthly Performance Report - As at the end of August 2017

59. Transplantable Organs per Donor

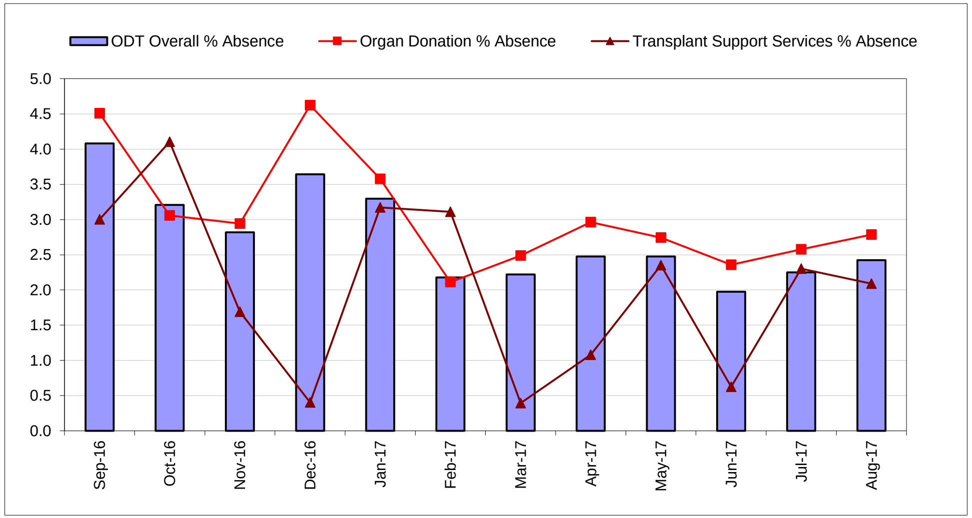


60. Duty Office - Incidents per Organ Offer

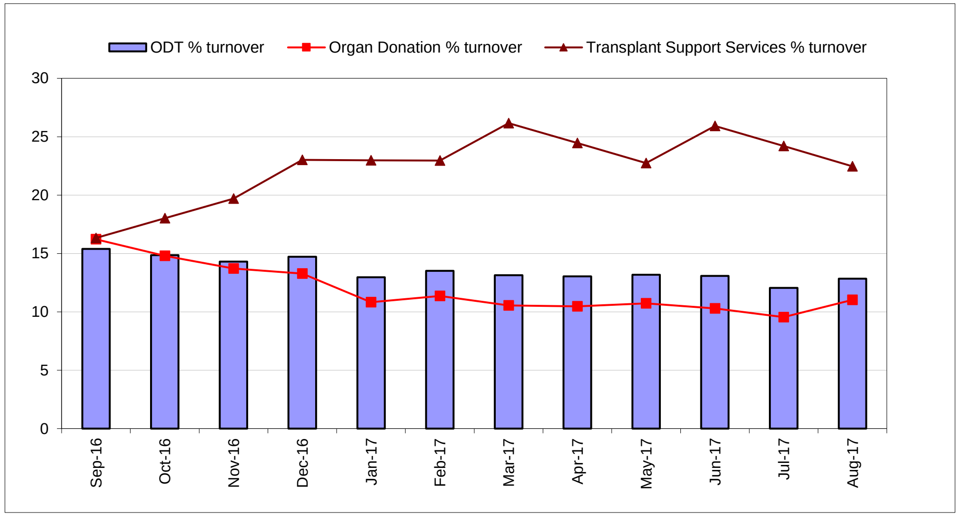


Organ Donation and Transplant - Absence/Turnover

61. ODT Absence rate (%)



62. Annual Turnover rate (%)



SECTOR	NOTES/UPDATE REPORT
NHSBT Corporate	Sickness absence was unchanged in the month at 3.4% and lower than last year (3.6%). As noted above a sustained improvement within logistics is supporting the overall performance seen in NHBST. Health and Safety – Incidence rate (12 months to July 2017) for all work related lost time is 2.1. This is an increase of 0.1 from the last report and is due to 4 more incidents this July compared to last July. The target is to achieve an LTI rate of 1.8 or less within 12 months and will be reported on a monthly basis going forward. The rollout of the new desktops is underway again, this was paused for a couple of months to resolve issues with the new 'thin' devices. These have now been resolved. The Diversity & Inclusion Work Plan 2017-18 is now available , this sets out our objectives for the year and have been developed in response to NHSBT's Single Equality Scheme 2015-19 and NHSBT's Our People Strategy 2016-20. Key considerations this year include: i) Support for our LGBT colleagues in setting up an employee network ; ii) Further development of the Black, Asian and Minority Ethnic (BAME) Network iii) Support on disability and well-being in readiness for the new Workforce Disability Equality Standard in April 2018. and iv) Diversity & Inclusion awareness training and leadership development. Managers are being asked to share this with their teams.

TRANSFORMATION PROGARMME – GROUP LEVEL PROJECTS

Corporate - Status of Strategic Projects per TPB reporting – are reported on the following page:

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	Closure	A	G	7.1	3.8	0.4	Sep 17	Nov 17
Networks & Telephony Contract	Delivery	R	R	1.6	1.6	0.1	Apr 17	Oct 17
Leeds Sheffield	Delivery	G	G	16.5	16.5	N/A	Jan 21	Jan 21
Desktop Modernisation – Infrastructure Improvement	Delivery	A	A	9.1	9.1	N/A	Jan 18	Jan 18
QPulse Performance Remediation & Upgrade	Delivery	G	G	0.1	0.1	N/A	TBC	Jan 18
Exchange On-Line Migration	Start-Up	G	G	N/A	N/A	N/A	TBC	Jun 18
Pulse GUI/Middleware Server Upgrade	Start-Up	G	A	0.1(i)	N/A	N/A	TBC	Apr 18
Portfolio and Resource Management	Start-Up	G	A	N/A	N/A	N/A	TBC	May 18
Robotic Process Automation	Start-Up	G	G	N/A	N/A	N/A	TBC	Dec 17

Notes:

i) Figure subject to change with submission of DBC this month.

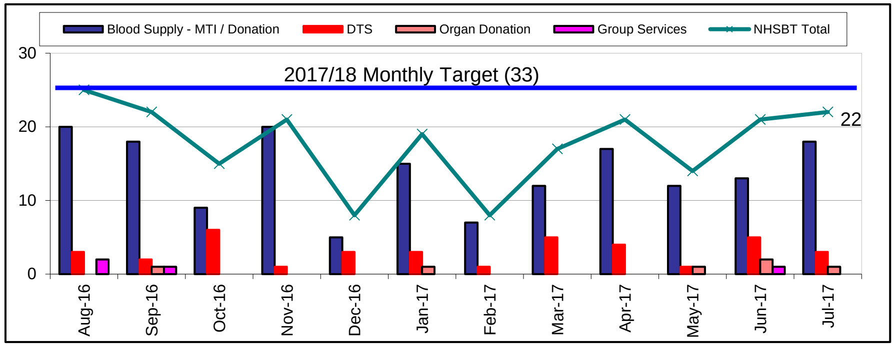
Monthly Performance Report - As at the end of August 2017
NHSBT Corporate - ICT / Workforce

63. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	-
Pulse	99.95%	99.91%	A	Better
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	Better
TMS	99.95%	100.00%	G	Better

64. Health and Safety - Accident Reporting

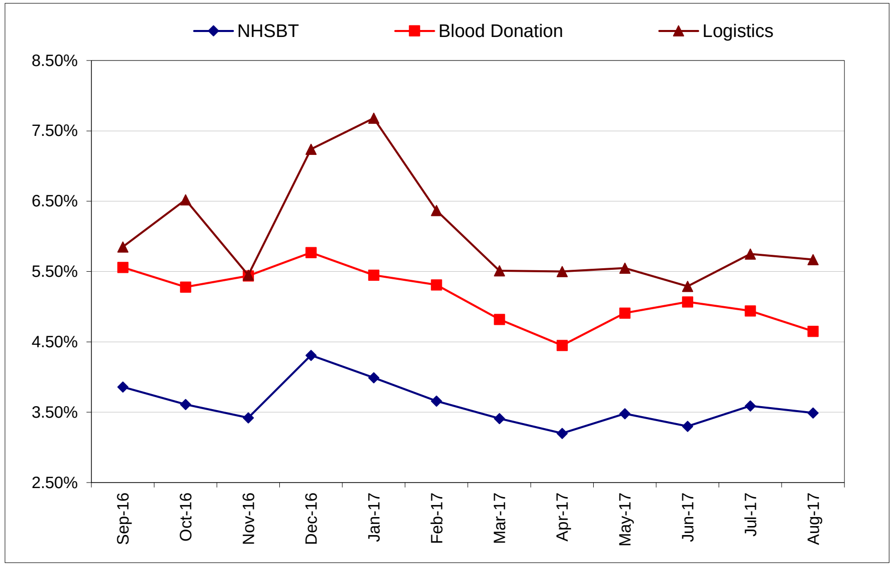
H&S Incident Levels (x 1 mth in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Period Actual
Blood Donation	<=17	13	<=24	13
M&L	<=6	4	<=4.5	5
DTS/SpS	<=1	2	<=2	3
Organ Donation	0	0	<=1	1
Group Services	0	0	<=1	0
NHSBT	<=24	19	<=32.5	22



65. Headcount / WTE (as at payroll date)

Function	Plan WTE (Ave YTD)	YTD Ave WTE (C)	Variance WTE	Variance %
Blood Supply: Manufacturing, Testing & Issue	813	819	-7	-0.8%
Blood Supply: Blood Donation	1,409	1,412	-3	-0.2%
Diagnostic and Therapeutic Services	849	793	56	6.6%
Organ Donation (including Group Services)	408	404	4	0.9%
Sub-total Operational	**3,479**	**3,429**	**50**	**1.4%**
CEO and Board	3	3	0	-16.3%
Quality	83	87	-5	-5.7%
Communications	73	66	7	9.1%
Estates & Facilities	77	76	2	2.2%
Blood Supply: Logistics	348	346	2	0.7%
Finance	101	99	2	2.0%
Business Transformation Services	27	22	5	19.0%
Workforce	142	133	9	6.4%
BTS - Information Communication Technology	169	160	9	5.3%
Clinical	181	171	10	5.3%
Research and Development	33	40	-7	-21.3%
Change Programme & Development	5	26	-21	-394.4%
Sub-total Group Service	**1,242**	**1,229**	**12**	**1.0%**
Total	**4,720**	**4,658**	**63**	**1.3%**
% Operational WTE to Total WTE	**74%**	**74%**		

66. Sickness Absence



RISK MANAGEMENT

Risk register summary (net risk) and summary by themes

Corporate Risk Register Summary	Red	Amber	Green
125	11	109	5

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 could 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 are no new high/extreme risks that have been formally escalated for review this month. A number of emerging risks are likely to be reported next month regarding: o emerging data on donor health and the results of the Interval and Compare trials (impact on donor numbers and testing costs) o dependence of the NTxD system on a third party supplier (individual) There were no new high/extreme risks this month: