

NHSBT Board Performance Report

October 2019

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Performance Status – October 2019

BLOOD	Status	Trend
<p>The red cell demand forecast for 2019/20 was increased by 12.5k during the October demand review and hence the collection plan was increased by 6.3k (part year effect for the remainder of the year). The 5 year demand forecast is currently being re-worked and, consistent with this, is suggesting higher demand than the previous forecast (i.e. with the decline in demand falling to around 1% pa and flat in 2023/24).</p> <p>Stock performance has remained strong through the month with most groups at or well above target. Collections are expected to be above plan in the run up to Xmas but with January potentially seeing under collection. Stock levels, however, are predicted to remain strong, particularly O-.</p> <p>The R₀ Kell neg donor base continues to grow (albeit slowly) and is 0.5% above target driven by reactivation activity. The O- donor base, however, continues to run behind plan (98% of target, a gap of > 1,800 donors). This is not impacting stock levels so targets for 2020/21 will be re-set according to the expected outturn and the new plan.</p> <p>Short term financial performance continues to be better than plan but, with ongoing demand reduction, plus a high cost inflationary environment, there will be a sustained upward pressure on blood prices over the next few years (reflected in the amber trend status above). Current projections indicate that prices for 2021/22 may require a double digit % increase, although the latest demand review may offset some of this as a result of higher demand (less contribution loss).</p>		

DTS	Status	Trend
<p>H&I hospital referrals for solid organ transplantation and stem cell investigations have continued to decline due to i) increased use of haploidentical donors and ii) higher resolution typing of donors and patients reducing the frequency of extended typing required. A reduction to income and contribution has been built included in the latest forecast.</p> <p>DTS is reporting an I&E surplus of £0.5m for the year to date, 6% above plan, with most business units reporting an I&E contribution at or better than plan. The exceptions are H&I (as above) and TES. The full year forecast is £0.3m (2%) better than plan with 7% growth over the previous year.</p>		

ODT	Status	Trend
<p>There were 145 deceased organ donors in October 2019, the 6th highest ever month on record. The moving annual total (MAT) continues to improve, and is now at 1,624 donors, 7 more donors (+0.4%) than the 12-months to October 2018 and 24 more than the 2018/19 financial year (+1.5%). It remains, however, 7% lower than the TOT2020 strategic target.</p> <p>Concerns regarding the decrease in the eligible donor pool have eased. At Q1 the donor pool was 10% lower than last year but, by end October year to date, there were just 13 fewer eligible donors than at the same point last year, a decline of only 0.4%.</p> <p>There were 352 deceased donor transplants in October with the MAT further improving to 3,956 transplants. This remains much lower (20%) than the TOT2020 target but is now at least equivalent to the outcome for the 2018/19 financial year.</p> <p>October was the 2nd highest month ever for BAME patients receiving a transplant.</p>		

CORPORATE	Status	Trend
<p>Sickness levels in Logistics remain high at 8.26%. This is being closely monitored by both Logistics management and People to ensure any potential operational impact is avoided.</p> <p>NHSBT is reporting a surplus of £8.9m YTD, £10.9m ahead of budget. At the end of Q2, a deficit of £3.0m was forecast for 2019/20 versus a planned deficit of £11.3m. This is largely driven by lower transformation spending plus favourable variances in M&L and ICT.</p> <p>There are currently 8 red risks. This includes 1 risk escalated to red during October (supply of CuSO₄ solution for Hb Testing).</p>		

Key Issues / Action for attention:
<p>Customer Service Metrics performed well above target</p> <ul style="list-style-type: none">• Our NPS score was 86 against a target of 83• Donor Satisfaction was at 79.6% against a target of 75%• Complainants per million were at 0.36% against a target of 0.59% <p>Actual WB Collection</p> <ul style="list-style-type: none">• 127,707, 100.3% to target, and above YTD 869,834 against target of 861,464 <p>Available time taken as sickness absence</p> <ul style="list-style-type: none">• 5.52% against a target of 5.00%, first time it has been above target since April 2019. <p>Length of time taken to recruit</p> <ul style="list-style-type: none">• 13 weeks against a target of 12 weeks. Third time above target this year. <p>VV1 per 10,00 donors bled – Donor Centres</p> <ul style="list-style-type: none">• 234 against a target of 226, rising from 202 in September and first time above target this year. <p>Number of BAME managers 8A and above</p> <ul style="list-style-type: none">• 4 BAME managers 8A and above out of 40 Non BAME Managers 8A and above. (BAME Strategy) <p>Percentage of BAME colleagues in BD</p> <ul style="list-style-type: none">• 8.89% against a target of 20%, BAME strategy presented in the ET in Oct an action plan in place• 172 BAME colleagues in BD against a total of 1935 colleagues who have declared their ethnicity. (BAME Strategy) <p>Failed Venepuncture per 10,000 Attends</p> <ul style="list-style-type: none">• Failed venepuncture are at 152 against a target of 130. <p>(The NCQT are working really closely with the teams to collaborate with the operational teams to look at KPIS with a focus on VP. There’s a significant number of trainees and less experienced but trained DCs still performing VP. This is most likely the reason for the red at the moment. Look to relaunch VP Academy as this was halted due to last year’s changes).</p> <p>Percentage of NHSBT Led by Short Notice Cancellations Per Million Appointments</p> <ul style="list-style-type: none">• 1.75% in October, against a target of 1.15%. Down from 1.95% in September. <p>(Ops team taking interventions around resources and support to teams particularly in the East. Flu Jab is a further mitigation.)</p>
Risks:
<p>BREXIT & Winter Stock Build: Appointment grids have been reviewed to prepare. Undertaking weekly performance reviews and forecasts with targeted KPIs to ensure appropriate action is taken to ensure collections.</p> <p>Black Donor and O neg new donor recruitment continues to be below plan: Black Donors - The London project including the blood mobile, partnerships with faith groups, L&Q and Barts, ongoing localised paid media, events and capacity increases for new donors, PR support during January (NY campaign), Community engagement and events .</p> <p>O neg Donors: Engagement with MOD sites and nationally, Ongoing delivery of What’s Your Blood Type Events, Exploring avenues of donor get donor (paid, DM and social), PR campaign to highlight the need for O negative during February.</p>
Major transformation projects:
<p>Session Solution: project is green with all critical milestones met on time. Currently undertaking key user acceptance testing with positive outcomes, ahead of user acceptance testing in January 2020</p> <p>CCM Pre-Pulse Heritage Data: Closed</p>

Key Issues / Action for attention:

FINANCE - Cost per Unit (issued) running at £44.14 which is 4.8% below budget and below the same period in 2018/19. M&L is forecasting a budget underspend of £2.6M

PRODUCTIVITY – Very strong productivity in October. All 3 measures of productivity are above YTD target (Manufacturing +3.2%. Testing 2.3% Hospital Services +0.5%).

WASTAGE – Total Red Cell and Platelet Losses remain below target. Performance on Platelets is particularly strong with total losses at 5.3% in October against a target of 8.5%

SAFETY AND COMPLIANCE – All M&L's internal measures of safety and compliance are within target levels

STOCK

- Red cell stocks are currently healthy, with all groups at or above target level heading into November. Some activity is taking place in Blood Donation to improve forecast collection and refine blood group mix, which should allow us to emerge into the new year with all groups around target level. Some disruption to availability of session venues used as polling stations as a result of the announcement of the General Election on 12 December is currently being worked through.
- O neg stocks have been consistently sustained to target since early September. However, high O neg demand is anticipated to remain a long-term supply chain challenge, and accordingly we have revised our red cell demand plan for the remainder of 2019-20 to reflect continued higher levels of anticipated O neg demand and a slowdown in the overall red cell demand decline trend. Thus, the overall demand plan for full year 2019-20 increased by c.12.4k to 1,397k, resulting in a collection plan increase of c.6.3k for the remainder of the year. O neg will represent 12.8% of total demand (and 14.5% of total issues). The long-term demand forecast for all components is due to be updated later this month, as part of the November Planning cycle.
- Plasma components – Stocks of group A UK FFP & UK Cryo are within the Amber band, but have been slowly building since last month's report following increase in production plans. Delivery of the plans to move to 100% UK sourced plasma following SABTO decision is currently on track.

Developments re strategic risk:

No developments on strategic risk in October.

Major transformation projects:


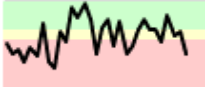
LRP

National Rota Review - The collective consultation period was extended to allow time to discuss a number of counter proposals from Staff side. Having considered these suggestions Management have responded and updated the proposal to postpone the implementation of on-call rotas for Blue Light and TAS deliveries for 12 months. This allows for further dialogue in this period for On Call and aligns with the plans for Barnsley. Whilst agreeing to the Trade Unions request and receiving a recommendation to their encourage members to accept this, it significantly reduces the number of drivers able to be being released via VCR.

This reduces the forecast savings to £1.4M pa (from £1.8M) but still represents an improvement in Logistics operating costs, whilst establishing the principle of annual rota reviews and also implementing nationally agreed rota parameters which address a number of local discrepancies.

The rest of the programme continues to be on track delivering significant benefits including the warehouse consolidation programme end project report, reduced courier costs for inter-centres and reduced fleet costs.

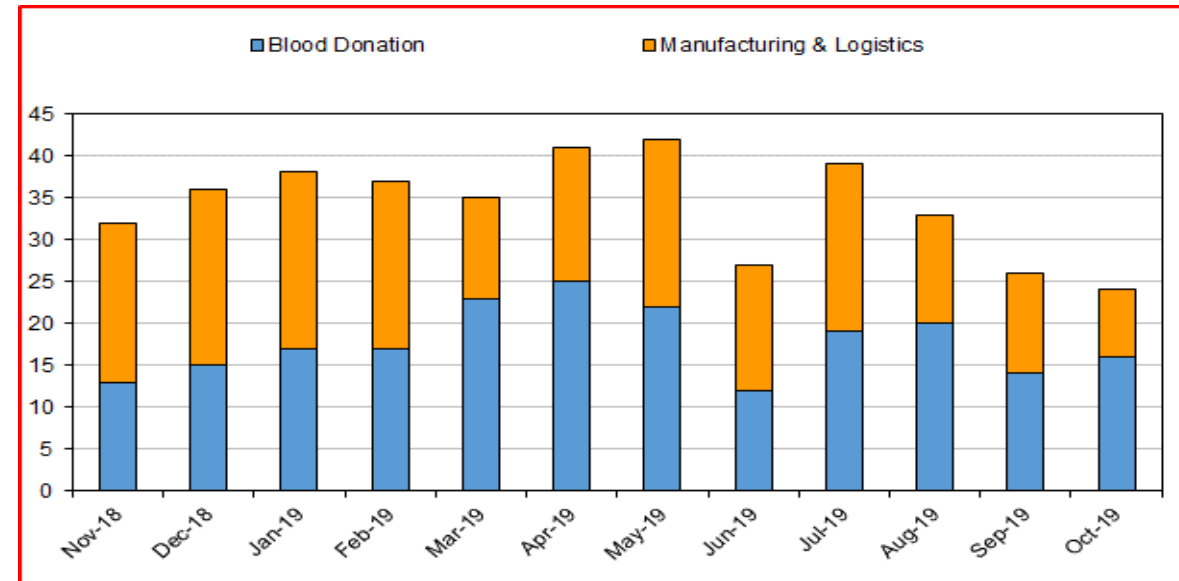
BLOOD – Safety & Compliance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	Blood Supply Number of Critical & Major Regulatory Non Compliance Target 0	G	-		None reported YTD. None since March 18.
		% Patients Receiving A or B1 Grade Matched Platelets Target 75%	A	Worse		74.5% YTD v 75% target.

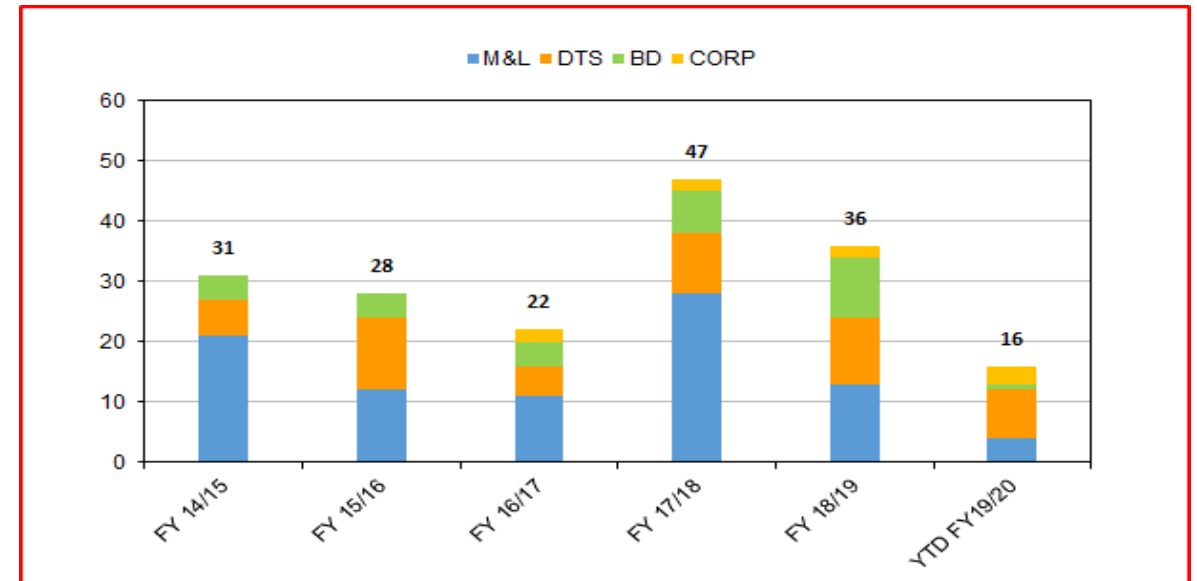
Key Messages / Issues for Attention:

- No SABREs reported in Blood in October; total 5 YTD (3 in Hospital Services, 1 in Transport, 1 in Blood Donation)
- 2 SABREs reported in DTS in October, both in RCI. 16 SABREs reported year to date (5 in Blood, 8 in DTS, 3 in Clinical) – **chart 3**.
- No MHRA inspections in October. Next inspections are in Manchester w/c 2nd December and Birmingham w/c 9th December.
- Faints increased in October to 176 against a 160 target – this is high for a non-summer month. Re-bleeds were steady at 25 v 30 target.

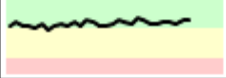

1. Major QIs raised per month - Blood Supply Directorate



3. Reports to SABRE



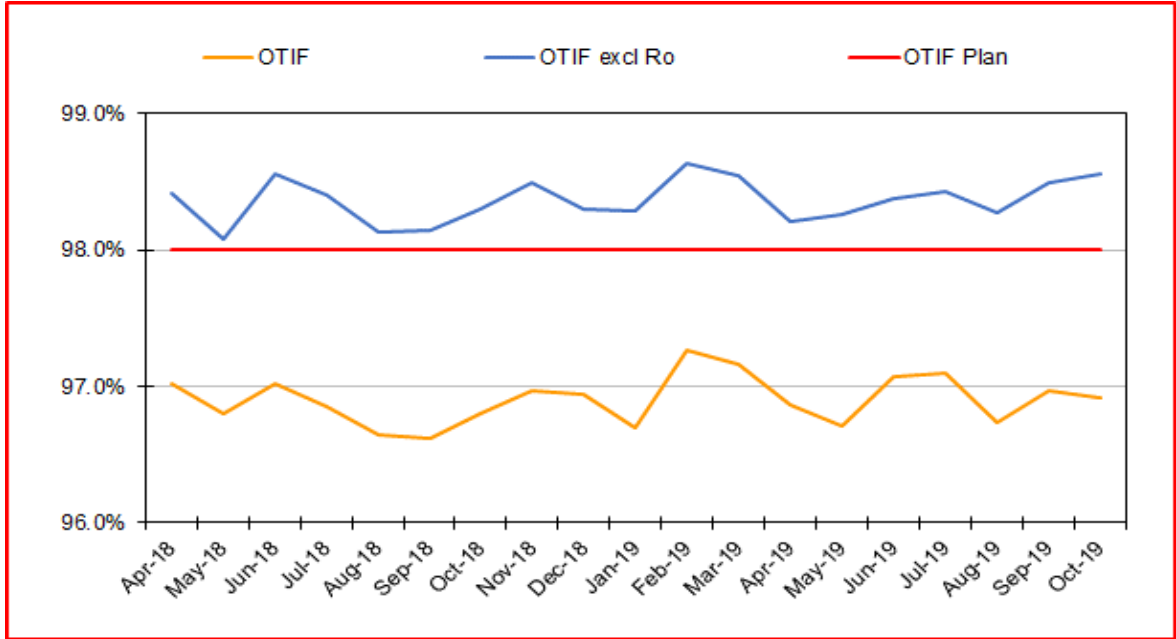
BLOOD – Customer Service

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Supply Chain Operations	On Time In Full (OTIF) Excluding Ro Target 98%	G	-		OTIF 98.4% YTD v 98% target - chart 4.
		M&L Hospital Satisfaction Score >= 9 or 10 Target 70%	G	-		77% for 6 months to September 19 - chart 5

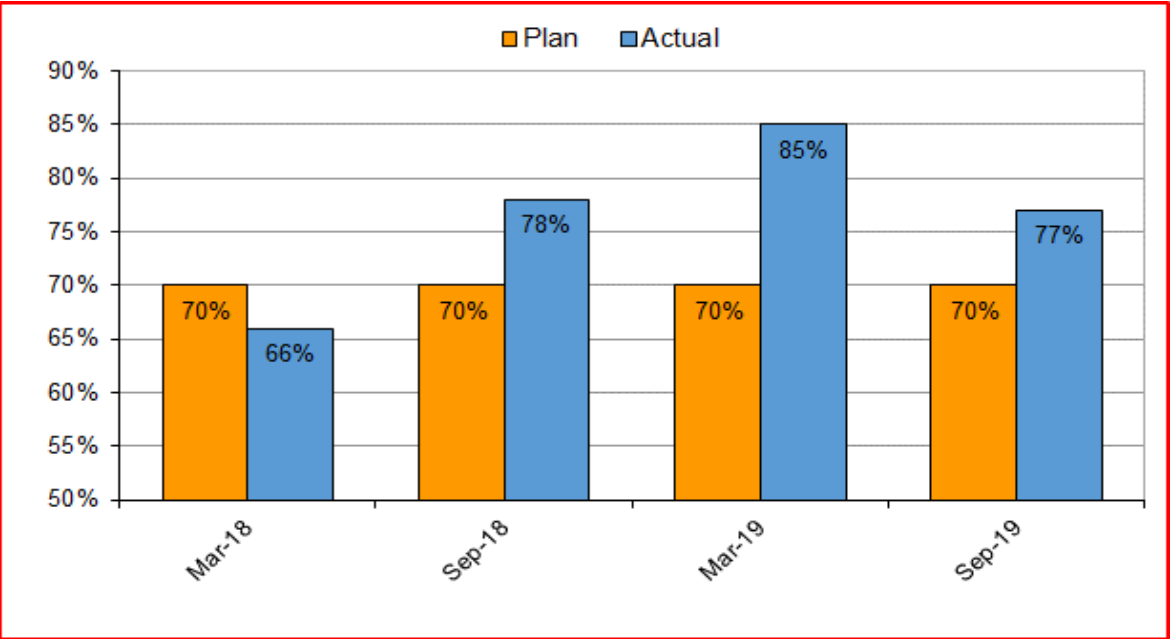
Key Messages / Issues for Attention:

- OTIF in October, excluding R_o 'in full' fails, remains strong at 98.6% and above the target of 98%; YTD 98.4% - **chart 4**.
- Hospitals' 'top box' satisfaction with NHSBT overall for the 6 months to September at 77%, 8% lower than the very strong result in March 2019 - **chart 5**.

4. Percentage of Products Issued OTIF (excluding Ro 'in full' fails)



5. Hospital Satisfaction

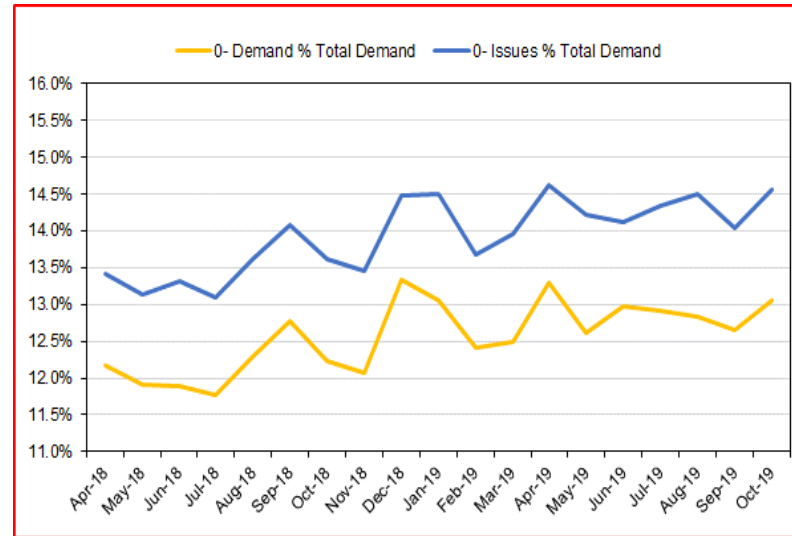


BLOOD – Red Cell Demand

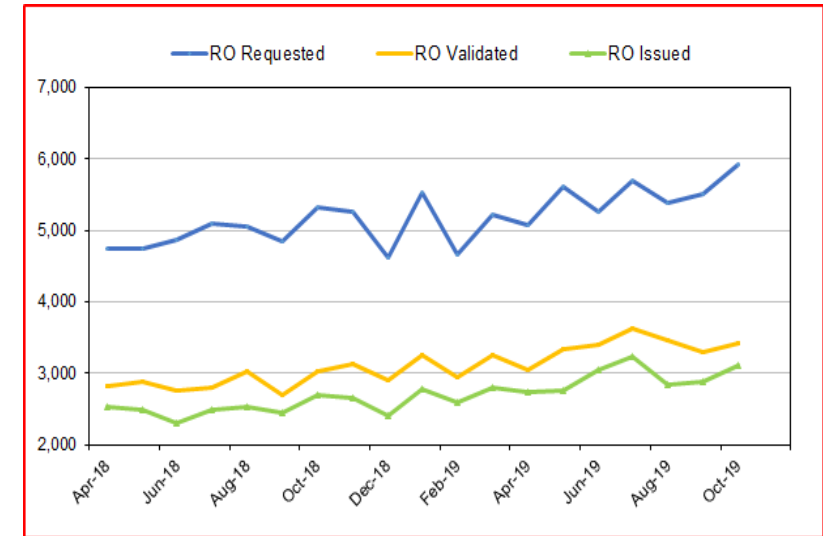
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2019/20 - YTD October 2019	2018/19 - YTD October 2018	Change
A Neg	66,132	66,323	-0.3%
A Pos	238,213	247,443	-3.7%
AB Neg	5,316	5,730	-7.2%
AB Pos	16,520	17,772	-7.0%
B Neg	21,935	21,235	3.3%
B Pos	65,100	66,052	-1.4%
O Neg	118,391	112,945	4.8%
O Pos	292,317	297,918	-1.9%
Total	823,924	835,417	-1.4%

9. O neg RC Demand and Issues as % of Total




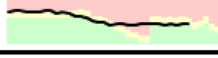
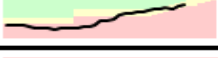


10. RO Red Cells Demand, Validated and Issued



Key Messages / Issues for Attention:

- Red cell issues in October were 1.3% below forecast and 1.4% lower than last year in the year to date – **table 6**.
- The latest red cell demand forecast review in October resulted in an increase to 1.3975m (+12.4k), with the collection plan revised upwards to match.
- Ro demand was 0.5% below forecast in October but the rolling R_0 12 month demand growth remains at 12.3%. R_0 collections were 52% of that required to meet total demand in October and the gap between RO requested and issued is increasing (versus the plan to maintain the gap) – **chart 10**.
- Demand for O neg was 1.5% higher than plan in October and 13.1% of total demand - **chart 9**. Issues year to date are 4.8% higher than the previous year (**table 6**). Moving annual demand increased to 180.3k, 1.6k higher than the 178.7k forecast for 2019-20 (that was itself increased last month).

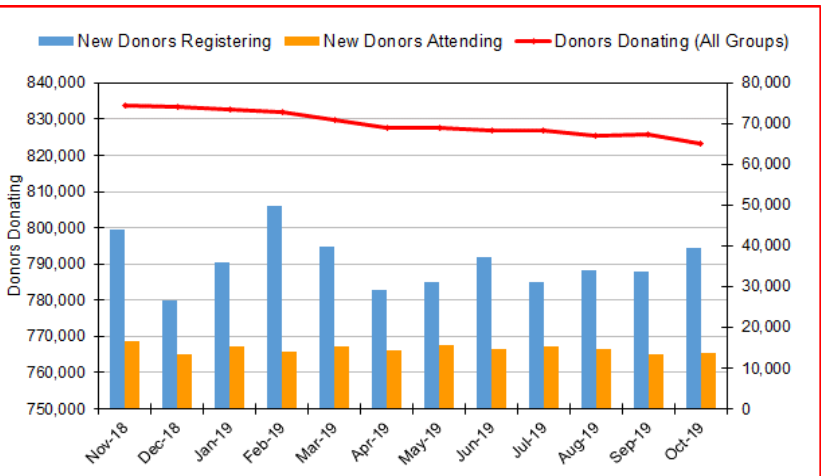
BLOOD – Whole Blood Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months - All Groups Target 827,000	A	-		823.2k YTD v 827k target – chart 19.
		Donation Frequency All Groups Target 1.76	A	Worse		Donation frequency 1.805 YTD v 1.800 target - chart 19.
		Blood Donors Donating in Last 12 Months O Negative Target 116,000	A	-		112.1k YTD v 113.6k target - chart 20.
		Donation Frequency O Negative Target 1.76	R	-		Donation frequency 1.897 YTD v 1.830 target – chart 20.
		Blood Donors Donating in Last 12 Months Ro Target 23,675	G	-		24.0k YTD 22.5k target - chart 21.

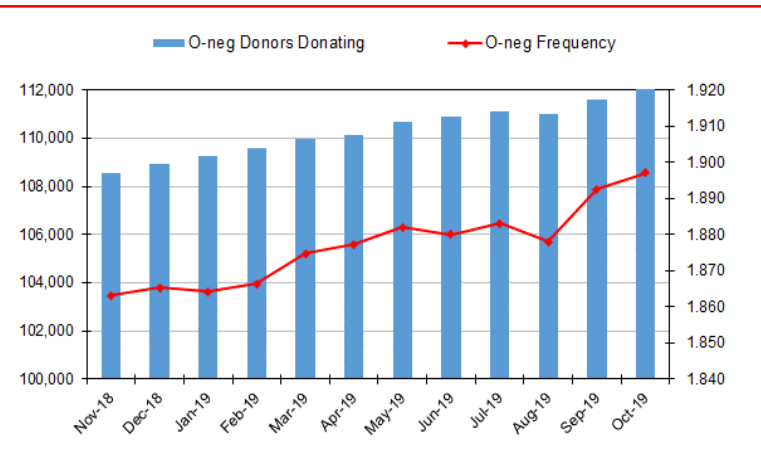
Key Messages / Issues for Attention:

- The number of active O neg blood donors improved in October but remains 1,800 donors less than plan largely due to lower recruitment of new donors and lower reactivation of lapsed donors than planned (**chart 20**). The First Responder campaign is proving to be successful in helping to re-energise the increase in donor numbers, although it is likely that the gap to plan will remain at around 2,000 donors by year end.
- The Ro donor base continues to improve and is now at 24.0k, higher than the March 2020 target of 23.7k – **chart 21**. Within this the Ro Kell neg donor base is now 109 higher than target at 22,507.

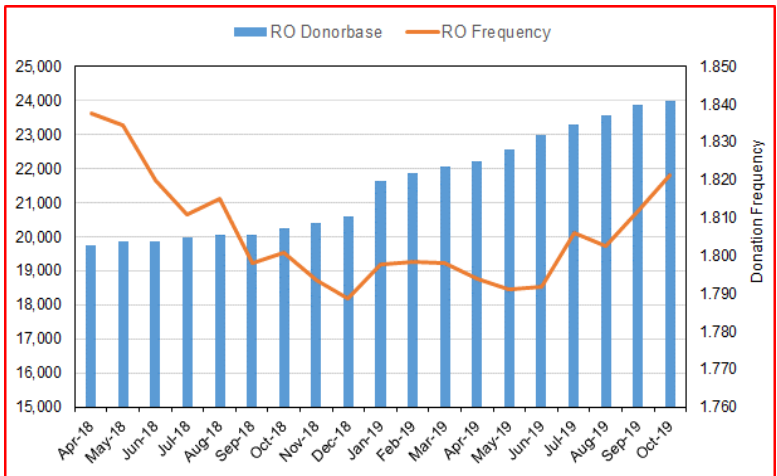
19. Donor Base and Frequency of Donation




20. O Neg: Donor Base and Frequency of Donation



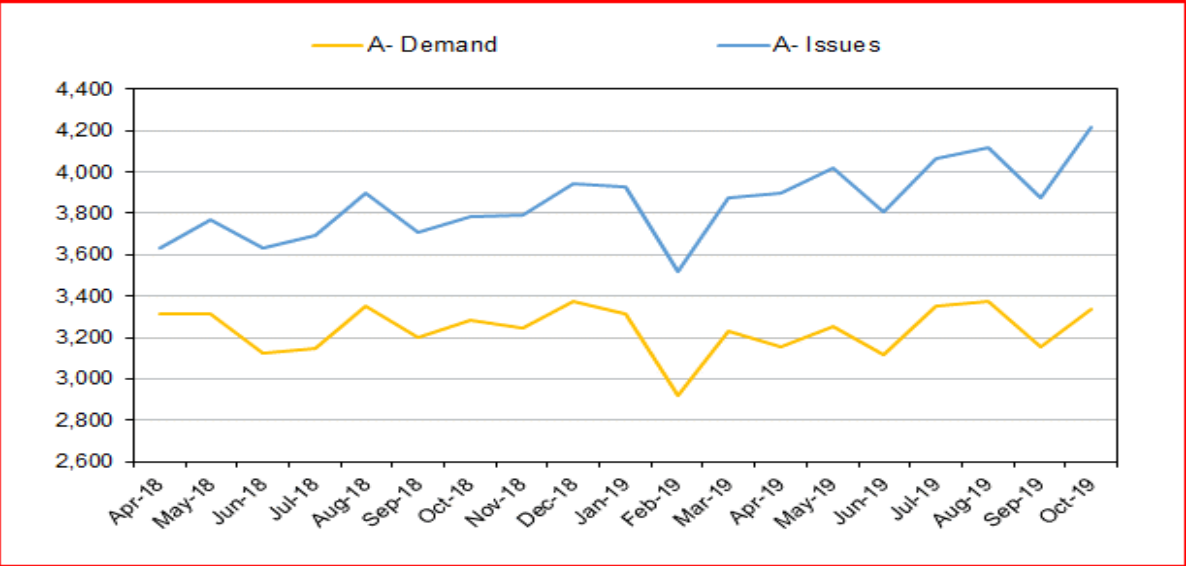
21. Ro Donor Base and Frequency of Donation



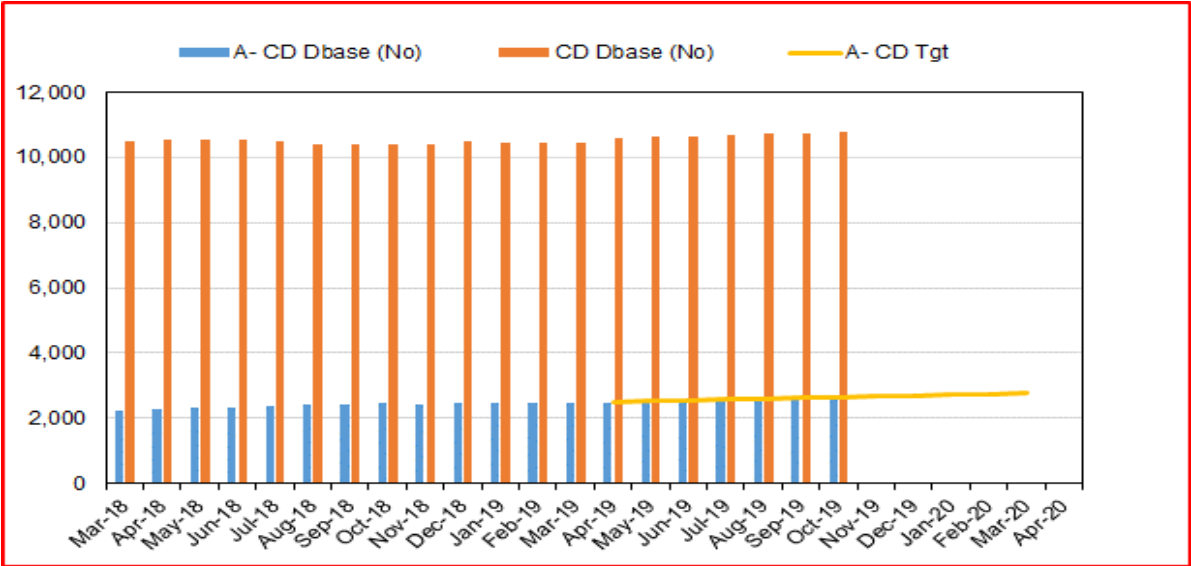
BLOOD – Platelet Demand & Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	A Negative Apheresis Donors Donating in Last 12 Months Target 2,776	R	-		2,569 YTD v 2,658 target - chart 22.

12. A neg Platelet Demand and Issues



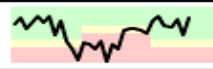
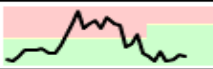
22. A- CD Donor Base



Key Messages / Issues for Attention:

- Platelet demand in October was 1.5% above forecast. Moving annual demand continues to increase, rising to 255.4k in October versus forecast of 252k.
- Demand for A negative platelets continues to be high at 15.2% of total demand. The trend for some hospitals appearing to switch from A neg demand to AB neg demand continues – **chart 12**.
- Apheresis demand represented 25.7% of the platelet demand in October, 2.7% higher than forecast. YTD apheresis demand is 1.3% above forecast.
- A- CD donor base continues below target. Additional A- CD donors are required to remove the pressure on pooling and wastage of A- and AB- red cells – **chart 22**.

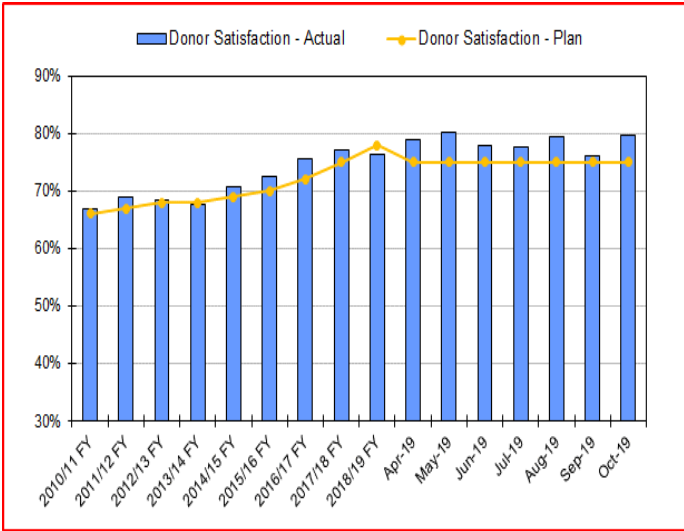
BLOOD – Collection Performance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Blood Donation and the Donor Experience	Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G	-		78.6% satisfaction YTD v 75% target - chart 13
		Complaints per Million Whole Blood Donations Target 0.59%	G	-		0.35% complaints YTD v 0.59% target - chart 14

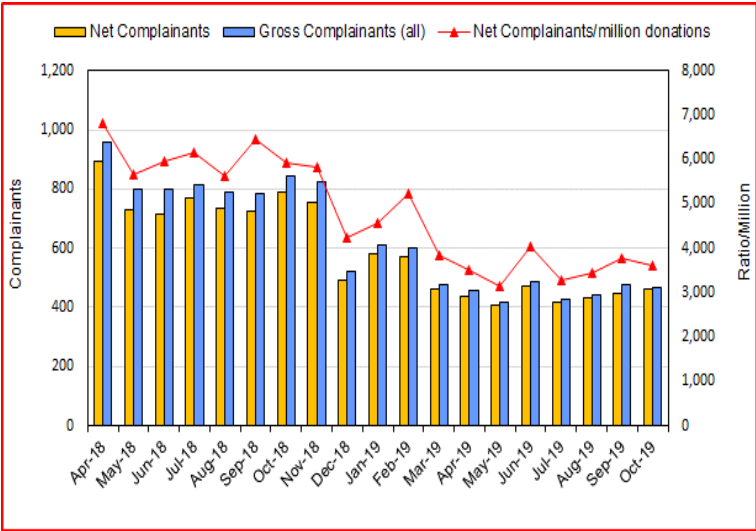
Key Messages / Issues for Attention:

- Collections have been at/around plan through October but the forecast is anticipating collection shortfalls through to Xmas. Due to the demand forecast, and a strong stock position, overall stocks are not expected to be adversely impacted over the period – **chart 24**.
- Non attends and Hb deferrals remained high but steady through October, with Hb deferrals lower than the high levels seen in July.
- YTD deferrals are currently averaging 23.1k per month vs 20.0k per month last year.
- Donor satisfaction remains high at 79.6% in month, close to May’s record high of 80.2% – **chart 13**.
- Complaints have fallen sharply over the last twelve months from 0.59% in October 2018 to 0.36% in October 2019 – **chart 14**.
- The primary causes for complaints remain “not seen at appointment time”, “slot availability” and “ staff attitude ”.

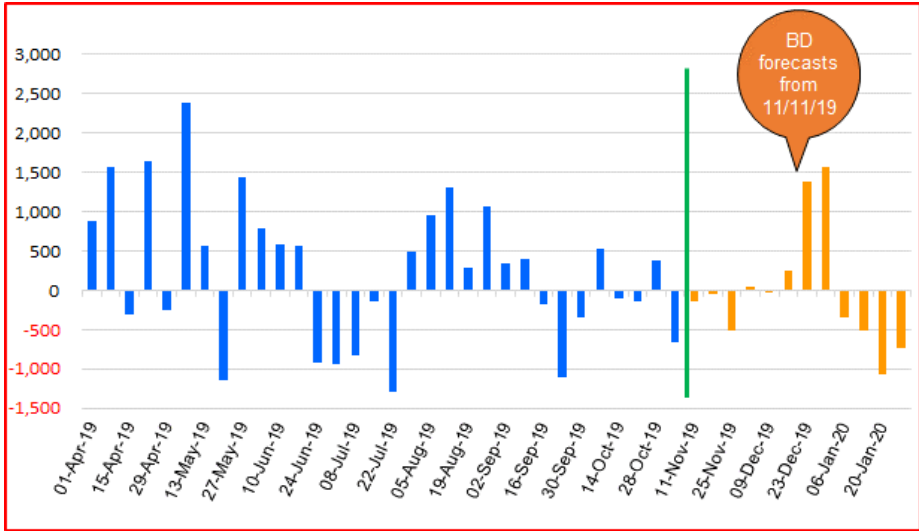
13. Donor Satisfaction





14. Donor Complaints



24. Overall Weekly Collection Variance to Plan - Actual and BD Forecast



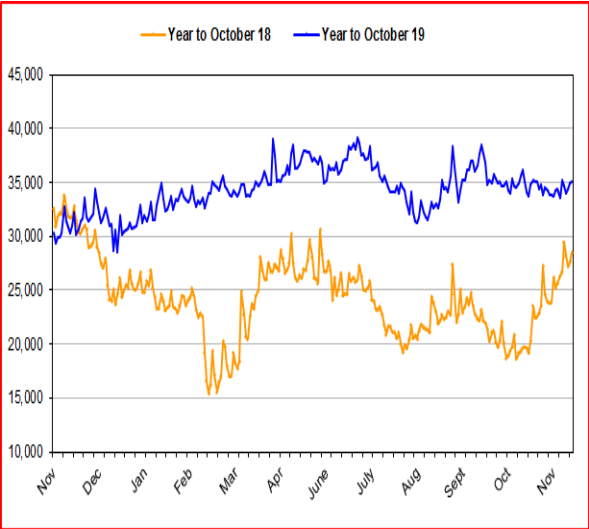
BLOOD – Stock Levels

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Supply Chain Operations	Red Cell Blood Stocks Alert < 4.5 days Target 0	R	-		2 red cell stock alerts YTD v Nil target - chart 17.
		Platelet Stocks Alert < 1 day Target 0	R	-		4 Platelet stock alerts YTD v Nil target - chart 18.

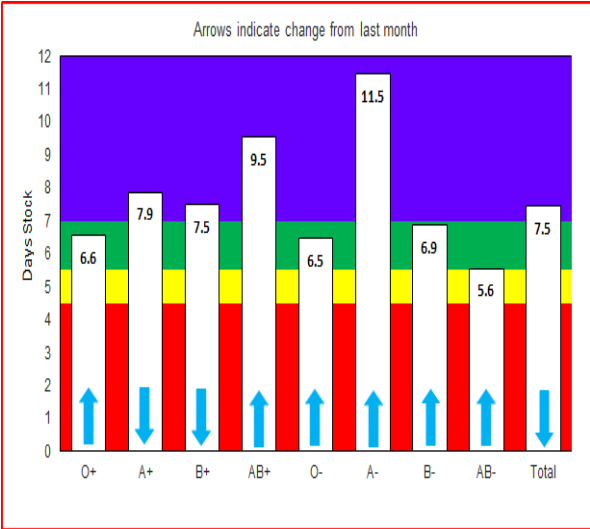
Key Messages/Performance/Issues for Attention:

- Stocks remain at or (well) above target for most groups - **charts 15 - 17**.
- O negative stocks have remained at green levels throughout October.
- The average age of red cells at issue was 12.0 days in October (versus the 11 day aspiration).

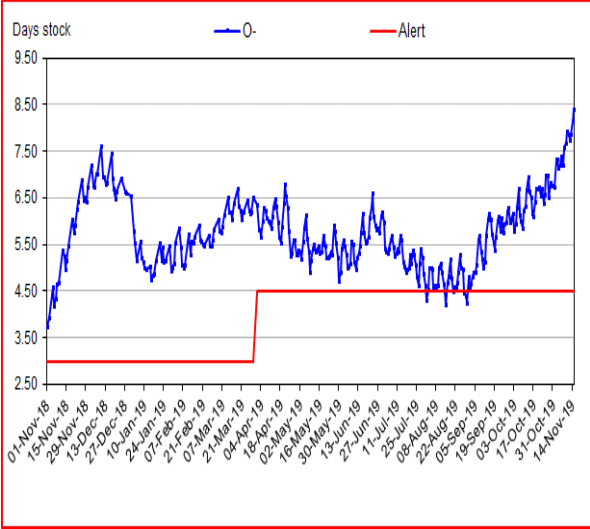
15. Red Cell - Blood Stocks (Units)



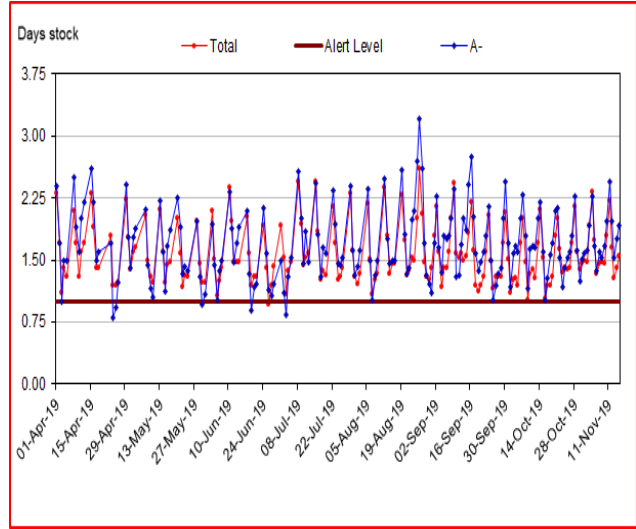
16. Average Red Cell Stock by Blood Group



17. Red Cell - O neg : weekday stock levels



18. Platelet - Total & A neg : weekday stock levels



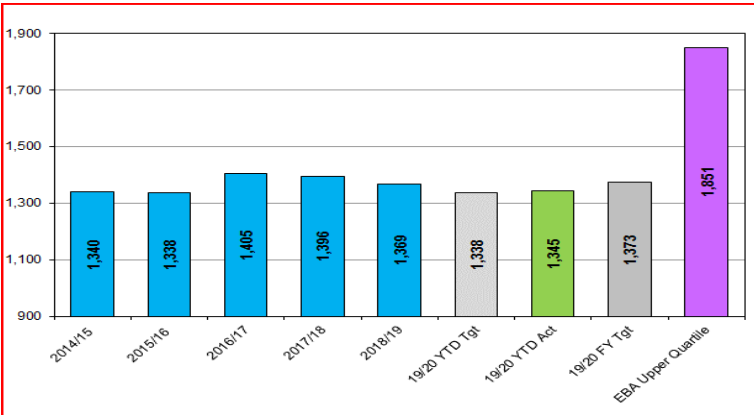
BLOOD – Blood Donation Productivity

Division	Pillar	Blood 2020 – Strategic Targfts	YTD RAG	RAG Δ	Trend April 17 On	Performance
BLOOD	Blood Donation and the Donor Experience	Collection Productivity YTD Target 1,373	G	-		YTD 1,345 v 1,338 target - charts 30 & 31.
		% Whole Blood Collected in Donor Centres Target 24.7%	A	-		24.2% YTD v 24.5% target

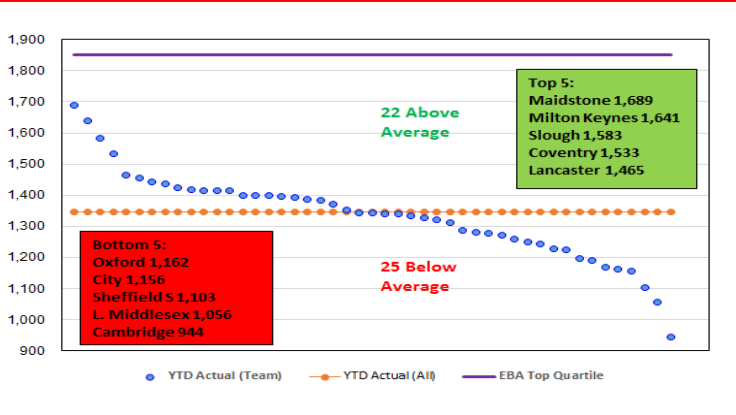
Key Messages / Issues for Attention:

- WTEs in Blood Collection at September 2019 are 1,161 versus budget of 1,186 (WTEs per the productivity calculation).
- With increased collection volumes and WTE currently below plan, productivity is marginally above target in October and YTD. Productivity remains at 2014/15 levels – **chart 30**.
- The EBA upper quartile level was revised to 1,851 in October 2019. NHSBT YTD performance of 1,338 is 28% below this level – **chart 30**.
- Capacity utilisation, at both Donor Centres and mobile teams continues to trend below historic levels – **charts 26 & 27**.
- Overall sickness levels were at 5.52% in October. 2 teams are recording sickness above 20%, 11 above 10% and a further 23 teams with sickness 5 -10%.

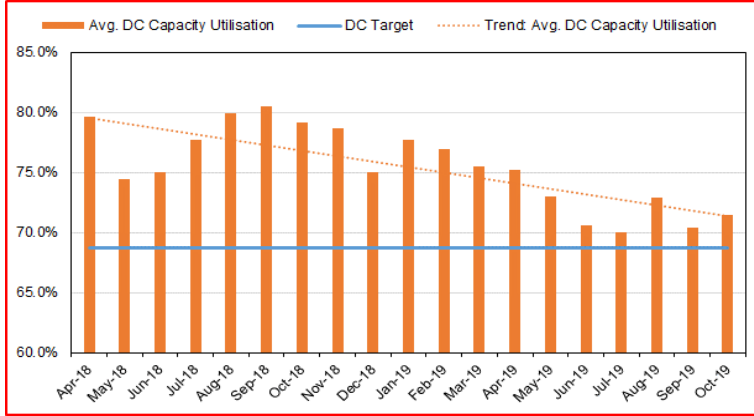
30. Blood Donation Productivity



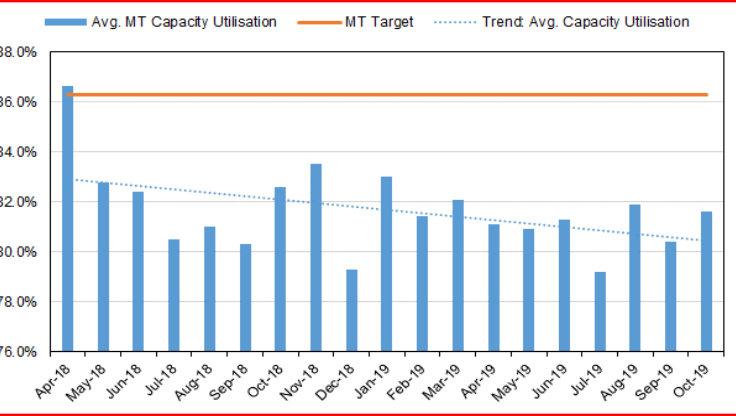
31. Blood Donation Productivity Mobile Teams






26. Capacity Utilisation - Donor Centres (DC)



27. Capacity Utilisation – Mobile Teams



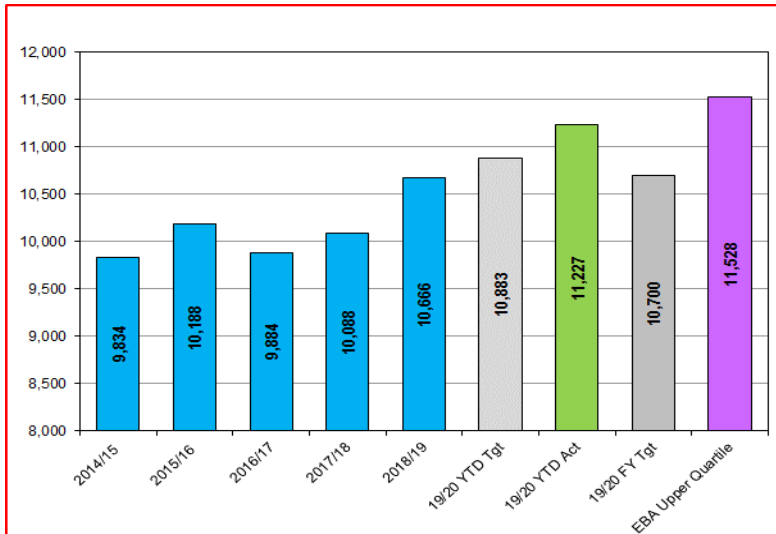
BLOOD – M&L Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD	Supply Chain Operations	Manufacturing Productivity YTD Target 10,700	G	-		Manufacturing Productivity 11,227 YTD v 10,883 target - chart 32.
		Testing Productivity YTD Target 33,700	G	-		Testing Productivity 34,939 YTD v 34,161 target - chart 33.
		Hospital Services Productivity YTD Target 36,000	G	-		Issues Productivity 36,642 YTD v 36,469 target - chart 34.

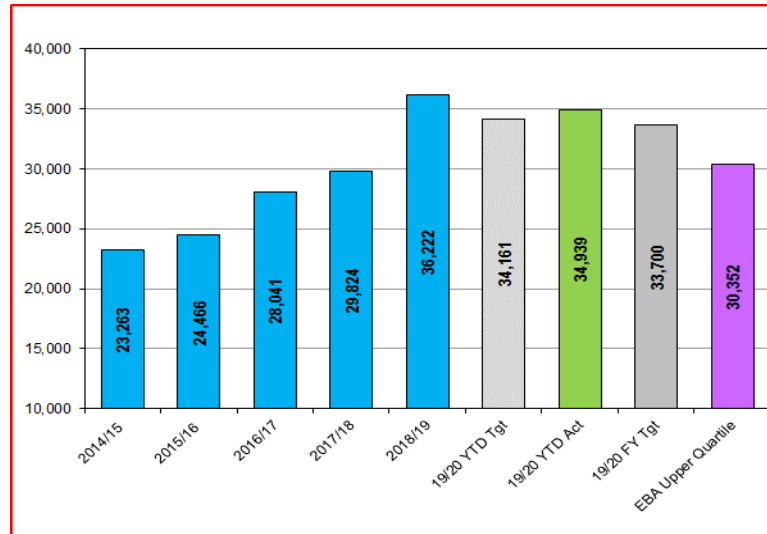
Key Messages / Issues for Attention:

- EBA top quartile levels for Manufacturing and Testing were revised upwards to 11,528 and 30,352 respectively in October 2019.
- Manufacturing productivity – all three sites are above NHSBT plan levels but below EBA top quartile YTD – **chart 32**
- Testing productivity – both Manchester and Filton are above NHSBT plan YTD; Filton is higher than EBA top quartile YTD – **chart 33**
- Hospital Services productivity – above NHSBT plan in September and YTD – **chart 34**.

32. Manufacturing Productivity : YTD and Current Month



33. Testing Productivity : YTD and Current Month

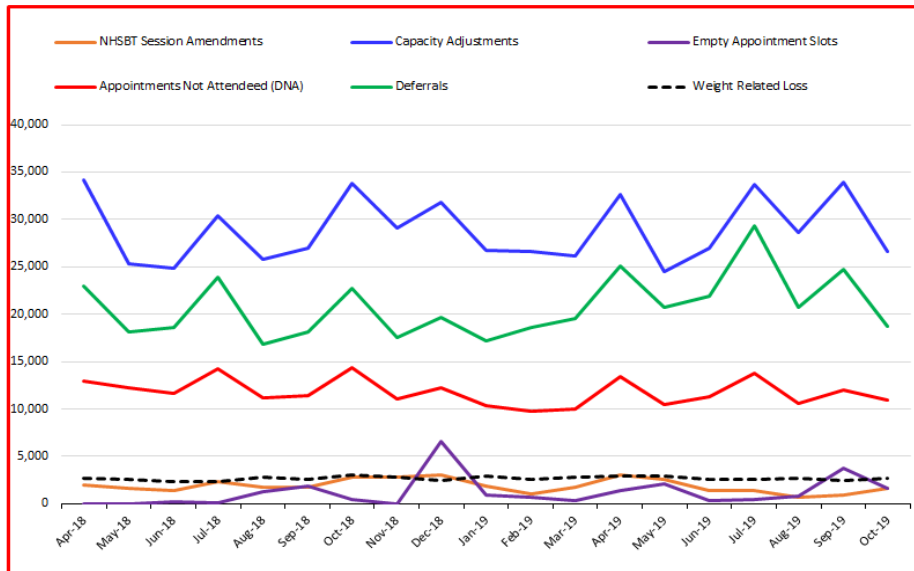


34. Hospital Services Issues Productivity : YTD and Current Month

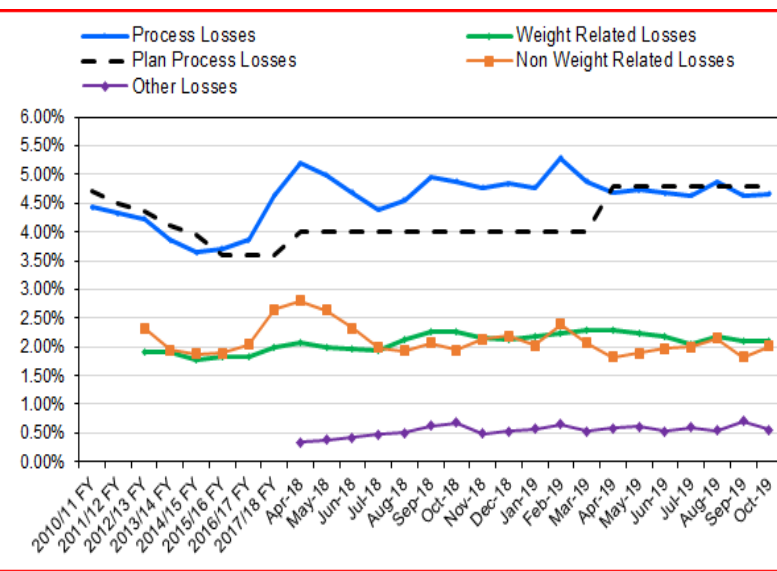


BLOOD – Waste

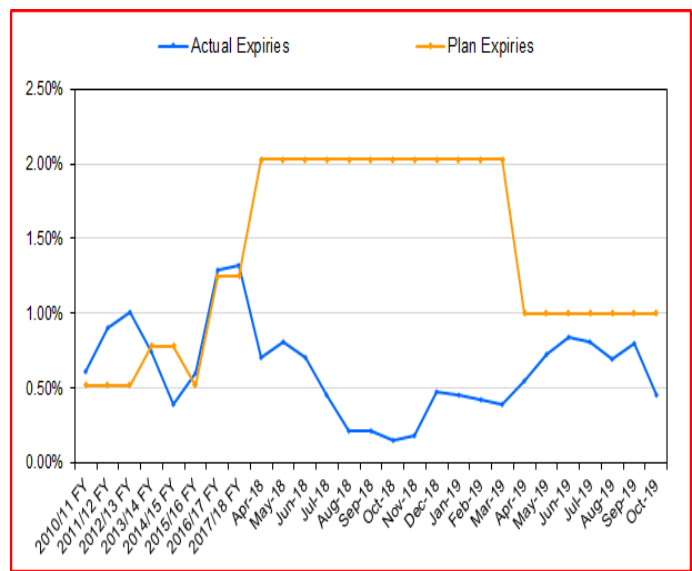
75. Collection Waste: Appointment Slots Not Resulting in a Validated Red Cell



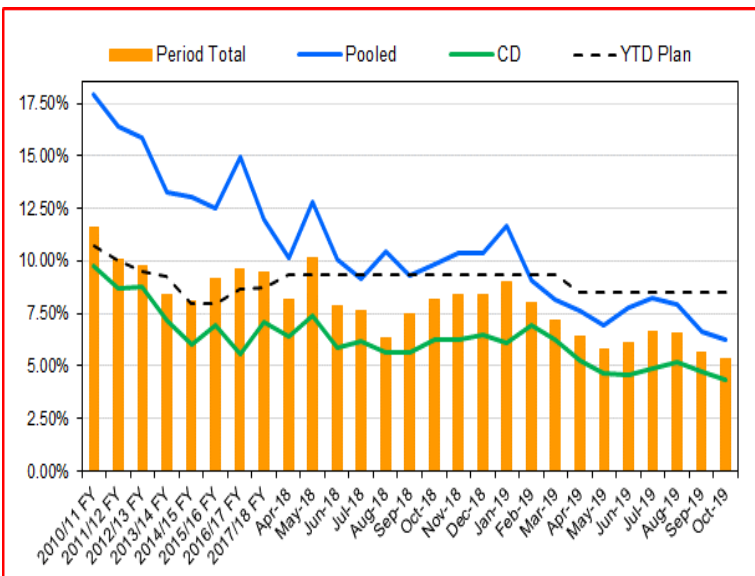
35. % Donations NOT Converted to Validated Red Cells



36. Red Cell Expiries



37. Percentage of Platelets Produced NOT Issued



Key Messages / Issues for Attention:

- Waste steady at 4.66% in October and 4.7% YTD and lower than last year (4.85%) – **chart 35**.
- Excluding weight related losses, waste was 2.56% in October and 2.54% YTD v 2.8% target – **chart 35**
- Red cell expiries fell sharply to 0.46% despite excess stocks of some blood groups – **chart 36**.
- The excellent trend in platelet waste continues – October at 5.32%; YTD 6.08%, both well below the plan level of 8.7% - **chart 37**.
- Platelet expiries also excellent – YTD October at 3.24%, well below the 5.5% target – **chart 36**.
- Deferrals, appointments not attended and NHSBT capacity reduction have the largest impact on reducing the number of possible bleeds (i.e. wasted appointment slots) – **chart 75**.

Key Issues / Action for attention:

- DTS YTD income is £0.6m (1%) ahead of plan for the year to date. I&E is £0.5m (6%) favourable YTD.
- Income growth continues YTD in TAS (+7%; increased plasma exchange and photopheresis), RCI (+4%; increased hospital referrals), TES (+4%; growth in corneas and ocular portfolio, offset by decline in certain orthopaedic products) and CMT (+5% core service and CBC).
- H&I income is -£0.5m (-6%) adverse to plan YTD. This is due to reduced referrals from several hospitals (testing for solid organ and stem cell transplants). Expenditure has also increased with a higher level of internal activity on matched platelet screening and TRALI investigation. The reduction in external referrals appears to be linked to the increased prevalence of next-generation sequencing among global donor registries, and the impact of haploidentical (“half-matched”) transplantation in certain stem cell transplant units reducing the number of potential unrelated donors being typed.
- TES cornea stocks are ahead of plan (322 v 270). Hospital development nurses and the National Referral Centre are working closely together to maximise donation opportunities; longer term, the collaboration with ODT will improve donor numbers. In addition, a new Eye Retrieval Scheme partnership with SNBTS will begin in the Autumn. The Manchester Eye Bank relocated to Liverpool in September.
- TAS continues to grow strongly and provide a high quality of patient and clinical service. TAS will shortly begin a service in Cardiff to support Welsh patients, including local treatment of patients currently treated at our Bristol unit.
- CMT is performing well with service income, CBC and advanced cell therapy income ahead of plan. The number of stem cell transplants supported has been higher than expected (1131 v 1009).
- The number of BBMR adult donors provided is behind plan (116 v 140), with cord blood issues higher than plan (31 v 19). The strategy for cord blood transplantation is being revised given changes in medical practice in stem cell transplantation, and will be presented at the Board in January 2020.
- Sample turnaround times across Diagnostics were better than target, with strong laboratory performance.
- One major finding was found by the MHRA from a CBC inspection in October, related to insufficient detail in the investigation of certain incidents. There are no safety issues and the inspectors were complimentary about the level of overall control at the facility.

Developments re strategic risk:

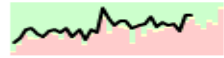



- No material movement in the strategic risk profile for DTS.
- The current risk with the highest score on the register relates to strategic suppliers, which reflects the work being undertaken for EU Exit.
- CBC continues to decline work from major customers including Oxford BioMedica and UCL - lost income of ca £1.5m.

Major transformation projects:

CBC new build / Filton extension

- The NHSBT Board approved the revised business case in September, with DHSC approval in November.
- The main contractor, Kier, is now mobilising resources so that construction can begin at Filton in January. Completion is expected in September 2021.

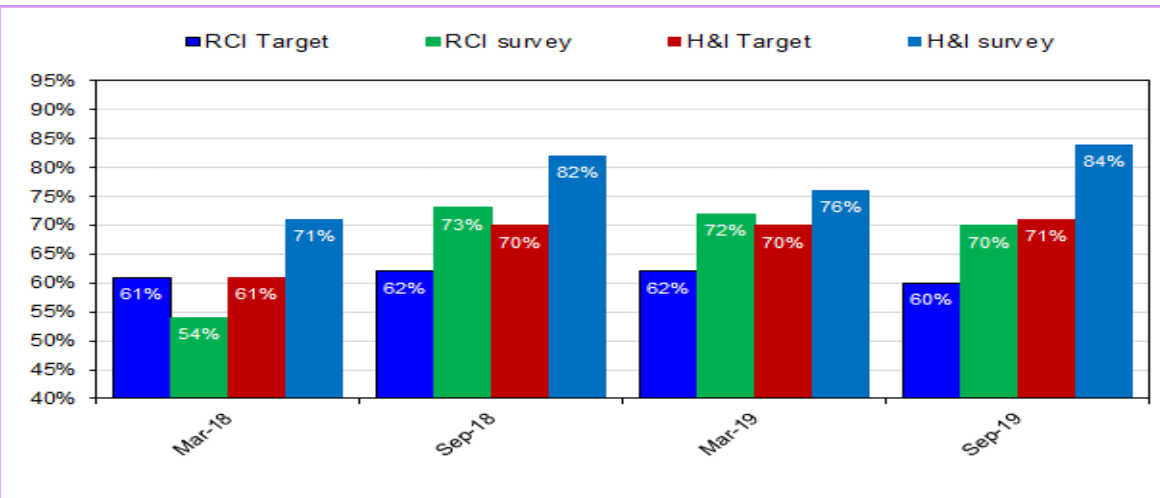
DTS – Group Level Indicators

DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	Group Targets	DTS Total Sales Income £000 FYB £82.2m	G	-		£47.9m v £47.3m plan YTD
		DTS Number of Serious Incidents Target 0	G	-		None reported YTD v zero target; None since December 18.
		DTS Number of Critical Regulatory Non Compliance Target 0	G	-		None reported YTD v zero target.
		DTS Number of Major Regulatory Non Compliance Target 0	R	-		1 external major reported in October v zero target.

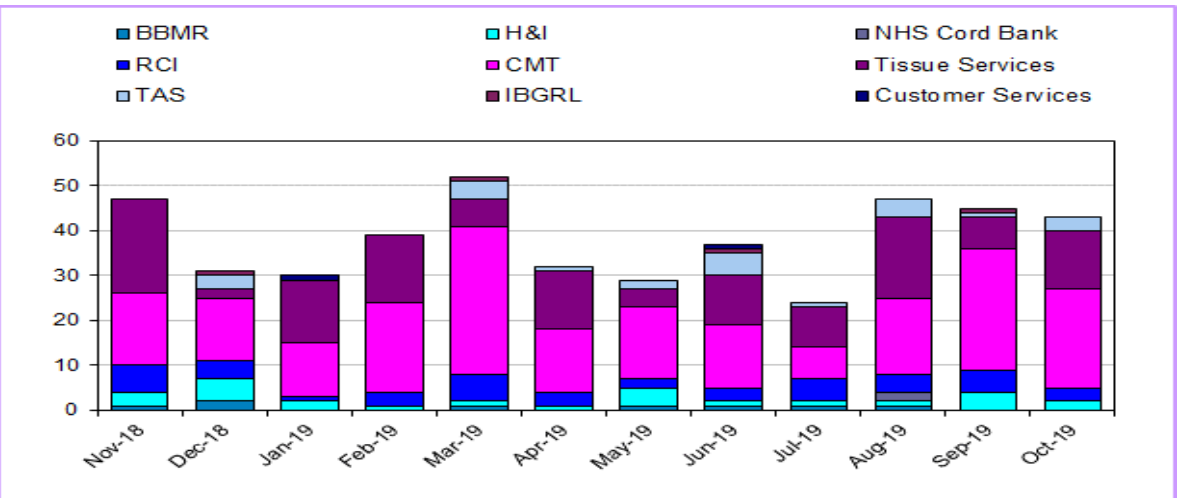
Key Messages / Issues for Attention:

- DTS is reporting an I&E surplus of £0.5m for the year to October, 6% above plan, with most business units reporting an I&E contribution at or better than target.
- The exceptions are H&I -£0.8m and TES -£0.2m.
- H&I continues to see challenges to both income and expenditure - **page 17**.
- Sickness absence at 4.4% vs target of 4%. Most SBUs better than target except Tissue Services (7.3%), TAS (6.0%), CMT (5.5%) and SCDT (7.5%).
- SABREs – 2 reported in October, both in RCI. 8 SABREs reported YTD (1 IBGRL, 1 TAS, 1 H&I, 5 RCI) – **page 4**.
- One major non-conformance was raised during the MHRA inspection of CBC Bristol in October.
- Hospitals' 'top box' satisfaction with RCI's overall service for the 6 months to September was at 70%; H&I was strong at 84% – **chart 48**.

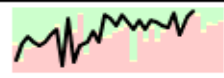



48. Hospital Satisfaction



49. Major QI's raised per month - DTS



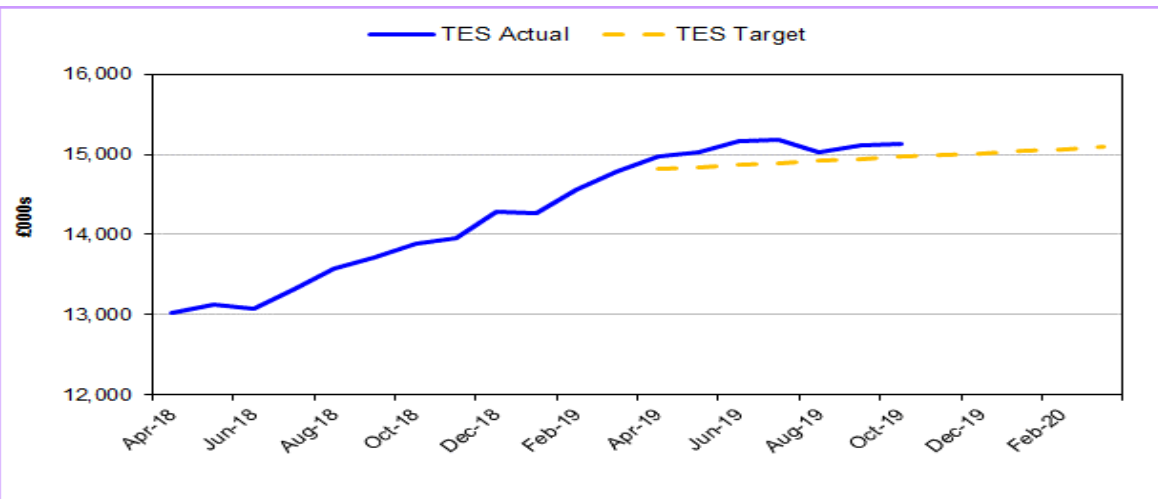
DTS – Tissue & Eye Services (TES)

DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	Tissue & Eye Services	TES Sales Income £000 FYB £15.1m	G	-		£8.9m income YTD v £8.7m plan – chart 38
		TES Customer Satisfaction % Scoring > 9 or 10 Target 70%	-	-		September 2018 – 85.7% top box scores. Next survey TBC.
		TES On Time in Full (OTIF) Target 98%	G	-		99.3% OTIF YTD v 98% target.
		TES Cornea Stocks at End of Month Target 270	G	-		370 corneas in stock at end October 19 v 270 target - chart 52

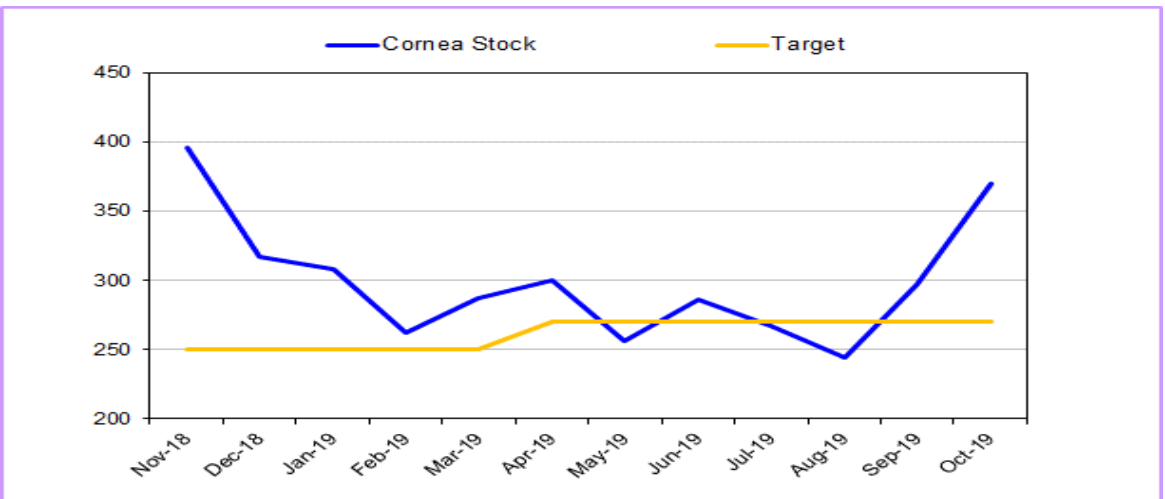
Key Messages / Issues for Attention:




- Year to date income is 2% better than plan year to date and 4% higher than the previous year – **chart 38**.
- Strong performance seen in Corneas, ASE / AlloSE drops offset by shortfalls in Processed Bone, Skin, Demineralised Bone Matrix and Cardiovascular components.
- Cornea stocks increased to 370 at the end of October versus plan of 270 with plans now focused on maintaining stock levels and reducing volatility.
- TES strategy development is underway with emerging themes being increasing ocular donation, productivity and sales and improving efficiency.

38. Tissue and Eye Services Income (MAT)



52. Suitable Cornea Donations - Cornea stocks

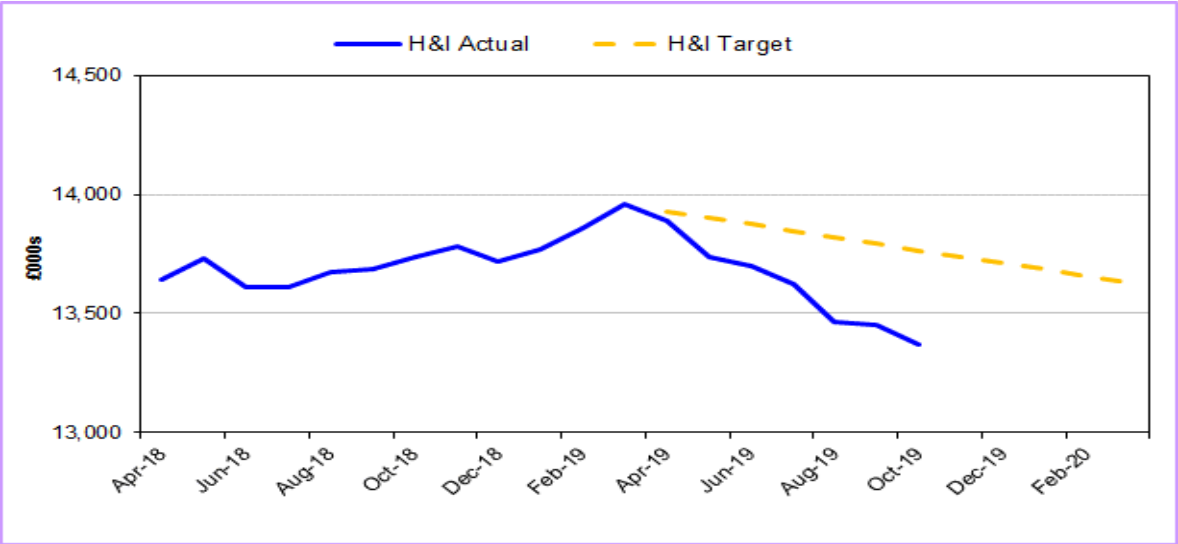


Division	Pillar	DTS – Strategic Targets	YTD RAG	RAG Δ	Trend April 17 On	Performance
DTS	H&I	H&I Sales Income £000 FYB £13.6m	R	-		£7.5m income YTD v £7.9m plan – chart 39
		Time to Type DBD and DCD Organ Donations Target 80%	G	-		87.3% YTD v 80% target.
		H&I Sample Turnaround v SLA Target 95%	G	-		98% YTD v 95% target - chart 47.

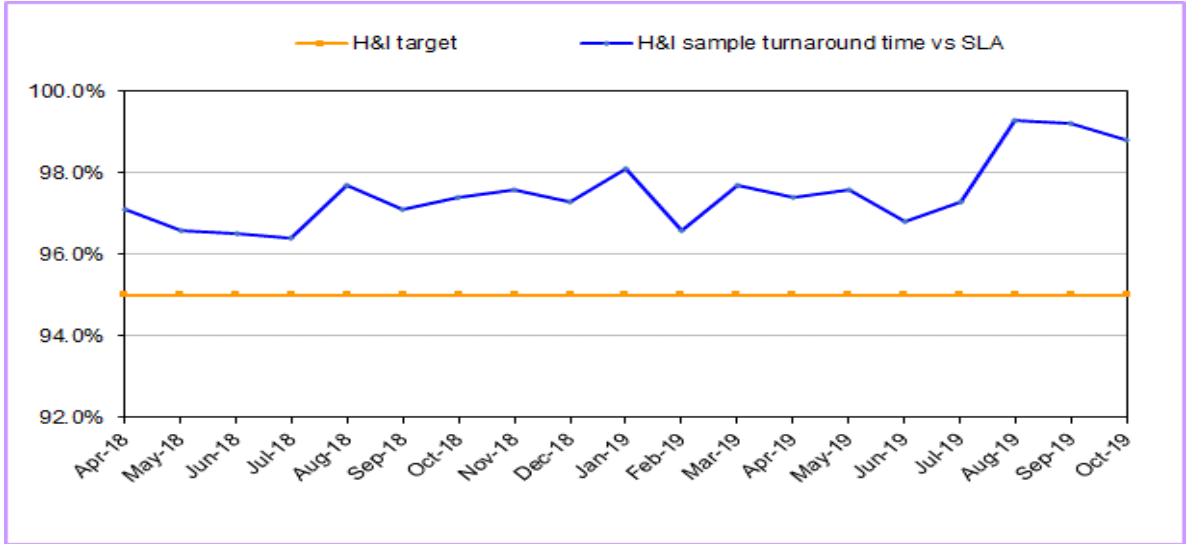
Key Messages / Issues for Attention:



- Income YTD is 6% below plan and 7% lower than last year – **chart 39**.
- The income shortfall is due to lower stem cell related investigations driven by i) increase in haploidentical donors ii) higher resolution typing of registry donors iii) fewer samples tested. Some upturn in activity is expected throughout the remainder of year from increased SO testing to meet EFI requirements.
- Expenditure continues above plan (3%) due to activity levels in BSC and BBMR that are above plan.
- Overall H&I is reporting an I&E deficit of £0.8m, however this is likely to grow due to the current adverse trends in income and expenditure.
- Sample turnaround times remain better than plan (98% vs 95%) – **chart 47**.

39. H&I Income (MAT)



47. Turnaround Time vs SLA (H&I)

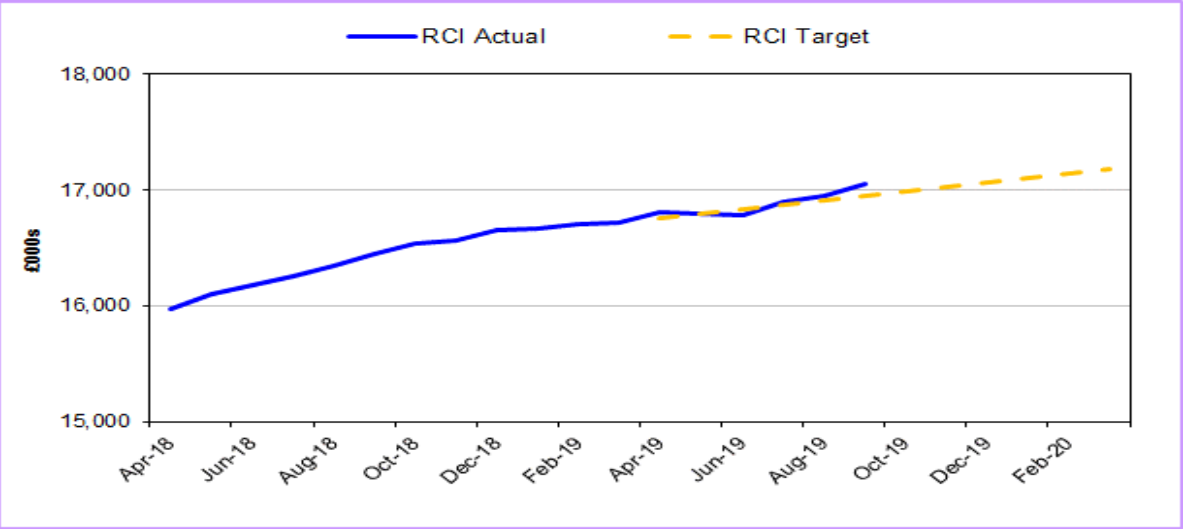


DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	RCI	RCI Sales Income £000 FYB £17.2m	G	-		£10.2m income YTD v £10.0m plan - chart 40.
		RCI Sample Turnaround v SLA Target 95%	G	-		98.3% YTD August 19 v 95% target - chart 46

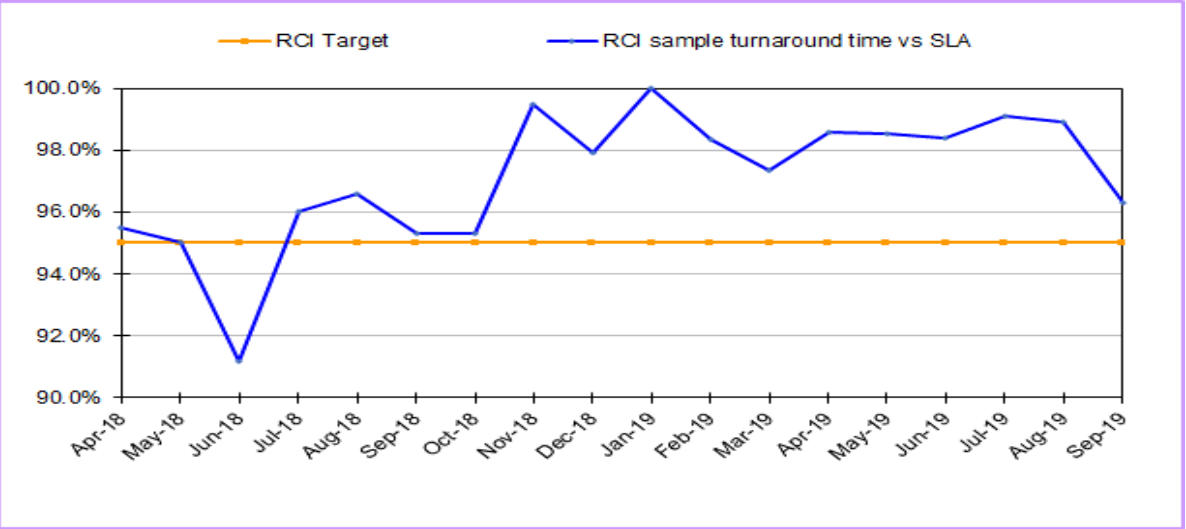
Key Messages / Issues for Attention:

- Income is 2% higher than plan and 4% higher than last year in the year to date – **chart 40**.
- Antenatal reference continues below plan. Referrals have plateaued since late 2018 as hospitals review regulatory guidelines.
- This is offset by favourable variances in Red Cell Reference, MOD referrals, Reagents and On Call income.
- Expenditure is close to plan resulting in a YTD I&E surplus of £0.2m.
- Sample turnaround times remain higher than plan in September (96.3% vs 95%, reported one month in arrears) – **chart 46**
- Dialogue continues with NBTC, NHSi and NCG re a broader role for RCI within transfusion practice.
- Efforts are focused on electronic requesting and reporting; essential developments for further growth in RCI activity.



40. RCI Income (MAT)



46. Turnaround Time vs SLA (RCI) (reported one month in arrears)



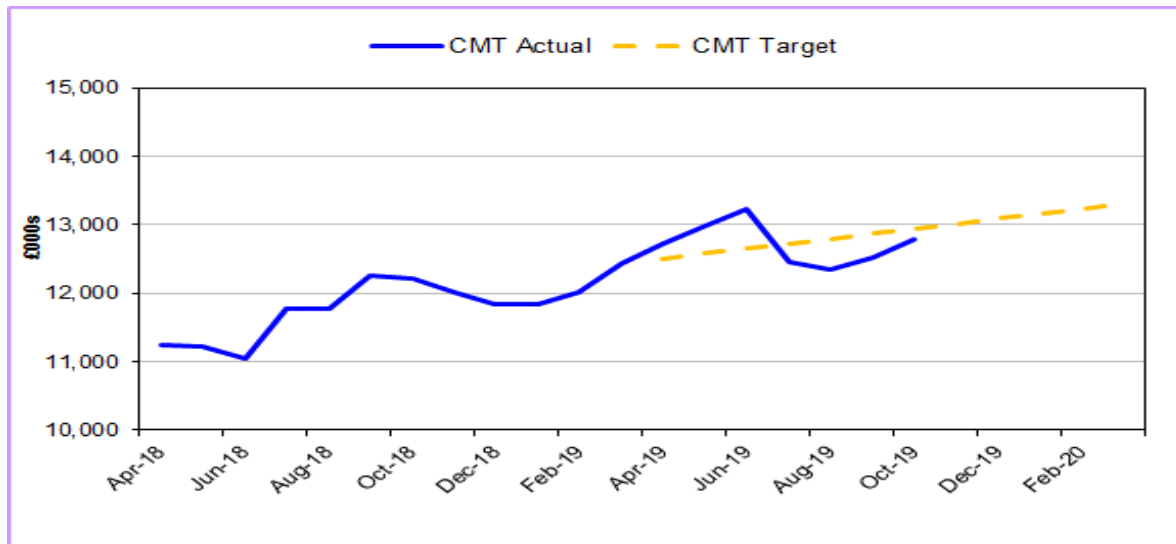
DTS - CMT

DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	CMT	CMT Total Sales Income £000 FYB £13.3m	G	-		£7.6m income YTD v £7.3m plan - charts 41 & 42.
		CBC Sales Income £000 FYB £2.3m	G	-		£1.51m income YTD v £1.46m plan - charts 41 & 42.
		CMT Hospital Satisfaction % Scoring >= 9 or 10 Target 62%	-	-	No Data	Date of next survey to be confirmed
		CMT On Target in Full (OTIF) Target 100%	G	-	No Chart	CMT OTIF performance continues at 100%

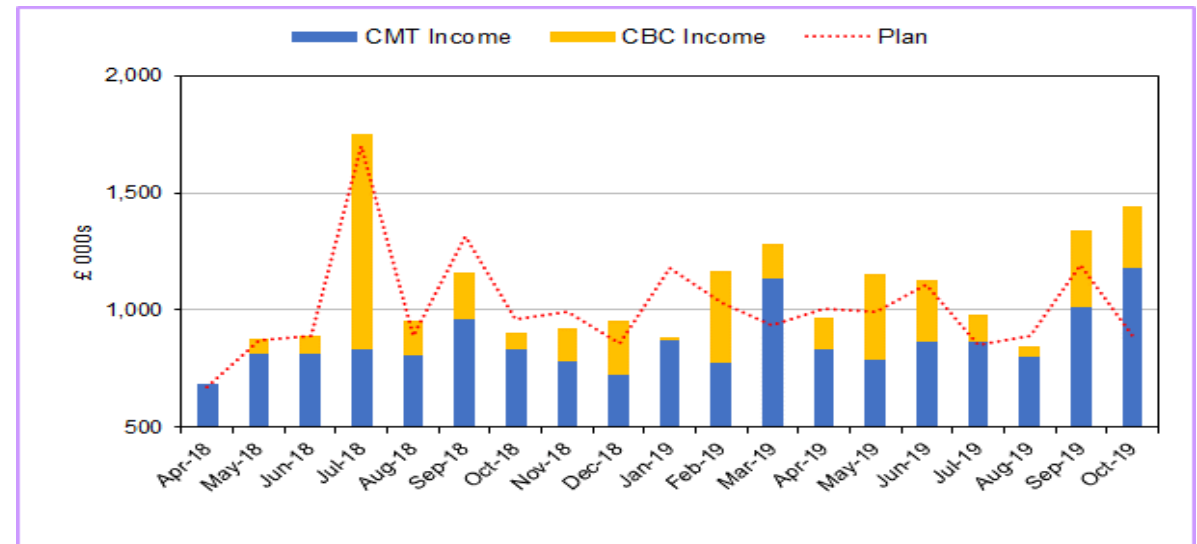
Key Messages / Issues for Attention:

- Income is 4% ahead of plan year to date, and 5% higher than the same period last year - **charts 41 & 42.**
- ACT income is 80% ahead of plan driven by new project income.
- CBC income is 3% higher than plan and 1% ahead of the same period last year.
- Overall, CMT is reporting a favourable YTD I&E contribution of £0.4m.
- Work in support of CAR-T cells in Bristol and Birmingham continues with Leeds being added shortly.

41. CMT Total Income (MAT)



42. CMT Income - Service and CBC



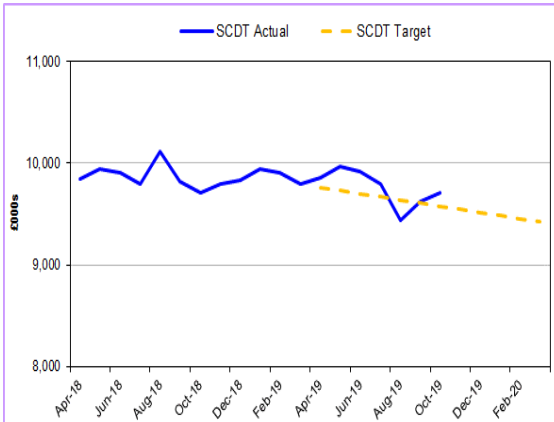
DTS - SCDT

DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	SCDT	SCDT Sales Income £000 FYB £9.4m	G	-		£5.7m income YTD v £5.4m plan - chart 43.
		SCDT Increase in Banked Cords TNC > 140 Target 624	R	-		345 additions YTD v 364 target.
		SCDT BAME Cord Blood Additions to Bank Target 40%	G	-		41.5% BAME additions YTD v 40% target.
		SCDT Cord Blood Issues Target 32	G	-		31 issues YTD v 19 target - charts 51 & 53.
		SCDT Adult Donor Provisions Target 240	R	-		115 provisions YTD v 140 plan - chart 50.
		SCDT FIT Donors Added to Bank Target 10,000	G	-		9,213 donors added YTD v 5,833 target.

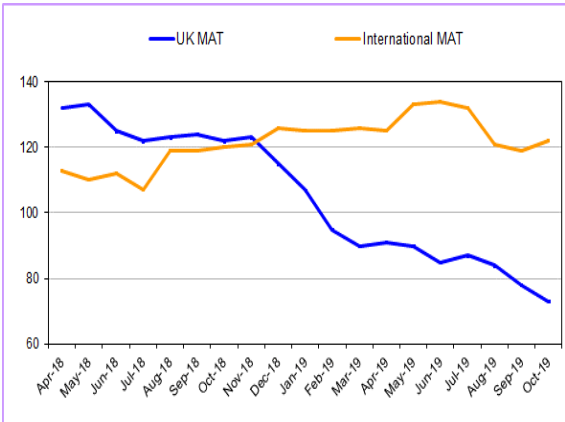
Key Messages/Issues for Attention:

- Income YTD is 4% better than plan year to date, but 2% lower than the same period last year – **chart 43**.
- 345 clinically suitable cords have been banked YTD v 364 planned – **chart 53**.
- 31 cords issued year to date (UK 9, International 22), 12 ahead of plan (UK +2, International +10); 29% higher than the same period last year – **chart 51**.
- BBMR donor provisions were 25 behind plan year to date (UK -27: International +2); continuing the trend seen throughout last year - **chart 50**.
- Recruitment (Fit Panel Donors) is better than plan year to date at 9,213 v 5,833 plan (annual target is 10k).

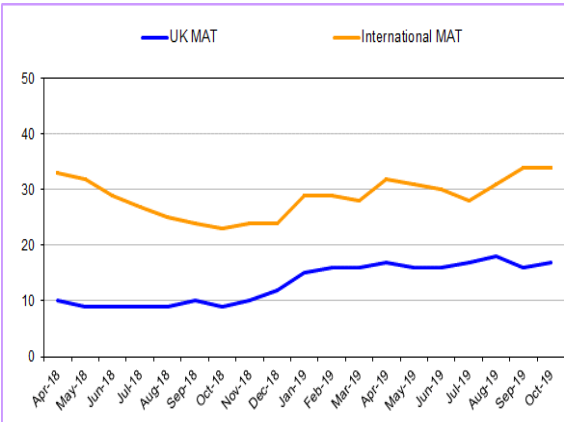
43. Stem Cells - SCDT Income (MAT)



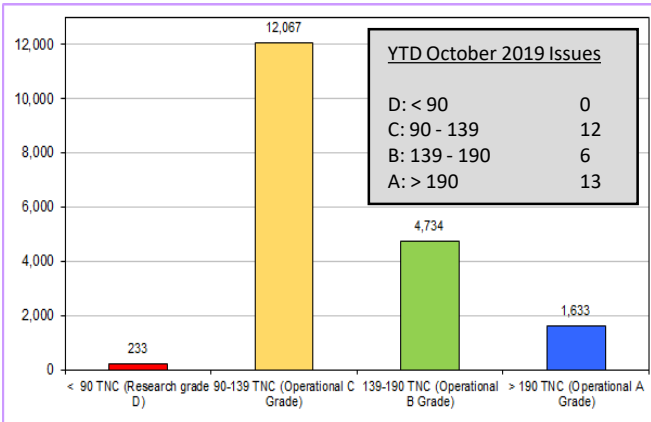
50. Adult donor provisions : UK & International MATs



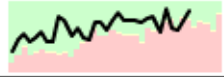

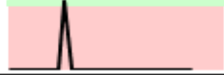
51. Cord blood units issued : UK & International MATs



53. NHSBT CBB stock (active units - post process TNC)



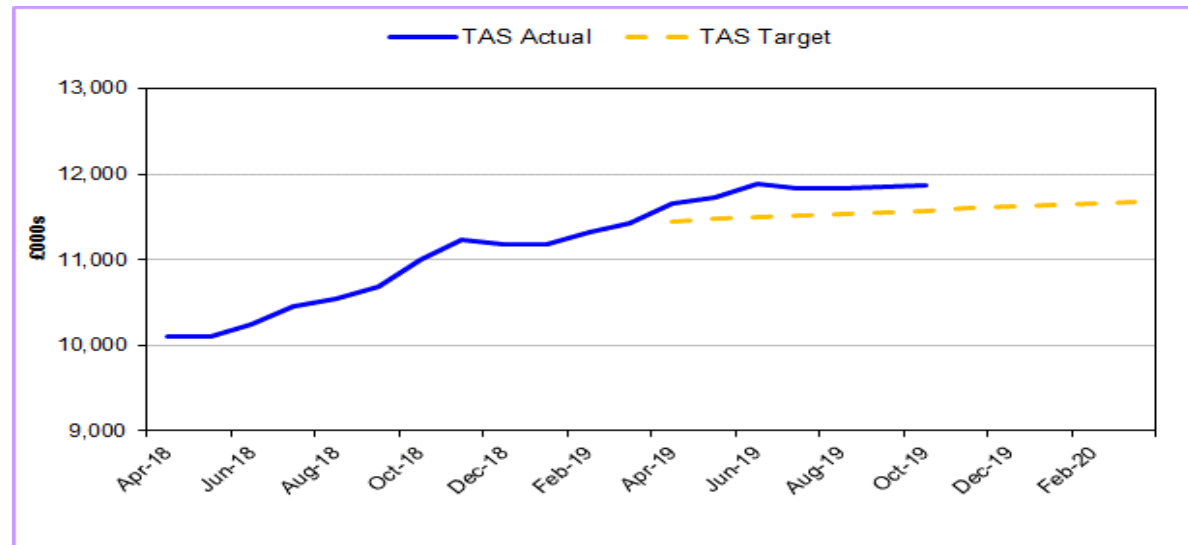
DTS - TAS

DIVISION	PILLAR	DTS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTS	Therapeutic Apheresis Services	TAS Sales Income £000 FYB £11.7m	G	-		£6.9m income YTD v £6.8m target - charts 44 & 45.
		TAS Hospital Satisfaction % Scoring >= 9 or 10 Target 68%	G	-		75% v target of 68% to September 2019.
		TAS Patient Experience % Scoring >= 9 or 10 Target 90%	-	-		97% v target of 90% to December 2018. Next survey December 19.

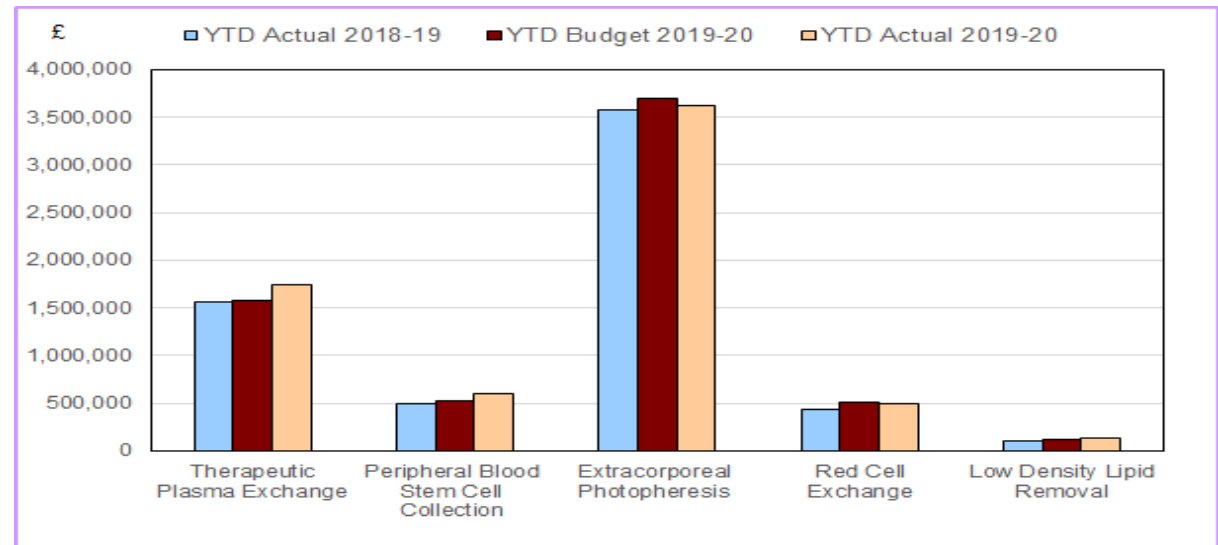
Key Messages / Issues for Attention:

- Income YTD is 2% ahead of plan and 7% higher than the same period last financial year – **chart 44**.
- Favourable YTD income variance driven by increased referrals for Plasma exchange and Stem Cell Harvest offset by lower than expected ECP referrals – **chart 45**.
- TAS is reporting a favourable I&E contribution of £0.2m.
- Development of a TAS referral pathway involving a single contact number and an electronic referral form is progressing with an additional testing phase now added. This is expected to go live in early 2020.

44. Therapeutic Apheresis Services Income (MAT)



45. TAS YTD Income Activity v Target



Key Issues / Action for attention:

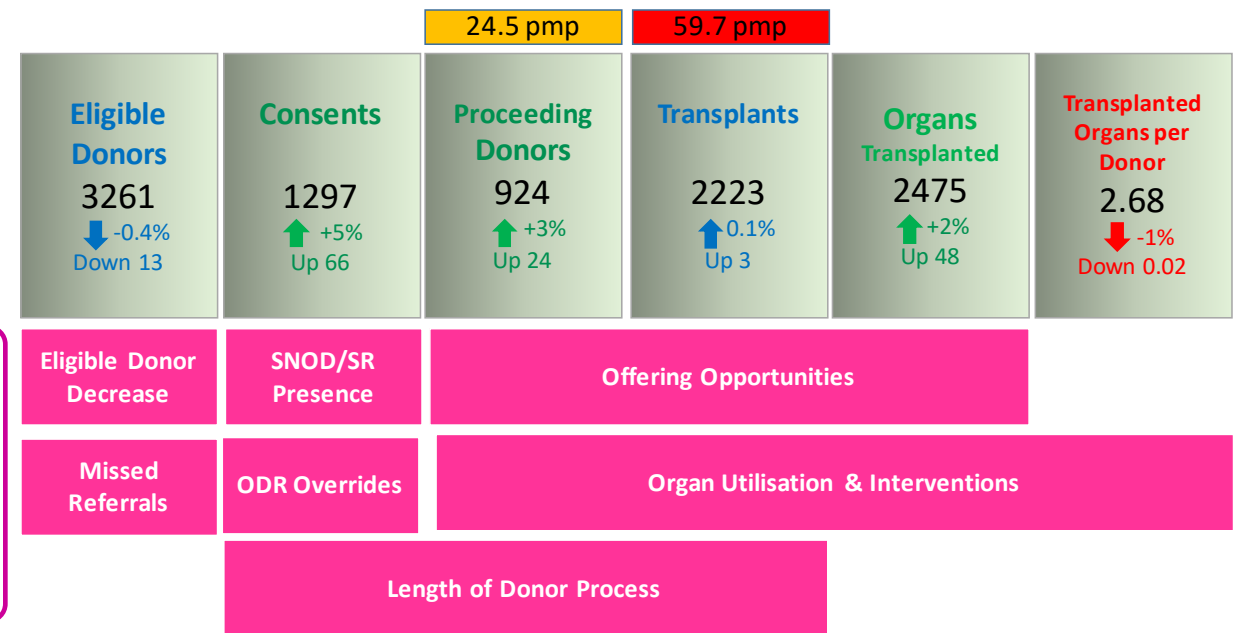
There were 145 deceased organ donors in October and 924 YTD (vs 900 in the same 7 months last year, +3%). There has only been five other occasions where the monthly number of donors has been higher than this. Concerns regarding the decrease in the eligible donor pool have eased, from a 10% decrease in Q1, to a 2% decrease at the end of Q2, to an equivalent pool size at the end of October, with just 13 fewer eligible donors than Apr-Oct 2018 (-0.4%).

The DBD consent rate was 80% in October; this has only ever been achieved once before. The number of overall consents YTD is 5% higher than the same point last year.

There were 352 deceased donor transplants in October, 108 of which were for BAME patients; this is the 2nd highest month ever for BAME patients receiving a transplant. Overall the total number of deceased donor transplants YTD is 2223 (0.1% higher, 3 transplants more, than Apr-Oct 2018). At the same time there has been a 2% increase in the number of organs transplanted (2475 YTD). The number of transplanted organs per donor remains slightly lower than this point last year. See infographic for the latest pathway performance and our areas of focus.

YTD: Apr-Oct 2019 vs Apr-Oct 2018

We remain optimistic that the number of deceased donors in 2019/20 will be higher than the number in 2018/19. However, November was a high-activity month last year, so there is a risk that donors per million population (pmp) will decrease if there are fewer proceeding donors in November 2019. October performance has provided increased confidence regarding the number of transplants, but the same concern applies regarding November activity.




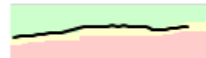

Developments re strategic risk:

- Non-adherence to NICE guidance (ie missed referrals and hospital-only approaches), ODR opt-in overrides, organ utilisation and suitability.
- Risk to pmp trends given high-activity month in November 2018.
- Brexit - transport of organs and staff in areas severely affected by congestion, supply of consumables, recruitment and retention of workforce.

Major transformation projects:

Opt-out – **amber** (amber due to finance position not agreed beyond 2019/20)
 Hub – **green**
 Strategy development – **green**

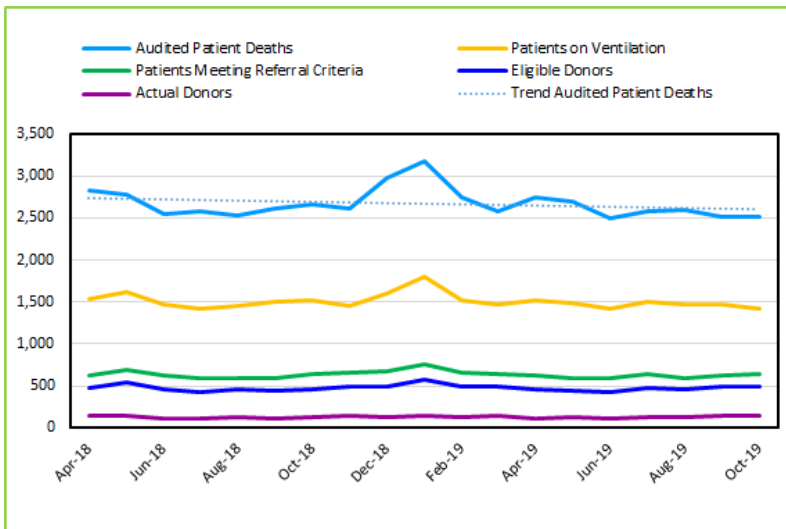
ODT – Deceased Donors (All)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Number of Deceased Donors Target 1,740	A	Better		924 deceased donors YTD v 1,015 plan - chart 54
		Deceased Organ Donors per million population (pmp) Target 26.0	A	-		Q2 19/20: 24.3 pmp v 25.6 pmp plan. Next report end Q3 19/20
		% Consent/Authorisation Rate (Total) Target 80%	A	Better		67.8% consent YTD v 80% target - chart 56.

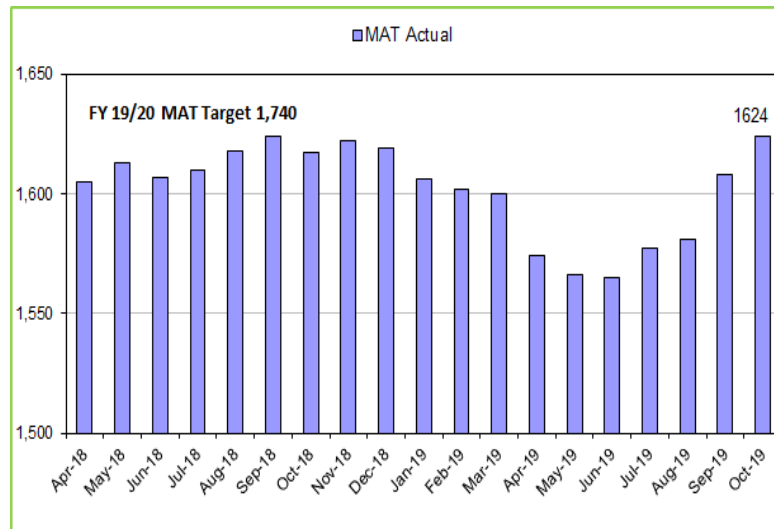
Key Messages / Issues for Attention:

- 145 deceased donors in October (88 DBD and 57 DCD) – the moving annual total improved to 1,624 – **chart 54**.
- Activity into early November has improved but continues to be lower than plan (9%).
- The pool of eligible donors has improved since Q1 and is now equivalent to last year at the end of October, although both transplantable and transplanted organ rates continue to fall.
- Consent was up to 73% in October. Year to date it is at 68%, but with the overall trend remaining flat and well below target of 80% – **chart 55**.
- **The high number of deceased donors in October will need to continue through to the end of 2019/20 if activity is to exceed that of 2018/19.**

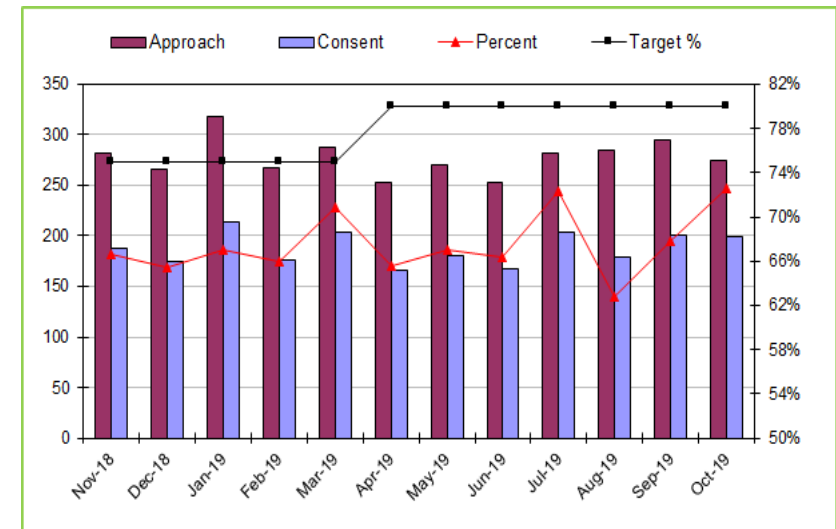
74. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards




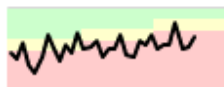
54. MAT number of Deceased Organ Donors



56. Consent / Authorisation rate (DBD & DCD)



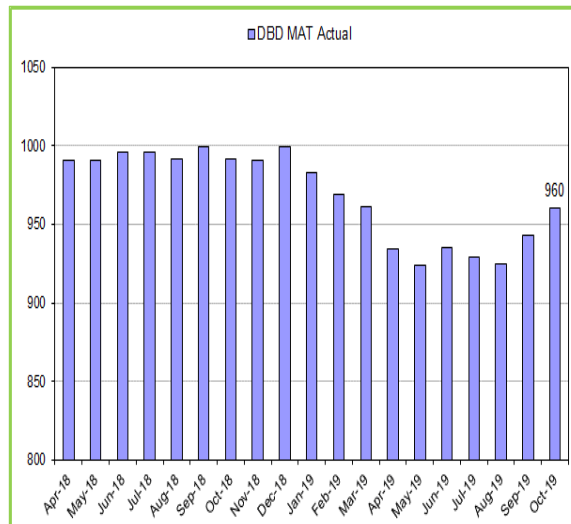
ODT – Deceased Donors (DBD / DCD)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DBD) Target 83%	R	-		72.4% consent YTD v 83% target - chart 61.
		% Consent/Authorisation Rate (DCD) Target 77%	R	-		64.4% consent YTD v 77% target - chart 65.

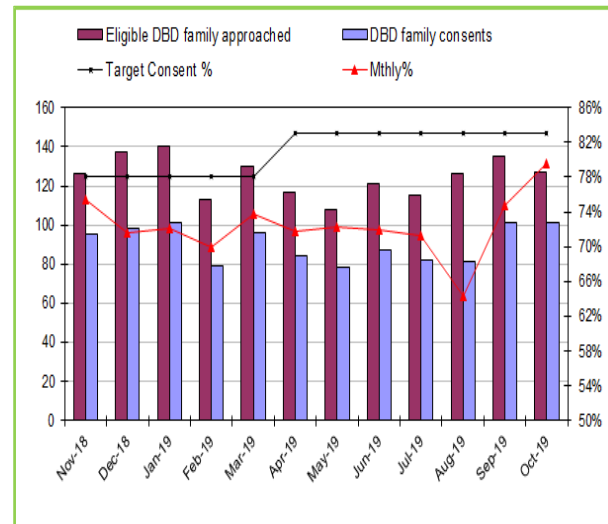
Key Messages / Issues for Attention:

- The MAT for DBD donors improved in October to 960 with 88 deceased DBD donors in month – **chart 58**.
- The consent rate for DBD donors improved to 79.5% in October. YTD is at 72%, remaining well below the 83% target but with an improving trend - **chart 61**.
- The trend in the number of DCD donors remained steady with the MAT at 664 – **chart 62**.
- Consent for DCD donors improved to 66.7% in October. YTD is at 64.3%, well below the 77% target and with the trend broadly flat - **chart 65**.

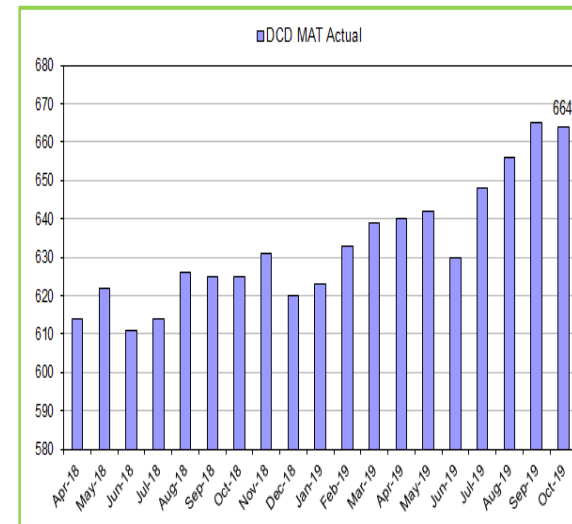
58. MAT No. of Deceased Organ Donors (DBD)



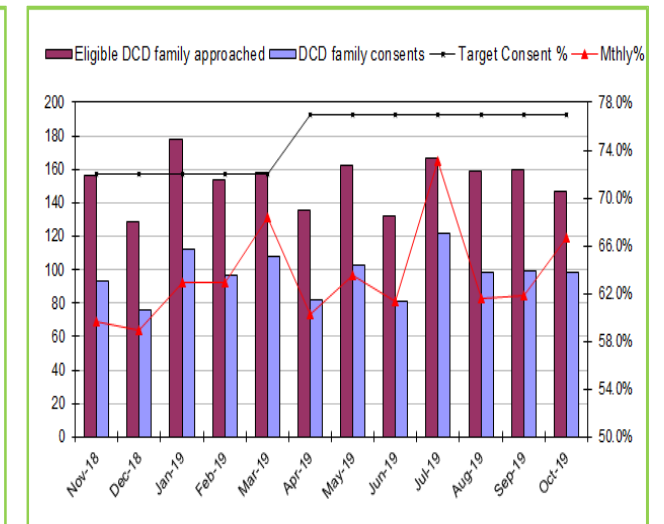
61. Consent/Authorisation rate (DBD) per month



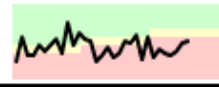

62. MAT No. of Deceased Organ Donors (DCD)



65. Consent/Authorisation rate (DCD) per month



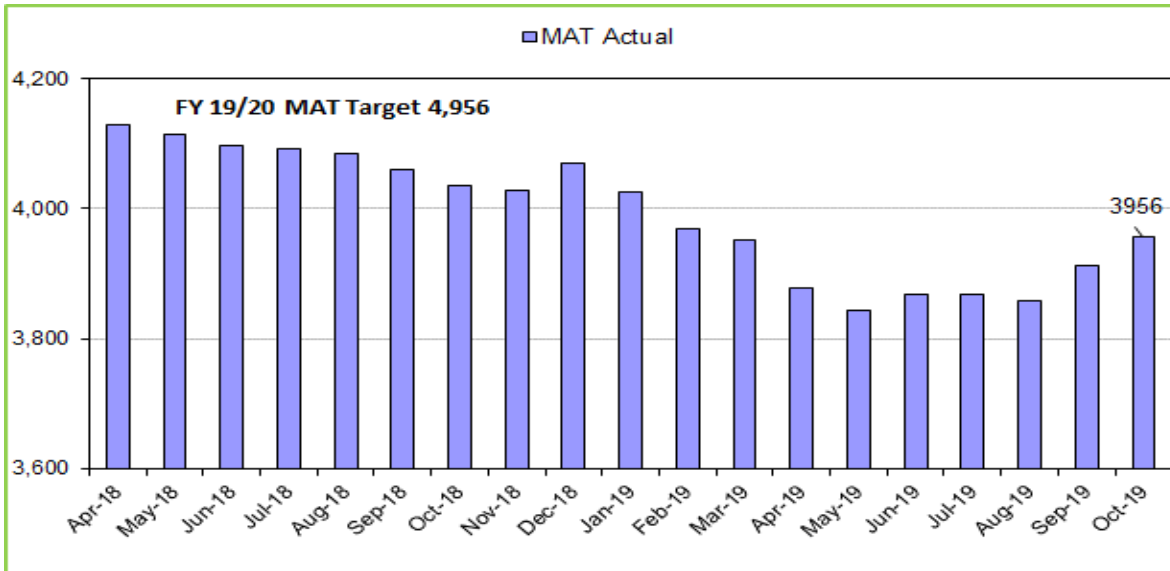
ODT – Deceased Donor Transplants

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Number of Organ Transplants - Deceased Donors Target 4,956	R	-		2,225 deceased donor transplants YTD v 2,891 plan - chart 55.
		Deceased Donor Organ Transplants pmp Target 74.0	R	Worse		Q2 19/20: 59.03 pmp v 68.2 pmp target. Next report end Q3 19/20

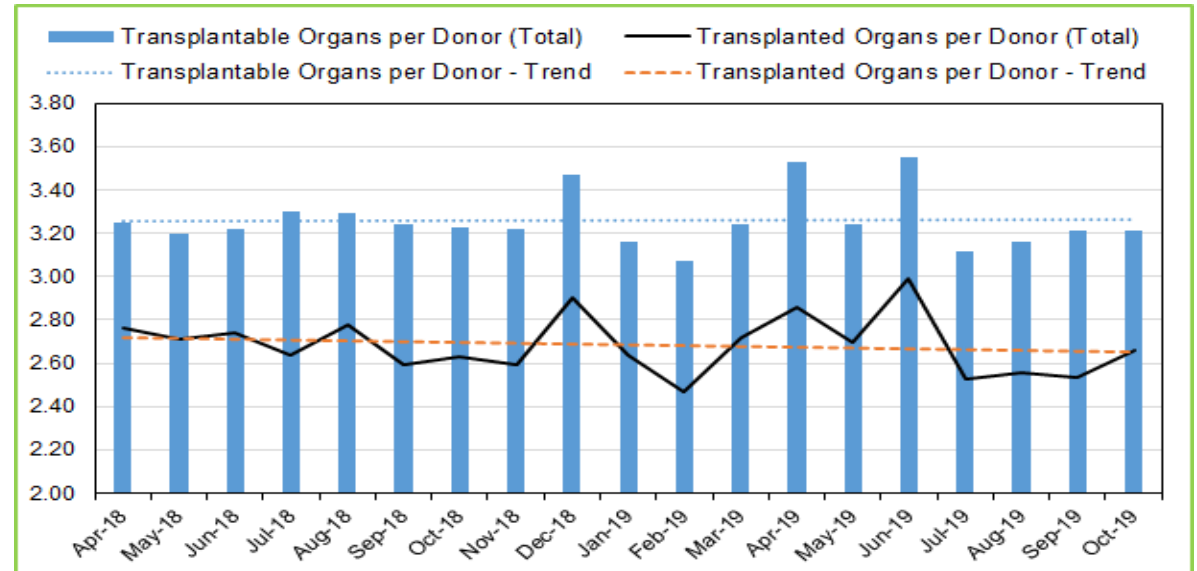
Key Messages / Issues for Attention:

- 352 deceased donor transplants were recorded in October, 14% (61) lower than plan, but 43 more than in October 2018.
- As a result, the MAT improved to 3,956 but remains much lower (21%) than the target for the year of 4,956 and 2% lower than 2018/19 - **chart 55**.
- Performance into early October continues to be lower than plan (by around 23%).
- Transplanted organs per donor, which appeared to be improving through Q1, dropped back in July and remained low through August – October - **chart 66**.
- On current trends the risk remains that deceased transplants will be lower in 2019/20 than they were in 2018/19.




55. MAT number of Deceased Donor Organ Transplants



66. Transplantable v Transplanted Organs per Donor

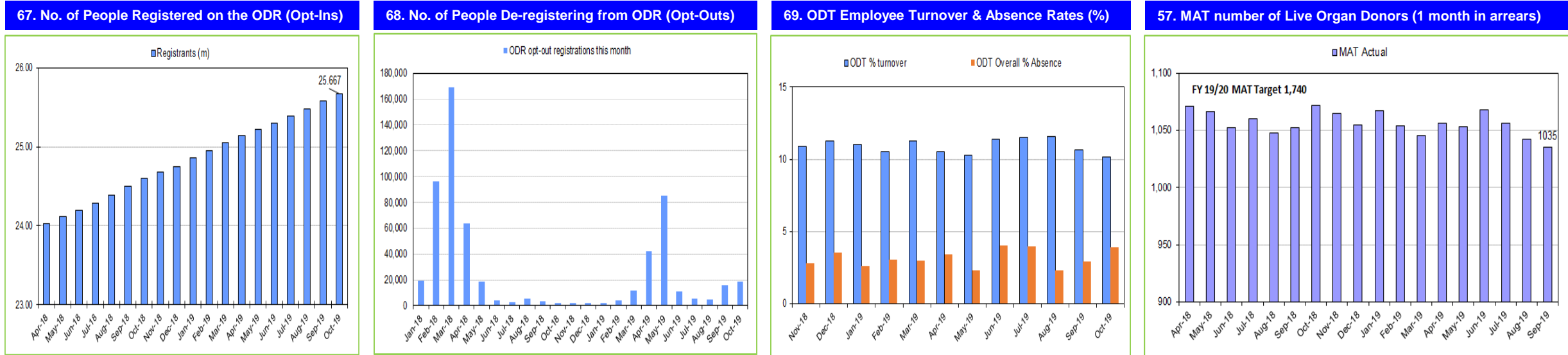


ODT – Corporate Level Indicators

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT	TOT 2020 Key Outcome Measures	Cost per Transplant £000 Target £16.62k	A	-		Q2 19/20 £17.12k v £16.62k budget; Next report end Q3 19/20
		% of Population Having Had Conversation re Donation Decision Target 51%	G	-	No Chart	Bi-Annual Measure; 50% v 49% target at June 19
		Number of Living Donors (reported one month in arrears) Target 1,740	R	-		503 living donors year to September 19 v 870 plan - chart 57.
		Number of Living Donors pmp (reported one month in arrears) Target 26.0	R	-		Q2 19/20: 15.6 pmp vs 20.90 plan. Next report end Q3 19/20.

Key Messages / Issues for Attention:

- Following a strong end to 2018/19, the consent rate for patients from black and Asian communities YTD October was just 37% (reported one month in arrears).
- There were 102k new opt in registrations in October - **chart 67**.
- Opt out registrations in October were 16k - **chart 68**.
- People reporting having had a conversation about organ donation reached 50% in the June 19 bi-annual survey.
- Awareness of the change in law was recorded at 59% in the April 19 quarterly tracker survey, up from 46% (average of the first 2 waves).
- 88 living donors were recorded for September, 39% lower than plan and 17% lower than in September 2018. The MAT is steady at 1,034 v 1,740 target – **chart 57**.



Corporate

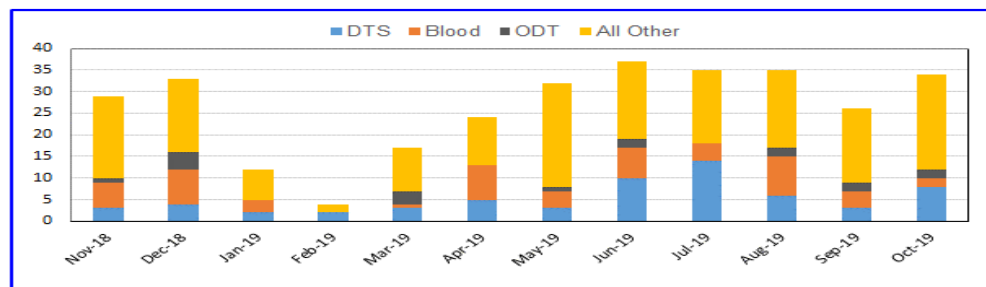
- Logistics absence fell slightly in October after the steep rise from April onwards this year (**chart 73**). This appears, in part, to be a response to the National Rota Review proposals. This is being closely monitored as to any potential operational impact, should this rise continue.
- Quality management system overdue (>30 days) increased to 34 - **chart 72**.
- IT performance (measured as server availability) was good apart from Pulse (**chart 70**).
- The H&S Incidence Rate (12 months to August 2019) for all work related lost time was marginally higher at 1.4 – **chart 71**.

70. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	100.00%	G	-
Pulse	99.95%	98.46%	R	-
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NTXD	99.95%	100.00%	G	-
TMS	99.95%	100.00%	G	-

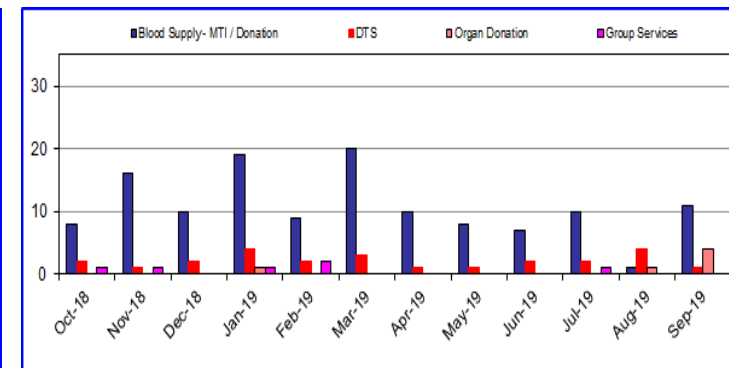
72. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	11	3	0	5	3	22
DTS	1	2	0	1	4	8
ODT	0	0	0	1	1	2
BD	0	0	1	1	0	2
M&L	0	0	0	0	0	0
Total	12	5	1	8	8	34

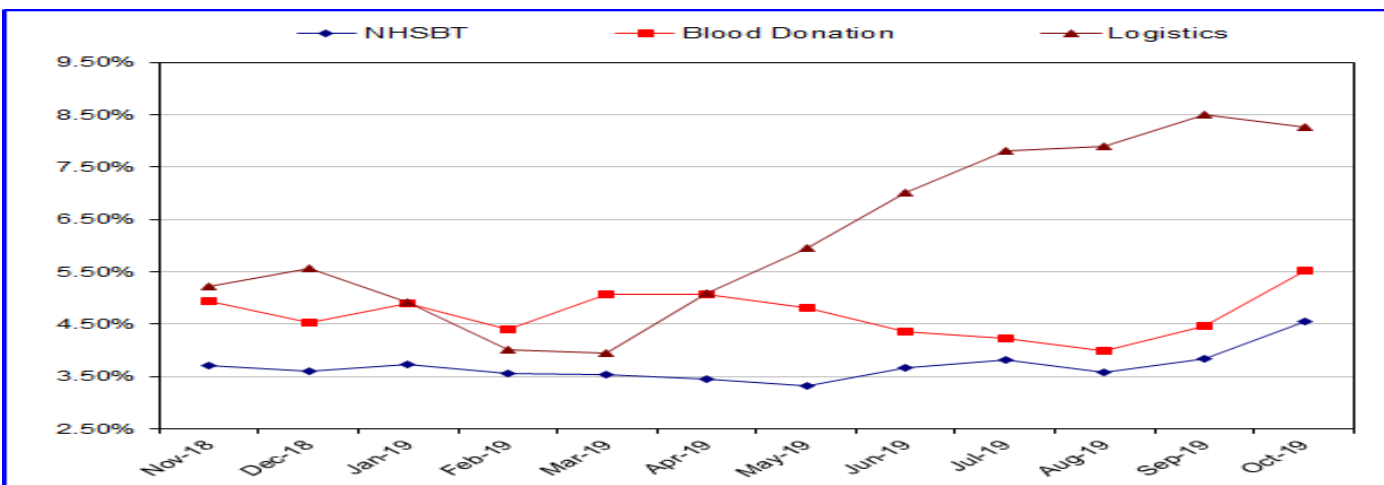


71. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (one month in arrears)	Level 1&2 MAT Target	Level 1&2 MAT Total	Level 1-3 Mthly Target	Level 1-3 Pd Actual
Blood Donation	<=13	10	<=10	9
M&L	<=4	7	<=2	2
DTS/SpS	<=1	1	<=2	1
Organ Donation	0	3	<=1	4
Group Services	0	2	<=1	0
NHSBT	<=18	23	<=16	16

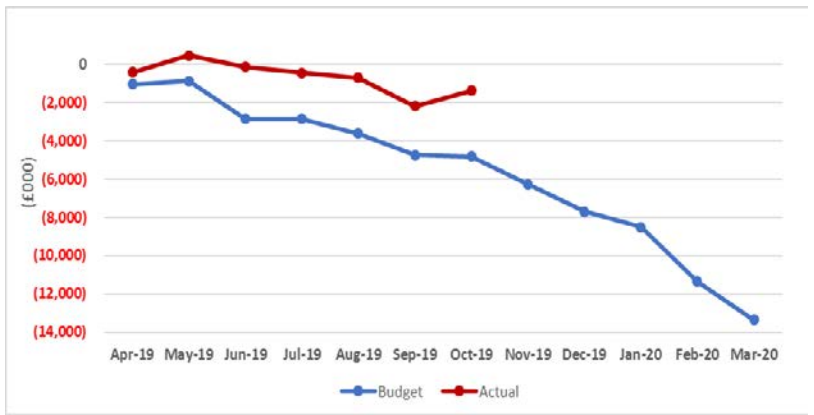


73. Sickness Absence



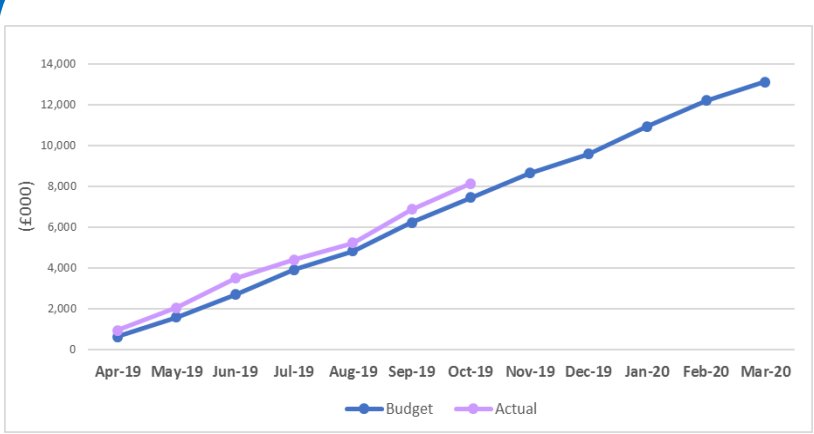
2019/20 Financial Performance - Headlines

Blood and Group: Financial Performance 2019/20 - Gross Margin (excl. Transformation Programme)



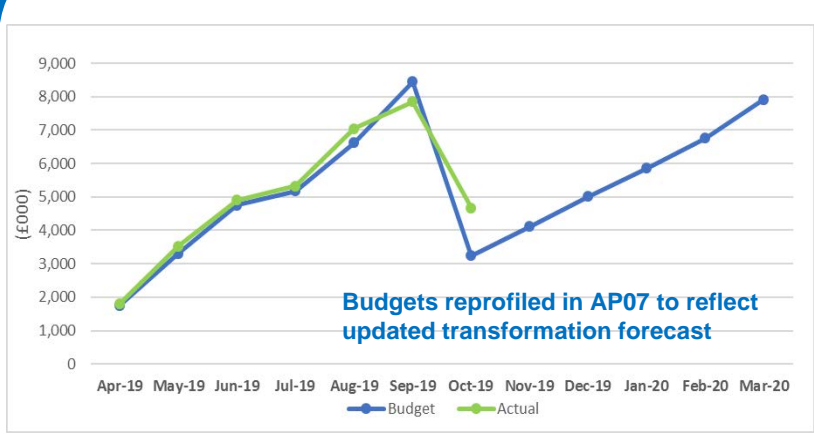
£3.4m ahead of plan year to date driven by underspends in ICT, M&L and Blood Donation

DTS: Financial Performance 2019/20 - Gross Margin



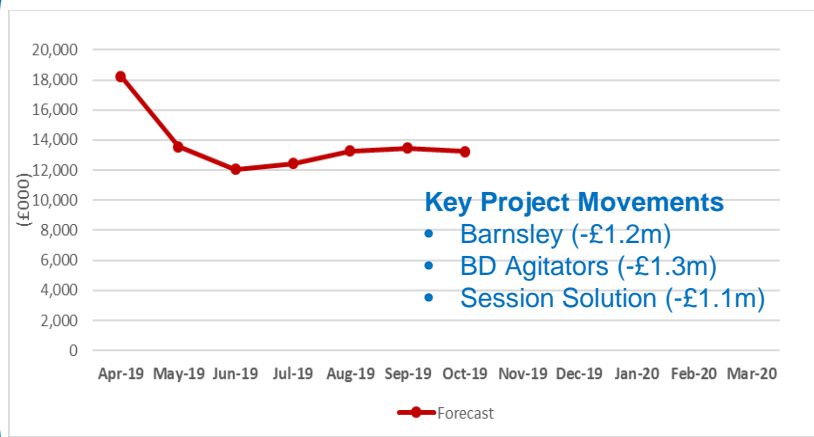
Favourable variance of £0.7m vs plan (including transformation spend)

ODT: Financial Performance 2019/20 – Gross Margin



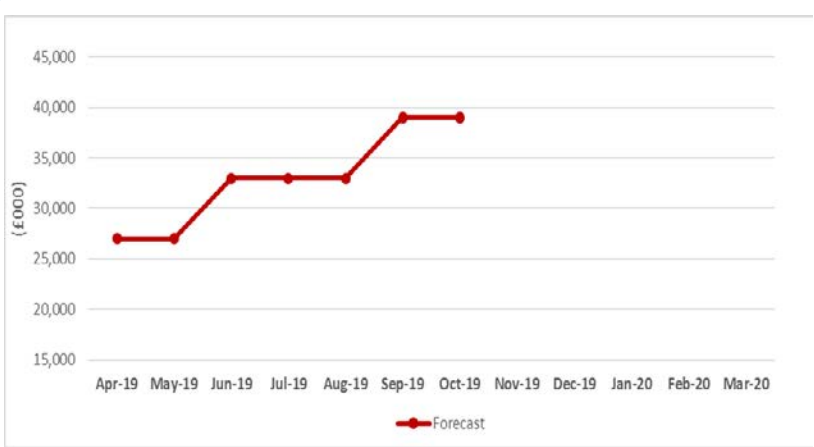
£1.4m favourable variance to plan (including transformation spending). All underspends are associated with the change programme.

Blood and Group Change Programme: Forecast Outturn 2019/20



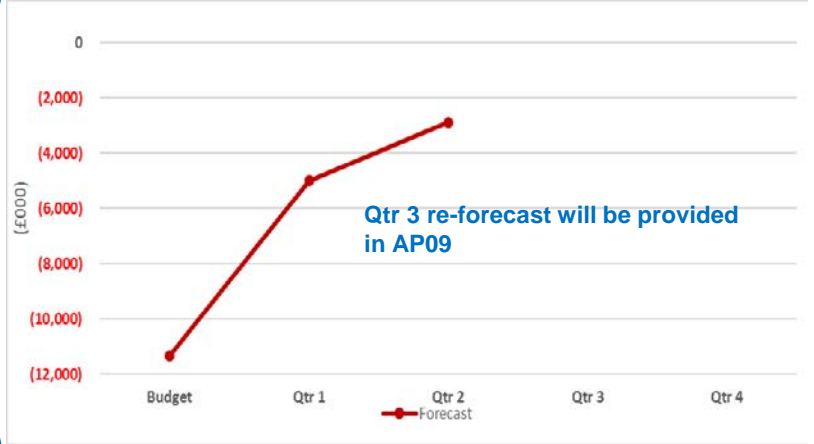
Change programme forecast at £13.3m versus £19.0m budget.

NHSBT Cash Flow: Forecast Outturn 2019/20



Forecast cash balance at the end of March 2020 is £39m

NHSBT I&E: Forecast Outturn 2019/20



Forecast I&E outturn is a deficit £3.0m (vs a £11.3m deficit budgeted). Driven by underspends in transformation spend and Blood Supply.

Financial Performance – October 2019

YTD surplus of £8.9m (£10.9m ahead of plan).

- Blood & Group change programme (+£5.4m) favourable driven by reprofiling of major projects (Barnsley, BD Agitators, BD Donor Centre).
- Blood Supply are continuing to show favourable cost variances BD (£0.4m), M&L (£0.5m).
- ICT favourable expenditure (£1.1m) with headcount significantly below budget (27 WTE).
- DTS reporting a net favourable variance of (£0.7m).
- ODT £1.4m ahead of plan solely driven by reduced transformation spend.

2019/20 forecast outturn is a £3.0m deficit with further improvement expected.

Key drivers associated with the movement vs budget;

- Blood stock movement (-£1.6m)
- Blood income (-£0.6m) updated to reflect November 2019 ISP demand figures
- M&L (+£2.4m) – plasma import reduction (£0.8m), additional savings re consumables (£1.3m) and vacancies (£0.3m).
- Blood & Group change programme (+£5.7m). Rolling review of transformation has resulted in major project movements;
- DTS are £0.7m ahead of plan (BAU £0.3m / transformation spend £0.4m).
- ODT £0.6m favourable. Higher donor numbers later in the year may lead to a narrowing of the variance.

Balance sheet – net current assets are £63m at the end of October 2019. Forecast Y/E cash balance increased to c£39m.

- Cash at the end of October 2019 was £62m
- Forecast cash balance at the end of March 2020 continues to be £39m (Blood £27m, DTS £5m and ODT £7m)

Debtor days for October 2019 increased to 24 > 90 days; debtors fell to £1.0m

- Debtor days has increased to 24 (vs 19 in September). 90+ overdues has reduced by £0.3m to £1.0m.

2019/20 capital allocation agreed £18.5m with DHSC,

- Agreed funding includes Barnsley £13.5m and routine replacement £5m
- DHSC have agreed to underwrite a further £7.3m to support Pulse hardware replacement and the commencement of CBC (spend for 2019/20 yet to be confirmed).

I&E YTD Position – October 2019

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date		
			Budget £k	Actual £k	Variance £k
NHSBT Summary					
Income			255,727	255,540	(187)
Expenditure			(257,769)	(246,661)	11,108
NHSBT Surplus/(Deficit)			(2,042)	8,878	10,921
Blood and Group					
Income					
Programme Funding			0	0	0
Blood & Components Income			156,173	156,532	359
Research & Development			511	1,242	732
Blood Supply Other Income			1,926	1,995	68
Group Services Other Income			1,546	1,785	239
Blood and Group Income			160,155	161,554	1,398
Expenditure					
Cost of Sales - Blood Component Stock Movement			105	(684)	(789)
Blood Donation	1,500	1,450	(45,100)	(44,720)	380
Manufacturing, Testing & Issue	752	744	(39,604)	(39,155)	449
Logistics	331	321	(12,129)	(12,068)	61
Chief Executive and Board	3	4	(382)	(385)	(3)
Quality	89	88	(3,187)	(3,129)	58
Communications	65	68	(3,718)	(3,630)	88
Estates & Facilities	77	76	(22,879)	(23,184)	(306)
Finance	89	83	(3,167)	(3,150)	17
Business Transformation Services	27	23	(1,015)	(1,145)	(130)
People	124	124	(4,716)	(4,556)	159
Information Communication Technology	194	167	(15,691)	(14,622)	1,069
Clinical Directorate	176	166	(8,697)	(8,177)	520
Research & Development	34	43	(2,840)	(3,514)	(674)
Change Programme	0	15	(7,932)	(2,569)	5,363
Miscellaneous and Capital Charges			(1,955)	(806)	1,149
Blood and Group Expenditure			(172,906)	(165,495)	7,411
Blood and Group Total	3,460	3,372	(12,750)	(3,941)	8,809
Diagnostic and Therapeutic Services					
Income					
Programme Funding			2,435	2,428	(7)
Diagnostic and Therapeutic Services Income			44,822	45,475	653
DTS Income			47,256	47,903	647
Expenditure					
Cost of Sales - Tissues Stock Movement			0	(290)	(290)
Operational Expenditure	867	852	(39,380)	(39,250)	130
Change Programme	0	1	(411)	(211)	200
DTS Expenditure			(39,792)	(39,752)	40
DTS Total	867	853	7,464	8,151	686
Organ Donation & Transplantation Income					
Income					
Programme Funding			36,673	36,364	(309)
Programme Funding - Opt Out			3,254	2,327	(927)
Organ Donation & Transplantation Other Income			8,388	7,392	(996)
ODT Income			48,315	46,083	(2,232)
Expenditure					
Operational Expenditure	451	461	(37,215)	(37,093)	122
Change Programme	12	38	(7,857)	(4,322)	3,535
ODT Expenditure			(45,072)	(41,415)	3,657
ODT Total	463	499	3,243	4,668	1,425

Contribution Report – October 2019

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 31 OCTOBER 2019

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	DTS Mgt	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB				
Income														
Prices	157.0	8.7	7.3	1.1	0.8	8.9	5.6	-	2.4	0.7	6.7	-	-	199.4
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	6.9	6.9
Grant in Aid	-	-	-	-	-	-	-	-	1.1	1.3	-	-	36.4	38.8
Other	4.6	0.4	0.2	-	0.3	-	0.4	1.5	0.1	0.0	0.2	-	2.8	10.5
Total Income	161.7	9.1	7.5	1.1	1.1	8.9	6.1	1.5	3.6	2.0	6.9	-	46.0	255.5
Expenditure														
Variable Costs														
Consumables	(22.8)	(0.8)	(2.2)	(0.3)	(0.2)	(1.3)	(1.1)	(0.3)	(0.4)	(0.2)	(2.3)	-	(2.1)	(33.9)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(22.8)	(0.8)	(2.2)	(0.3)	(0.2)	(1.3)	(1.1)	(0.3)	(0.4)	(0.2)	(2.3)	-	(2.1)	(33.9)
Variable Contribution	138.9	8.3	5.3	0.8	0.9	7.6	5.0	1.2	3.2	1.9	4.6	-	43.9	221.7
Direct Costs														
Pay	(52.2)	(4.8)	(3.8)	(0.5)	(0.7)	(4.1)	(2.9)	(0.6)	(0.8)	(0.9)	(1.9)	-	(16.5)	(89.8)
Non Pay	(13.4)	(0.3)	(0.4)	(0.1)	(0.1)	(1.7)	(0.6)	(0.0)	(0.6)	(0.2)	(0.5)	-	(18.9)	(36.8)
Total Direct Costs	(65.6)	(5.2)	(4.2)	(0.5)	(0.8)	(5.8)	(3.5)	(0.7)	(1.5)	(1.1)	(2.4)	-	(35.4)	(126.6)
Direct Contribution	73.3	3.1	1.1	0.3	0.1	1.8	1.5	0.5	1.8	0.7	2.2	-	8.5	95.1
Direct Support														
Operational Directorate costs	(6.1)	(0.4)	(0.3)	(0.1)	(0.1)	(0.5)	(0.4)	(0.1)	(0.1)	(0.1)	(0.2)	-	(1.5)	(9.9)
Logistics	(11.8)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	-	(0.0)	(12.1)
Clinical	(5.1)	(0.2)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.0)	(0.1)	-	(0.6)	(6.3)
Attributable Estates costs	(13.6)	(0.8)	(0.6)	(0.1)	(0.3)	(0.9)	(0.8)	(0.1)	(0.1)	(0.1)	(0.1)	-	(0.8)	(18.3)
Attributable IT costs	(6.6)	(0.4)	(0.4)	(0.0)	(0.1)	(0.3)	(0.3)	(0.0)	(0.1)	(0.1)	(0.1)	-	(2.3)	(10.8)
Depreciation / Cost of Capital	(1.0)	(0.1)	(0.3)	(0.0)	(0.1)	(0.1)	(0.2)	(0.1)	(0.1)	(0.0)	(0.2)	-	(0.3)	(2.5)
Total Direct Support	(44.3)	(2.0)	(1.7)	(0.2)	(0.6)	(1.9)	(1.8)	(0.3)	(0.5)	(0.5)	(0.8)	-	(5.5)	(59.9)
Notional Internal Income Uplift	(0.9)	(0.0)	0.9	0.1	0.2	0.0	0.0	(0.0)	(0.2)	0.0	-	-	(0.0)	0.0
Cost of Sales	(0.7)	-	-	-	-	(0.3)	-	-	-	-	-	-	-	(1.0)
Contribution to Unallocated Costs	27.5	1.1	0.3	0.2	(0.3)	(0.3)	(0.3)	0.2	1.1	0.3	1.5	-	3.0	34.2
Total Allocated Costs	(134.2)	(8.0)	(7.2)	(0.9)	(1.4)	(9.2)	(6.4)	(1.3)	(2.5)	(1.8)	(5.4)	-	(43.0)	(221.3)
Unallocated Costs Apportioned														
Directorate costs	(6.5)	(0.5)	(0.4)	(0.1)	(0.1)	(0.5)	(0.4)	(0.1)	(0.1)	(0.1)	(0.3)	(0.0)	(2.9)	(12.0)
Estates costs	(2.9)	(0.2)	(0.1)	(0.0)	(0.0)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	(0.0)	(1.0)	(4.9)
Depreciation / Cost of Capital	(0.7)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.3)	(1.3)
Total Unallocated Costs	(10.2)	(0.7)	(0.6)	(0.1)	(0.1)	(0.7)	(0.5)	(0.1)	(0.2)	(0.1)	(0.5)	(0.0)	(4.3)	(18.1)
Operating Net Surplus / (Deficit)	17.3	0.4	(0.3)	0.1	(0.4)	(1.1)	(0.8)	0.1	0.9	0.1	1.0	(0.0)	(1.2)	16.1
Transformation Costs	(2.6)	-	-	-	-	-	-	-	-	-	-	(0.2)	(4.4)	(7.2)
Total Allocated Costs Inc Transformation	(136.8)	(8.0)	(7.2)	(0.9)	(1.4)	(9.2)	(6.4)	(1.3)	(2.5)	(1.8)	(5.4)	(0.2)	(47.5)	(228.5)
Net Surplus / (Deficit) Inc Transformation	14.7	0.4	(0.3)	0.1	(0.4)	(1.1)	(0.8)	0.1	0.9	0.1	1.0	(0.2)	(5.7)	8.9

RAG STATUS (Actuals V Plan)	G	G	R	G	G	R	G	G	A	G	G	G	G	G
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Notes:

1 RAG Status: Year to date contribution vs Planned contribution by service (Green: >= 0%, Amber: 0 to -5%, Red: >= -5% (Materiality limit £100k))

2 Report is draft pending ongoing review of model cost drivers and assignments.

Cash Flow – October 2019

	Actual Apr-19 £k	Actual May-19 £k	Actual Jun-19 £k	Actual Jul-19 £k	Actual Aug-19 £k	Actual Sep-19 £k	Actual Oct-19 £k	Forecast Nov-19 £k	Forecast Dec-19 £k	Forecast Jan-20 £k	Forecast Feb-20 £k	Forecast Mar-20 £k	Total £k
Opening bank balance	28,444	31,494	29,206	26,922	21,600	55,795	59,656	62,341	67,137	70,886	74,374	68,677	28,444
Receipts													
Debtors & Other Receipts	26,527	32,433	31,036	29,165	41,978	31,689	34,496	34,987	30,928	34,495	30,222	40,269	398,225
Revenue Cash Limit	0	0	0	0	27,708	5,542	5,542	5,542	5,541	5,542	5,541	5,543	66,501
Revenue Cash Limit - Opt Out Project	0	0	0	2,490	0	0	0	2,490	0	2,490	0	2,630	10,100
Capital Cash Limit	0	0	0	0	0	0	0	10,000	2,500	0	2,500	3,500	18,500
Total income	26,527	32,433	31,036	31,655	69,686	37,230	40,038	53,019	38,969	42,527	38,263	51,942	493,326
Payments													
Staff Expenses	10,779	18,166	17,767	17,754	17,692	17,773	17,916	18,245	18,355	18,179	18,355	25,511	216,493
Other Revenue Payments	11,772	16,309	13,054	17,884	16,046	15,445	17,022	19,222	15,365	19,359	24,105	39,681	225,264
Capital Charges	0	0	0	0	0	0	0	8,756	0	0	0	8,756	17,512
Capital Payments	926	246	2,498	1,339	1,754	151	2,416	2,000	1,500	1,500	1,500	7,671	23,500
Total costs	23,477	34,721	33,319	36,977	35,492	33,369	37,354	48,223	35,220	39,039	43,960	81,619	482,769
Closing bank balance	31,494	29,206	26,922	21,600	55,795	59,656	62,341	67,137	70,886	74,374	68,677	39,000	39,000

Split by:

Blood26,711

DTS5,190

ODT7,100

Debtor Days (Target is 22 days)	25	24	26	25	19	19	24
YTD BPPC By Value % (Target is 95%)	96.8%	94.7%	95.6%	95.9%	96.0%	94.7%	94.7%
YTD BPPC By Number % (Target is 95%)	93.0%	92.4%	91.0%	92.0%	92.6%	93.1%	93.7%

	1-30 Days overdue £000's	31-60 Days overdue £000's	61-90 Days overdue £000's	>90 Days overdue £000's	Total Overdue £000's
Overdue Debtors NBS/ODT £000's					
Total Overdue Debtors	6,127	2,649	595	1,027	10,398

Top 5 Over 90 days Overdue Debtors £000's	Sep-19			Oct-19		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
BARTS HEALTH NHS TRUST	31	929		41	837	£800k received 01/11
CAMBRIDGE UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	-	613		40	818	Overdue contract invoices - awaiting payment
GUY'S AND ST. THOMAS' NHS FOUNDATION TRUST				40	609	Overdue contract invoices - awaiting payment
BRIGHTON & SUSSEX UNIVERSITY HOSPITALS NHS TRUST				14	394	Overdue contract invoices - awaiting payment
HEALTH EDUCATION ENGLAND				2	365	Overdue invoices - awaiting payment
NHS NATIONAL SERVICES SCOTLAND	20	1,557				
KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	47	774				
LEEDS TEACHING HOSPITALS NHS TRUST	90	334				
Total 5 Overdue Debtors	189	4,207		138	3,023	
Other Debtors	1,103	8,260		889	7,374	
Total Overdue Debtors	1,292	12,467		1,027	10,398	

>90 DAYS OVERDUE	Profile by Month											
	Actual Apr-19 £000s	Actual May-19 £000s	Actual Jun-19 £000s	Actual Jul-19 £000s	Actual Aug-19 £000s	Actual Sep-19 £000s	Actual Oct-19 £000s	Forecast Nov-19 £000s	Forecast Dec-19 £000s	Forecast Jan-20 £000s	Forecast Feb-20 £000s	Forecast Mar-20 £000s
Target £0.5m for over 90 days by 31 Mar 2020												
Ledger Balance at month end	924	1,321	1,777	1,849	1,750	1,292	1,027					
Target	1,400	950	800	850	1,350	700	800	700	950	1,100	900	500