

NHSBT Board Performance Report

December 2019

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Performance Status – December 2019

BLOOD SUPPLY	Status	Trend
<p>As a result of under collection, driven by a jump in the level of staff absence and donor non-attends, red cell stocks declined over the month to 25k (5.5 DOS). Collection performance has been strong during January, but with demand also strong, stocks have not yet recovered to robust green levels, although O negative stocks have remained good throughout. Although this leaves us vulnerable to adverse weather, this is not anticipated and projections indicate good collection and stock performance over the near term.</p> <p>The demand for O negative cells continues to grow with the % of total demand jumping above 14% in the month and remaining high at 13.5% during January. This will require a further increase in O negative donor numbers and put pressure on collection and marketing costs during 2020/21.</p> <p>Following the MHRA inspection at Birmingham, a Major regulatory non-compliance was reported regarding irradiation practices.</p> <p>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.</p>		

ODT and TES	Status	Trend
<p>There were 147 deceased organ donors in December 2019. The moving annual total (MAT) continues to improve, and is now at 1,654 donors, 35 more donors (+2.2%) than the 12-months to December 2018 and 54 more than the 2018/19 financial year (+3.4%). We are on track for another record year for deceased donors in the UK. The number of donors is, however, 4.9% lower than the TOT2020 strategic target (hence, along with the transplants trend, the red performance status).</p> <p>There were 333 deceased donor organ transplants in December with the MAT broadly flat. This remains around 20% lower than the TOT2020 target and is also 0.1% lower than the outcome for the 2018/19 financial year (-0.1%).</p> <p>In TES, stocks of corneas dropped back to 285 at the end of December (versus plan of 270) with plans now focused on maintaining stock levels and reducing volatility. Income is 1.6% higher than the previous year but is trending flat and marginally below plan.</p>		

Diagnostics, Therapeutic Apheresis and Stem Cells	Status	Trend
<p>DTSCS continues to perform well overall with laboratory service performance remaining strong.</p> <p>An adverse trend continues to be seen in reduced hospital referrals for stem cell investigations in H&I and the ongoing decline in BBMR / cord blood bank activity (especially in the UK).</p> <p>Financial performance is good with year to date income £0.4m (1%) ahead of plan, the I&E position £0.7m favourable year to date and 4% higher year on year.</p> <p>Income growth continues to be seen (YTD) in TAS (+3%), RCI (+4%) and CMT (+5%).</p>		

CORPORATE	Status	Trend
<p>Sickness levels in Logistics remain high at 8.2%. 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 £7.5m YTD, £11.5m ahead of budget. The overall full year forecast has been revised to £1.9m deficit versus a planned deficit of £11.4m. This is largely driven by lower transformation spending plus favourable variances in M&L and ICT.</p> <p>There have been no additional P1 risks (=>15) added to the risk register in December and none removed.</p>		

Key Issues / Action for attention:

PRODUCTIVITY – Manufacturing, Testing and Hospital Services Productivity are above YTD target. Collections Productivity is 0.2% below target. Year on year trends are Manufacturing 6.1%, Testing 2.5%, Hospital Services 0.5%. Collections 4.5%

WASTAGE – Total Red Cell and Platelet Losses remain below target despite increases in December caused by a quality incident related to Bacterial Screening, and expiry increases relating to the festive holiday period. Overall, Platelet expiry and RBC processing losses are trending down, RBC expiry is trending up.

SAFETY AND COMPLIANCE – Following the MHRA inspection at Birmingham, a Major Regulatory Non-Compliance was found relating to Irradiation, The MHRA has accepted our initial response and no further clarifications were sought on the matter of patient risk. As part of a full review we are introducing a number of corrective actions to our procedures to address the findings. All other internal measures of safety and compliance are within target levels

STOCK & COLLECTIONS

- Overall red cell stocks declined over December. While we entered the month with over 7 days of stock (DOS), stocks dipped just below the target of 5.5 DOS early in the New Year. This decline was primarily a result of blood collection being below plan by c.4.6k donations over November and December due to a rise in NHSBT-led donor cancellations (mainly staff shortages/absence) and reductions in donor attendance in the build up to Christmas.
- Bottom 10 teams collected 12,227, -2,821 units to target 15,048. Meaning that 92% of the under collection throughout December was from 10 teams. This is being addressed within operations and donor experience, and a detailed review with actions are underway.
- NHSBT short notice appointment cancellations were 2.15% against a target of 1.15% Biggest impact being staff shortages followed by staff sickness. Review of the bottom 10 team and actions are underway.
- Collection performance improved in the last week of December and early January. We are increasing donation appointments over the coming weeks to ensure continued strong collections. We have also recently launched a new campaign in partnership with BT Sport and several ex-rugby players to encourage more men to register to donate blood.
- O D negative (“O neg”) stocks sat at c.5.5 DOS in early January. Demand for O neg red cells remains strong and exceeded forecast expectation during December. While overall collection levels were below plan, collection of O neg over the last few months has been strong due to the continued success of our “First Responders” initiative launched in September.
- B D negative (“B neg”) stocks twice fell below 4.5 DOS during December, but have since recovered through increased mobilisation of B neg donors.
- AB D negative (“AB neg”) red cells have recently fallen below 4.5 DOS. We have increased invitations to AB neg donors and are offering hospitals A neg red cells as a substitute product in some instances, while stocks rebuild.
- Stocks of platelets also fell below 1 DOS on 4 occasions during December due to a bacterial screening incident in Colindale. Stocks were quickly recovered through increased apheresis collection and pooled production.

Developments re strategic risk:

No developments in strategic risk in December

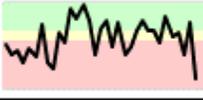
Major transformation projects:

LRP: The collective consultation about the National Rota Review is now extended after being paused by unions before Christmas due to the Organisational announcements.

A further counter proposal was received on 10th Jan from Unions to last proposals submitted by management with the focus of discussions now being on pay protection arrangements.

6 sites now have no impact on pay at all now due to us taking out blue light on call. We will launch the Barnsley local consultation in January which aligns with our plans for Barnsley. These latest rota review proposals are now planned to be implemented by Q3 2020 and forecast annual savings of £1.4m vs £1.8M originally.

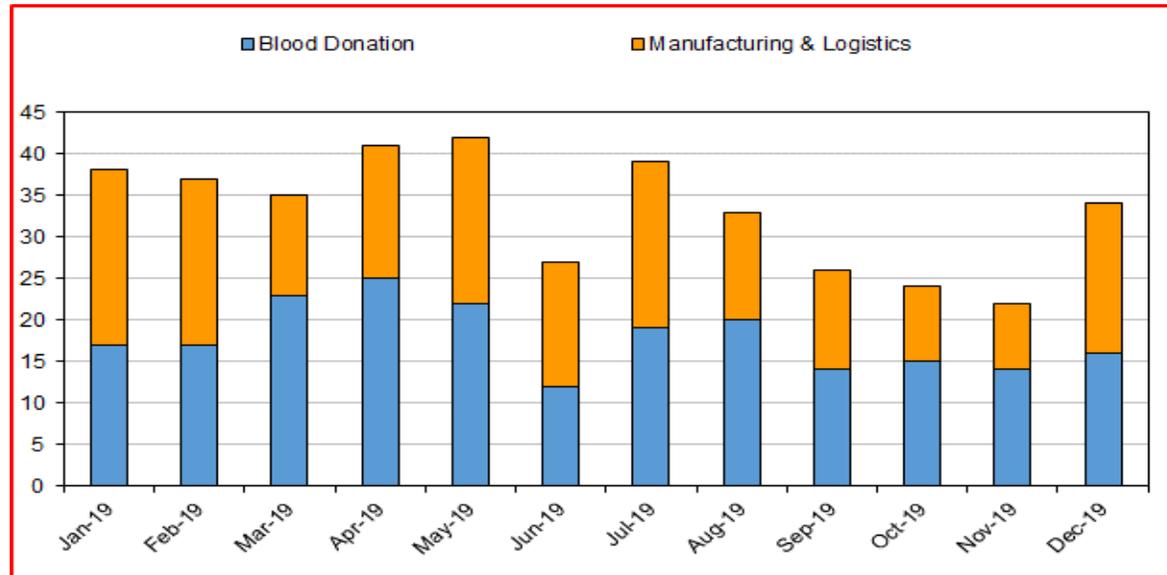
BLOOD SUPPLY – Safety & Compliance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Blood Supply Number of Critical & Major Regulatory Non Compliance Target 0	R	Worse		1 reported YTD (December 19) v NIL Target.
		% Patients Receiving A or B1 Grade Matched Platelets Target 75%	A	-		73.9% YTD v 75% target.

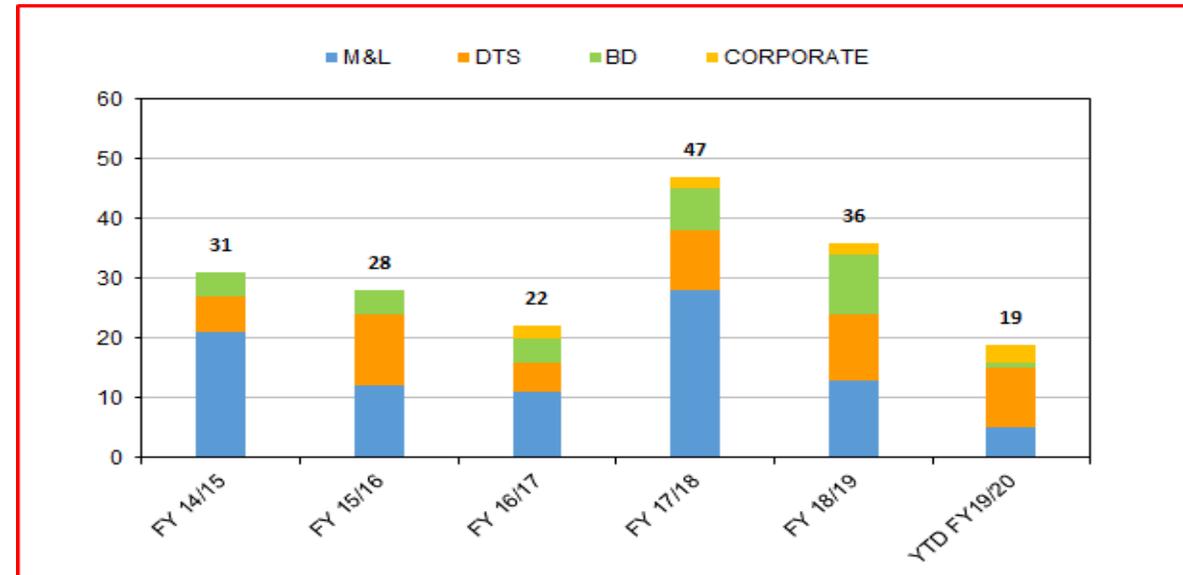
Key Messages / Issues for Attention:

- 1 SABRE reported in Blood in December (Testing). 6 in total YTD (3 in Hospital Services, 1 in Transport, 1 in Blood Donation, 1 in Testing)
- 19 SABREs reported year to date across NHSBT (6 in Blood, 10 in DTSCS, 1 in Clinical) – **chart 3**.
- Two MHRA inspections in December: Manchester (no critical or majors) and in Birmingham (3 majors, 1 M&L, 1 H&I, 1 Corporate/Quality).
- Next MHRA Inspections Newcastle, Basildon, Sheffield in March 2020; also HTA Inspection of ODT in March 2020.

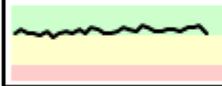
1. Major QIs raised per month - Blood Supply Directorate



3. Reports to SABRE



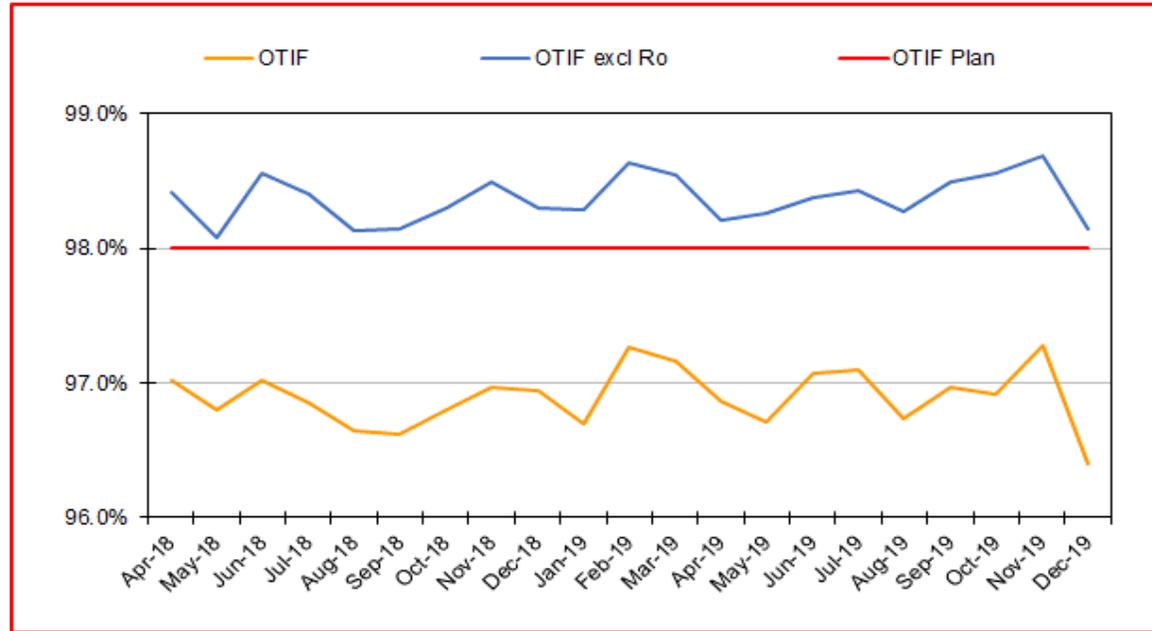
BLOOD SUPPLY – Customer Service

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	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 Next survey in March 2020

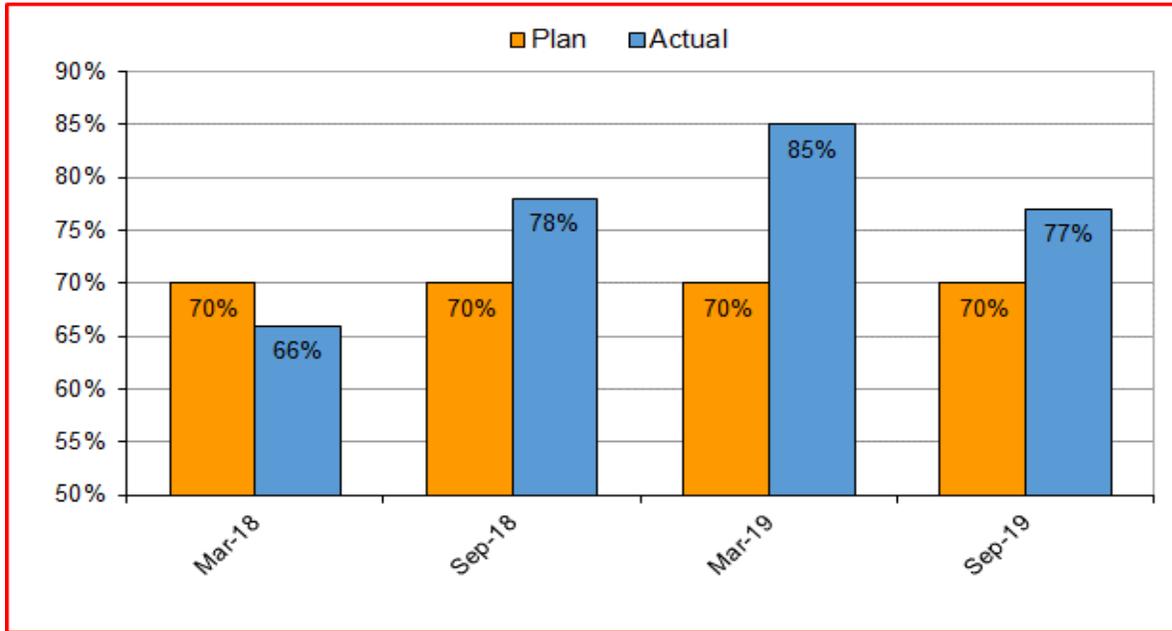
Key Messages / Issues for Attention:

- OTIF in December, excluding R_o 'in full' fails, remains strong at 98.1% 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

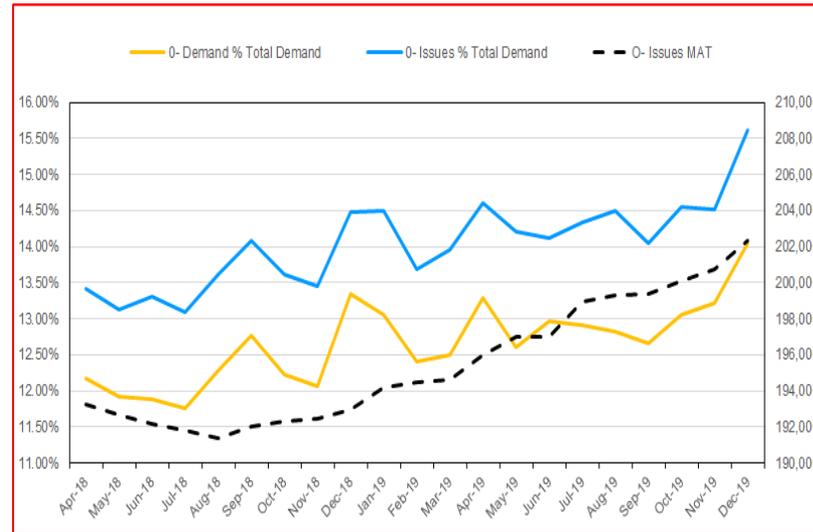


BLOOD SUPPLY– Red Cell Demand

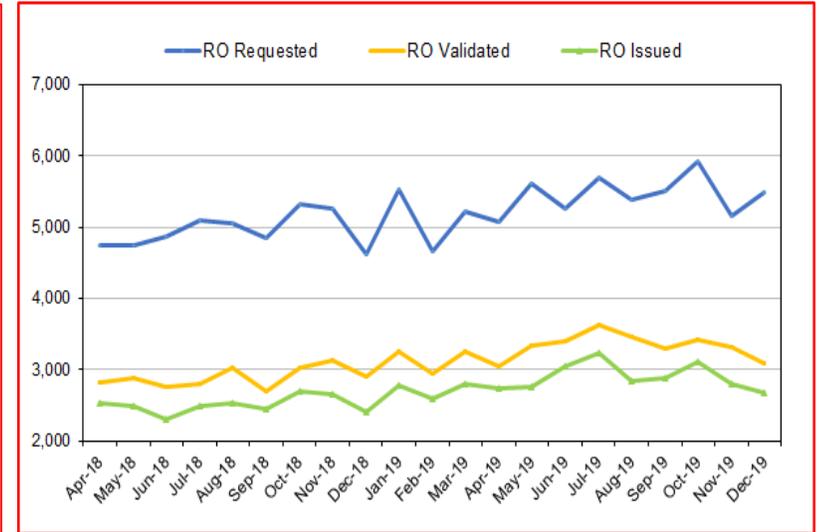
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2019/20 - YTD December 2019	2018/19 - YTD December 2018	Change
A Neg	84,454	84,647	-0.2%
A Pos	304,135	314,986	-3.4%
AB Neg	6,771	7,202	-6.0%
AB Pos	20,911	22,474	-7.0%
B Neg	28,050	27,359	2.5%
B Pos	82,951	84,258	-1.6%
O Neg	152,718	145,087	5.3%
O Pos	371,591	379,144	-2.0%
Total	1,051,581	1,065,156	-1.3%

9. O neg Red Cell Issues & Demand as % of Total



10. Ro Red Cells Demand, Validated and Issued



Key Messages / Issues for Attention:

- Red cell issues to December were 1.3% lower than the same period last year – **table 6**.
- Moving annual demand fell to 1,403k at end December 2019 from 1,426k at end of December 2018. The decline has slowed to -1.6% from -2.1% over the same period.
- Demand for O neg was 8.1% above forecast in December and jumped sharply to 14.1% of total demand in the month. It has also remained high during January at 13.5%. **This continues to be the most significant issue within Blood Supply** and will require an increase in O neg donor recruitment in 2020/21 (with an adverse impact on marketing costs) - **chart 9**.
- R₀ demand was 0.1% above forecast in December. Rolling R₀ 12 month demand growth is at 10.9% versus plan of 12.7%. R₀ collections were 49% of that required to meet total demand. The gap between R₀ requested and issued increased in the month with a consequent increase in O negative substitution – **chart 10**.

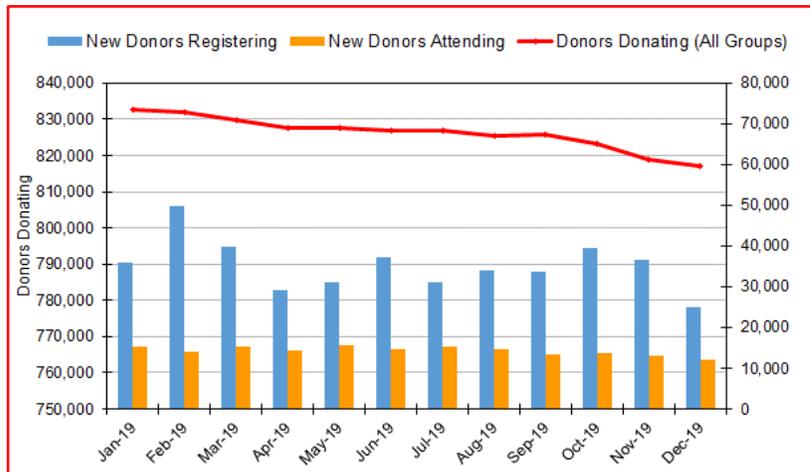
BLOOD SUPPLY – Whole Blood Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Blood Donors Donating in Last 12 Months - All Groups Target 827,000	A	-		817.1k YTD v 827k target – chart 19.
		Donation Frequency All Groups Target 1.76	A	-		1.805 YTD v 1.790 target - chart 19.
		Blood Donors Donating in Last 12 Months O Negative Target 116,000	A	-		112.7k YTD v 114.3k target - chart 20.
		Donation Frequency O Negative Target 1.76	R	-		Donation frequency 1.896 YTD v 1.800 target – chart 20.
		Blood Donors Donating in Last 12 Months Ro Target 23,675	G	-		24.2k YTD 22.9k target - chart 21.

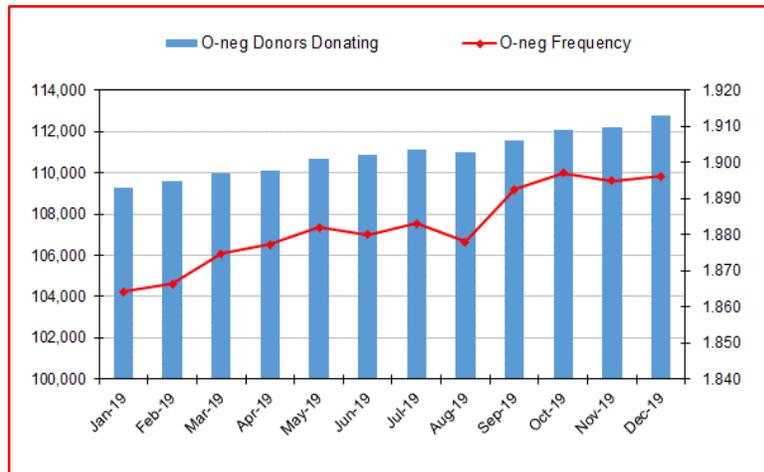
Key Messages / Issues for Attention:

- The number of active blood donors decreased in December to 817k (828k in April 2019).
- O neg blood donors improved marginally in month but remains ca. 2000 donors less than plan, largely due to lower recruitment of new donors.
- The total R₀ donor base improved marginally in the month but the Ro Kell neg donor base fell below plan for the second month in a row, with growth now flattening – **chart 21**. The project with McKinsey will be focusing on this trend and generating actions for improving donor numbers.

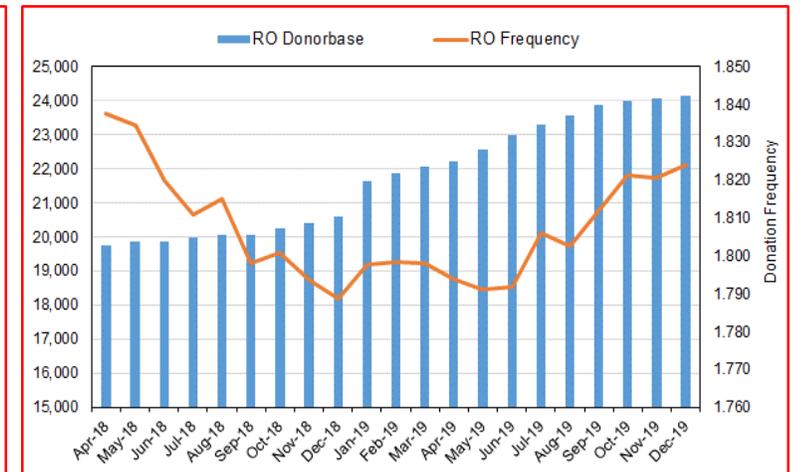
19. Donor Base and Frequency of Donation



20. O Neg: Donor Base and Frequency of Donation



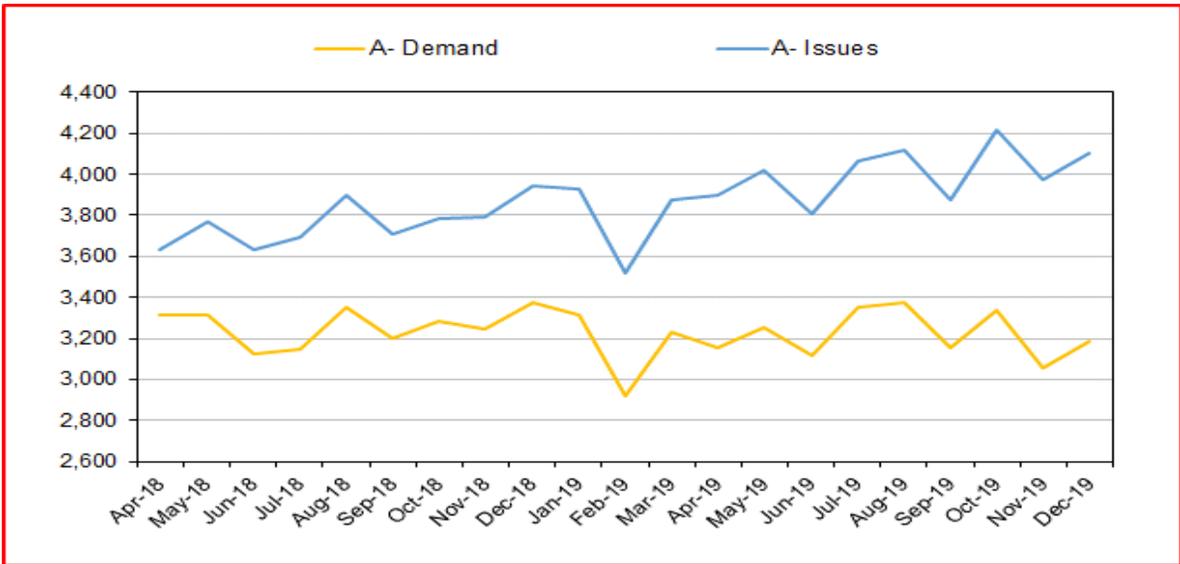
21. Ro Donor Base and Frequency of Donation



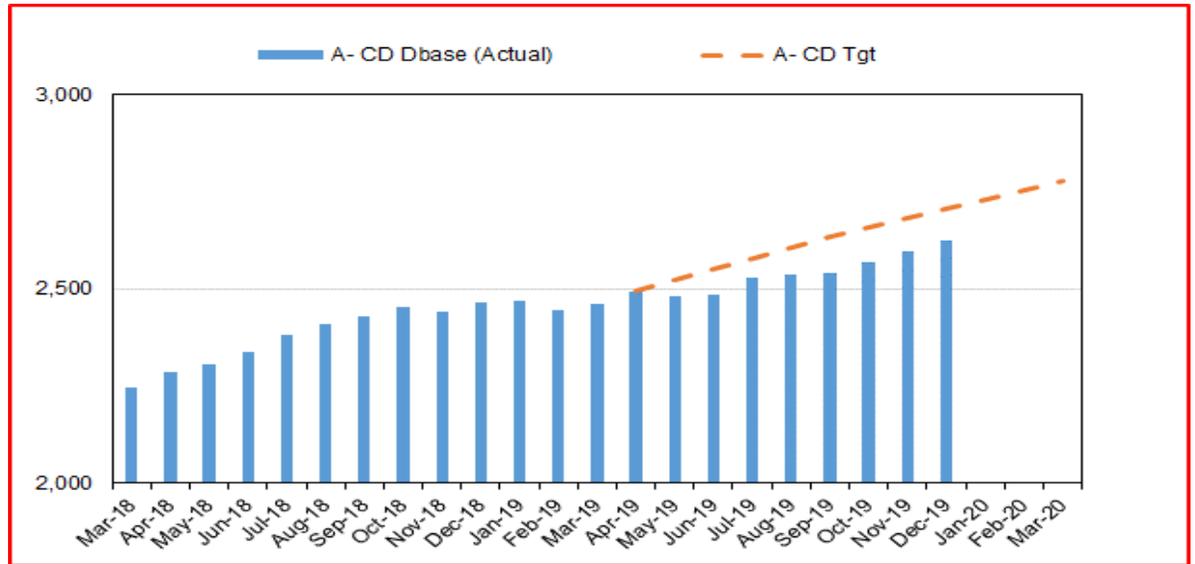
BLOOD SUPPLY – Platelet Demand & Donor Base

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	A Negative Apheresis Donors Donating in Last 12 Months Target 2,776	R	-		2,624 YTD v 2,707 target - chart 22.

12. A neg Platelet Demand and Issues



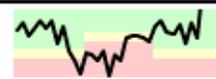
22. A- CD Donor Base



Key Messages / Issues for Attention:

- Platelet demand in December was in line with forecast. Moving annual demand is at 255.3k in December, an increase of 0.7% on the previous 12 months.
- Demand for A negative platelets increased in December to 14.9% 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 25.5% of platelet demand in December, 4.1% lower than forecast. YTD apheresis demand is 0.3% above forecast.
- The number of A- CD donors continues to run below target. Additional A- CD donors are required to remove the pressure on pooling and wastage of A- and AB- red cells – **chart 22**.

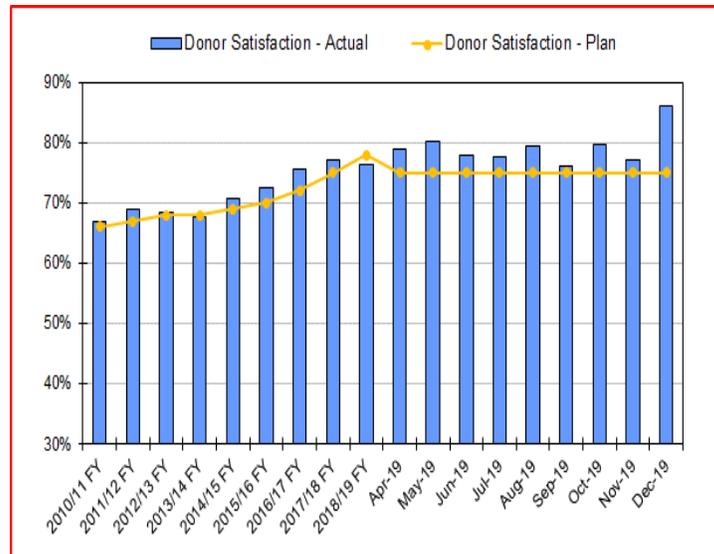
BLOOD SUPPLY – Collection Performance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G	-		86.1% satisfaction YTD v 75% target - chart 13
		Complaints per Million Whole Blood Donations Target 0.59%	G	-		0.36% complaints YTD v 0.59% target - chart 14

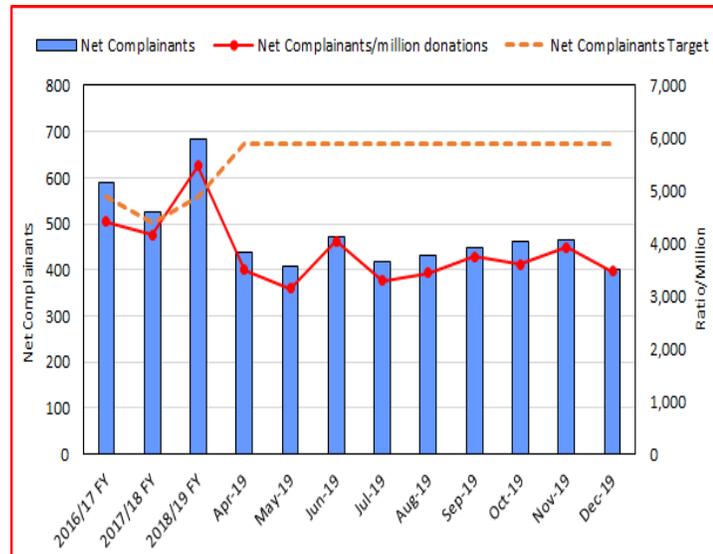
Key Messages / Issues for Attention:

- Collections were significantly below plan during December but have been strong through late December and into January. The current forecast is anticipating over collection in all but two weeks through to the end of March 2020, – **chart 24**.
- Collections were impacted by both staff absence and donor non-attends.
- Donor satisfaction reached a record high at 86.14% in month; 79.2% YTD – **chart 13**.
- Complaints have fallen sharply over the last twelve months from 0.42% in December 2018 to 0.35% in December 2019 – **chart 14**.
- The primary causes for complaints remain “not seen at appointment time”, “slot availability” and “staff attitude”.

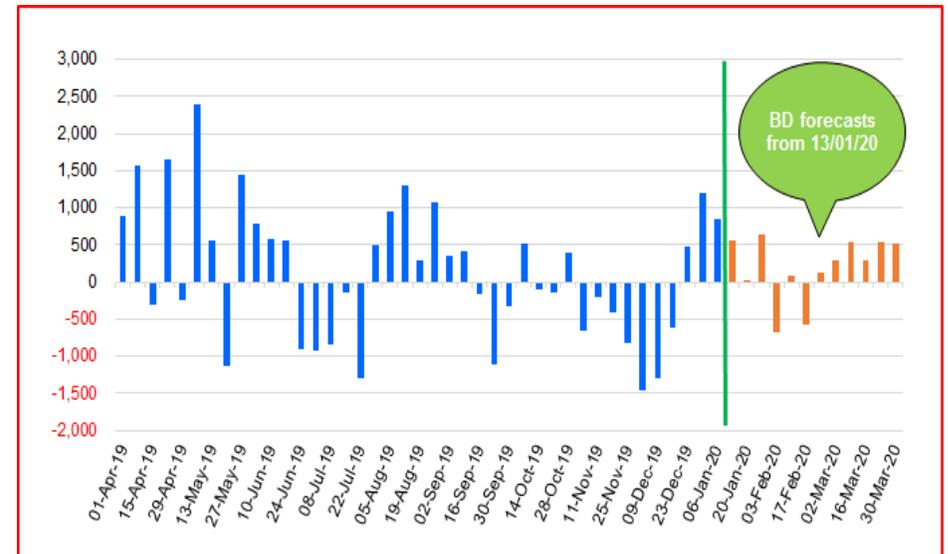
13. Donor Satisfaction



14. Donor Complaints



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



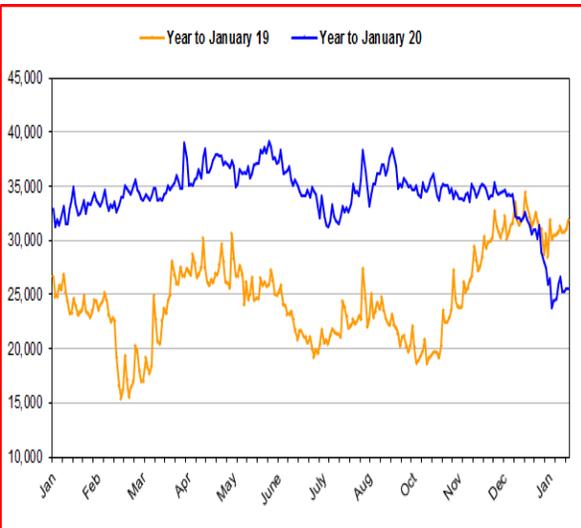
BLOOD – Stock Levels

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Supply Chain Operations	Red Cell Blood Stocks Alert < 4.5 days Target 0	R	-		4 red cell stock alerts YTD v Nil target - chart 17. 2 in August 19; 2 in December 19
		Platelet Stocks Alert < 1 day Target 0	R	-		8 Platelet stock alerts YTD v Nil target - chart 18. 4 in December 19 & 1 each in April, June, July and September 19.

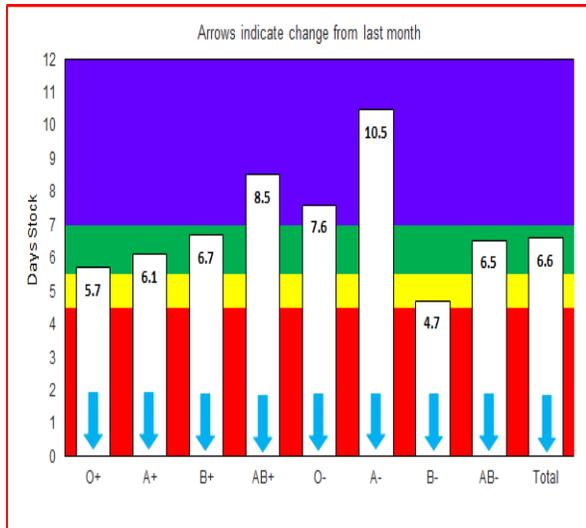
Key Messages/Performance/Issues for Attention:

- The under collection in December saw red cell stocks fall from 34k to around 25k by end of the month. Although collections have been strong during January, demand has also been high, and stocks have therefore remained at around 25k (5.5 DOS). O negative stocks have remained strong throughout, however.
- B negative stocks fell into red during the month as a result of strong demand but are now recovering from increased collection efforts.
- Projections indicate that stocks should increase to ca 6 days through February / March, with O negative above 6.5 days.
- AB negative is currently red in January but collections are improving and stocks should recover over the coming weeks.

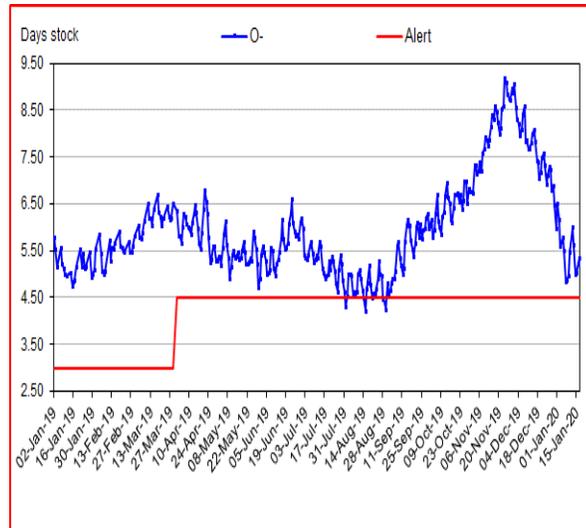
15. Red Cell - Blood Stocks (Units)



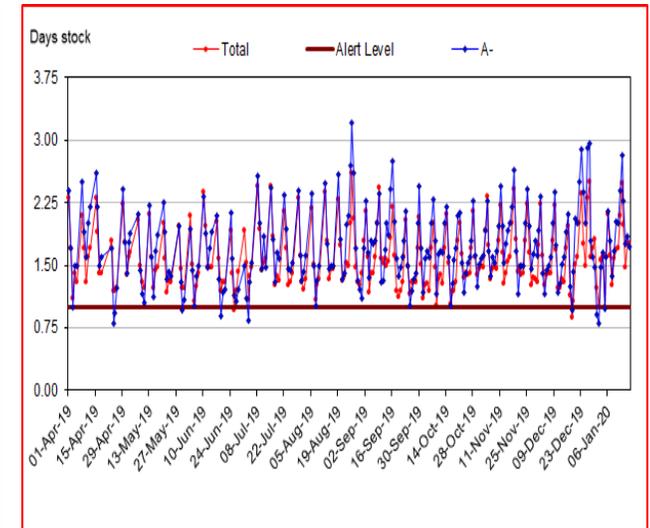
16. Average Red Cell Stock by Blood Group



17. Red Cell - O neg : weekday stock levels



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



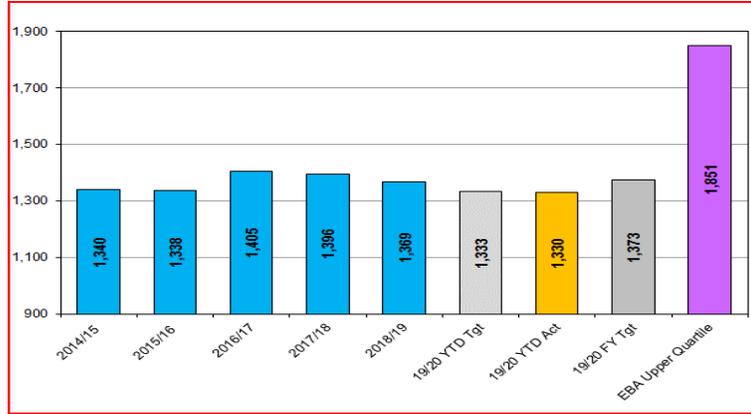
BLOOD SUPPLY – Blood Donation Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	Collection Productivity YTD Target 1,373	A	-		YTD 1,330 v 1,333 target - charts 30 & 31.
		% Whole Blood Collected in Donor Centres Target 24.7%	A	-		24.3% YTD v 24.5% target

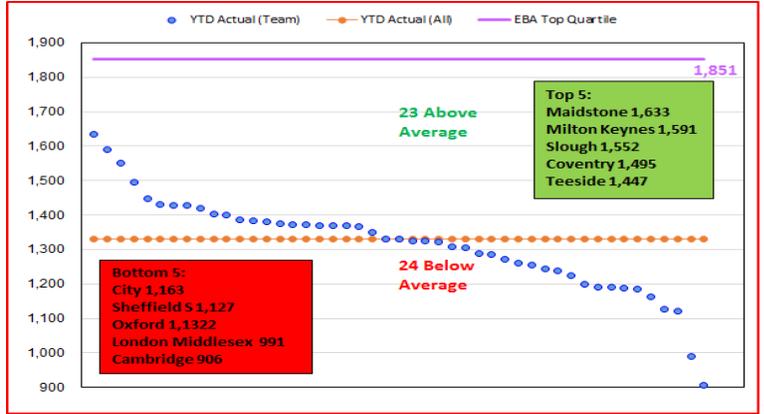
Key Messages / Issues for Attention:

- WTEs in Blood Collection for December 2019 are 1,159 versus budget of 1,185 (WTEs per the productivity calculation).
- Low collection volumes imply productivity is lower than target, both in the month and YTD, despite WTE being lower than target. Productivity in London Middlesex and Cambridge is especially low – **charts 30 and 31**.
- The EBA upper quartile level was revised to 1,851 in October 2019. NHSBT YTD performance of 1,330 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 rose to 4.80% in December. 4 teams are reporting sickness levels above 15%, 6 at 10-15% and a further 32 teams at 5 -10%. 29 teams report sickness below 5%.

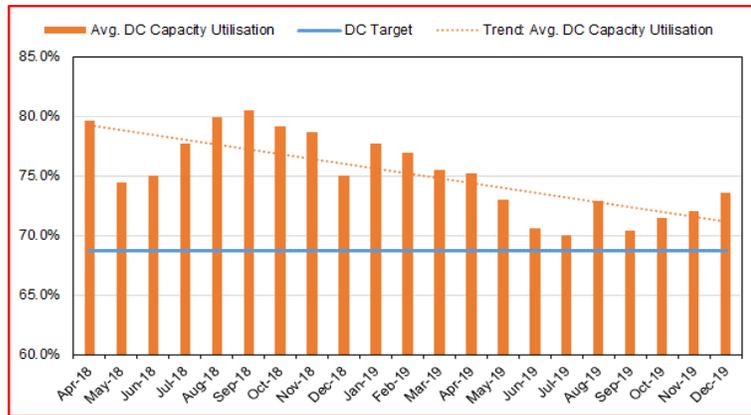
30. Blood Donation Productivity



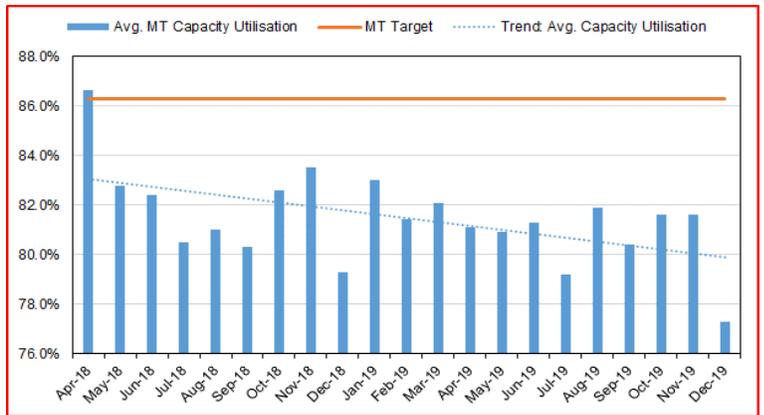
31. Blood Donation Productivity Mobile Teams YTD



26. Capacity Utilisation - Donor Centres (DC)



27. Capacity Utilisation – Mobile Teams



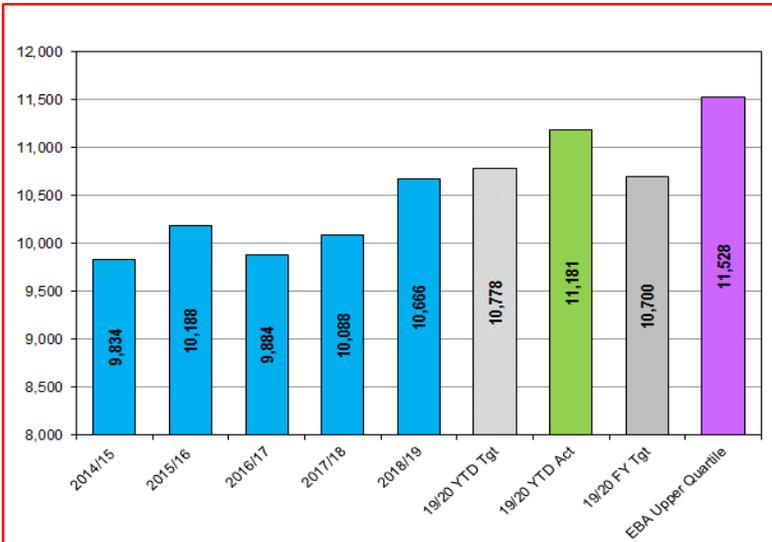
BLOOD SUPPLY – M&L Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Supply Chain Operations	Manufacturing Productivity YTD Target 10,700	G	-		Productivity 11,181 YTD v 10,778 target - chart 32.
		Testing Productivity YTD Target 33,700	G	-		Productivity 34,386 YTD v 33,888 target - chart 33.
		Hospital Services Productivity YTD Target 36,000	G	-		Issues Productivity 36,304 YTD v 36,160 target - chart 34.

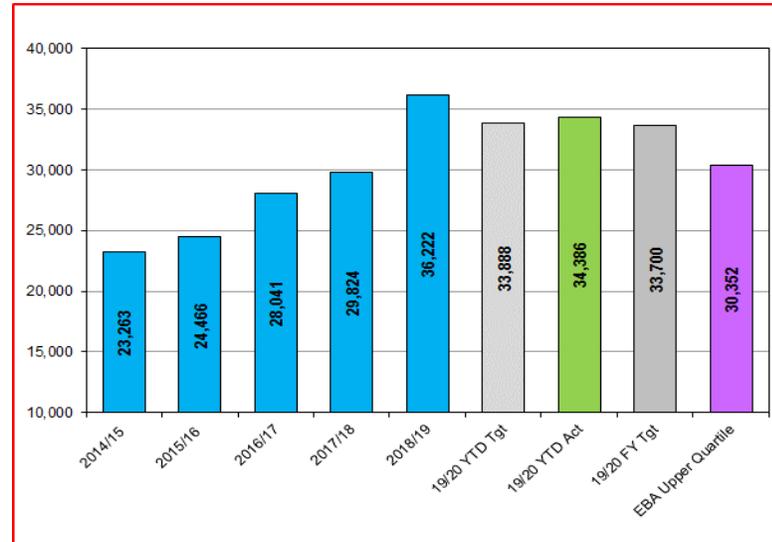
Key Messages / Issues for Attention:

- Manufacturing – Colindale, Filton and Manchester are above NHSBT plan but remain below EBA top quartile YTD – **chart 32**
- Testing – Filton productivity is above both NHSBT plan and EBA top quartile YTD - **chart 33**.
- Hospital Services – productivity is above NHSBT plan in month and YTD – **chart 34**.

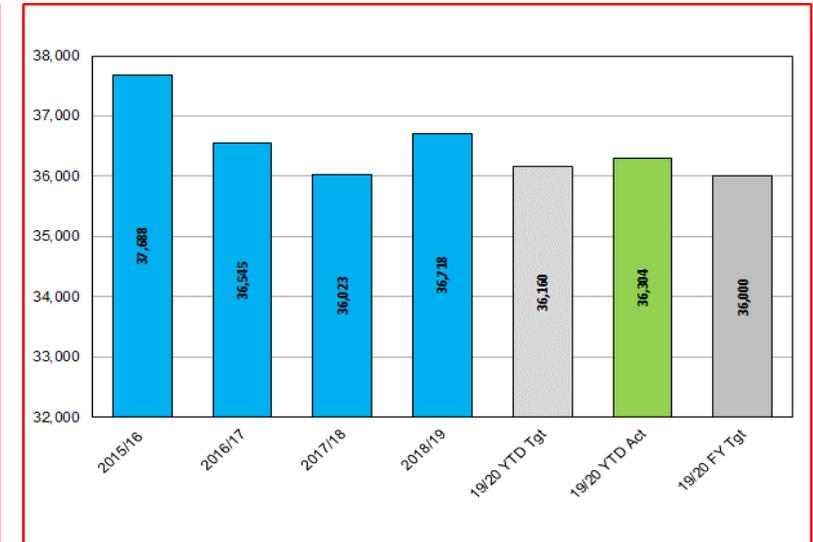
32. Manufacturing Productivity : YTD and Current Month



33. Testing Productivity : YTD and Current Month

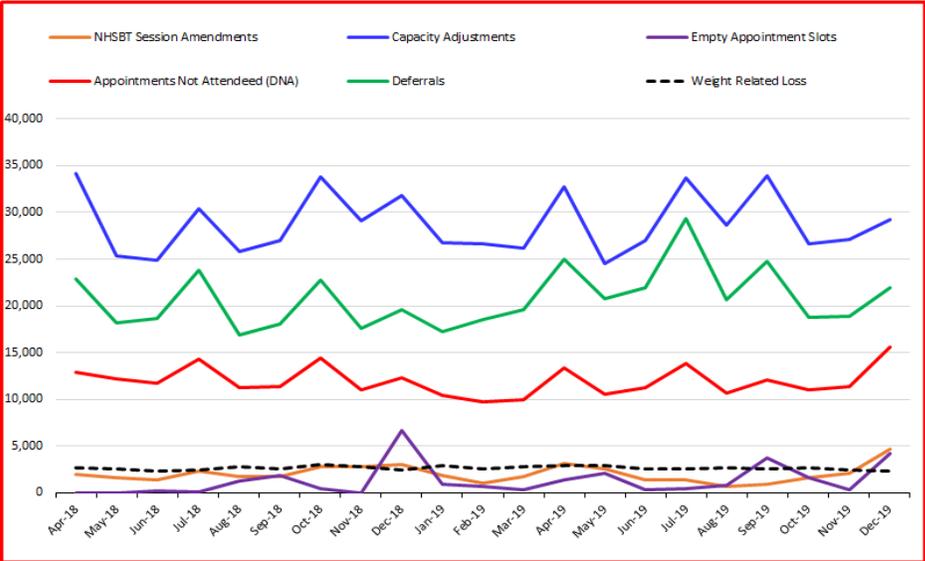


34. Hospital Services Productivity : YTD and Current Month

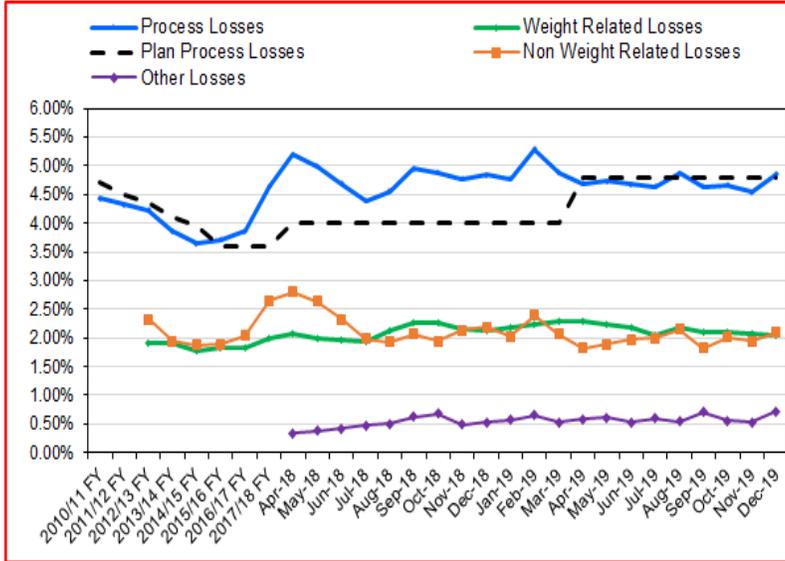


BLOOD SUPPLY– Waste

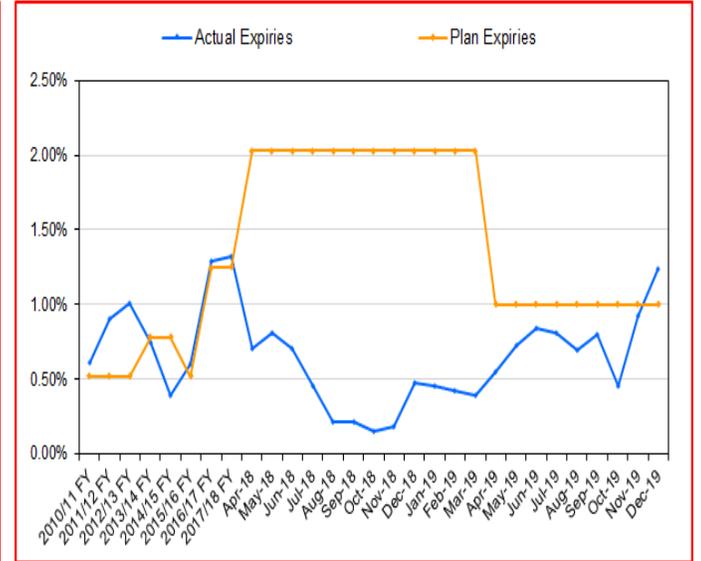
75. Collection Waste: Appointment Slots Not Resulting in a Validated Red Cell



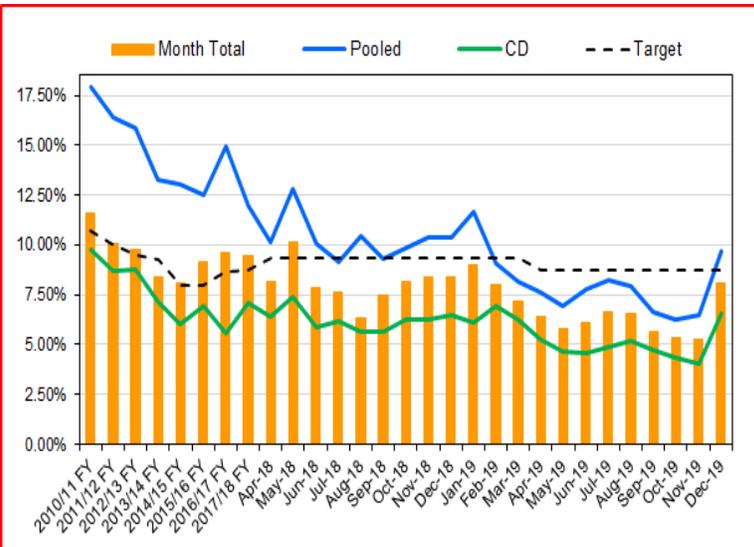
35. % Donations NOT Converted to Validated Red Cells



36. Red Cell Expiries



37. Percentage of Platelets Produced NOT Issued



Key Messages / Issues for Attention:

- 38% (64k) of bookable appointments (165k) were 'lost' in December 2019; 38% due to NHSBT capacity adjustments and 28% due to deferrals– **chart 75**.
- Red cell production waste rose to 4.86% in December (4.7% YTD), but remains lower than last year (4.85%) – **chart 35**.
- Excluding weight related losses, waste was 2.8% in December (2.6% YTD) versus the 2.8% target – **chart 35**
- Red cell expiries increased sharply to 1.24% in December. A large loss of O negative units was seen as a result of the unintended consequences of a software change to R₀ order handling – **chart 36**.
- Platelet waste increased sharply to 8.1% in December (YTD 6.2%); below the plan level of 8.7% - **chart 37**.
- Platelet expiries remain excellent – YTD December at 3.48%, well below the 5.5% target – **chart 36**.

Key Issues / action for attention:

- Income in the year to date is £0.4m (1%) ahead of plan. I&E is £0.7m (10%) favourable YTD and 4% higher year on year.
- Income growth continues YTD in TAS (+3%; increased plasma exchange, red cell exchange and stem cell harvest income), RCI (+4%; increased hospital referrals), and CMT (+5% core service and ACT).
- H&I income continues to be -£0.5m (-4%) adverse to plan YTD. This is due to reduced referrals from several hospitals as in previous months (testing for solid organ and stem cell transplants). Expenditure has also increased with a higher level of internal activity supporting 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.
- TAS income is close to plan, albeit that we are seeing a lower level of activity in Photopheresis than had been expected this year, -5% lower this year and -3% vs last year.
- CMT is performing well overall with the latest forecast set to achieve a breakeven, with CBC income continuing to be ahead of plan. The number of stem cell transplants supported continues to be slightly lower than expected YTD (1,295 v 1,335).
- The number of BBMR adult donors was below plan in the month (9 vs 20) and year to date is further behind plan, with a much lower number of UK patients being matched (140 v 180), however, cord blood issues continue to be substantially higher than plan (41 v 22) with most of the uplift being driven by a higher than anticipated level of export. The strategy for cord blood transplantation is being revised given changes in medical practice in stem cell transplantation, and will be discussed at the Board in January 2020.
- Sample turnaround times across Diagnostics were better than target, with strong laboratory performance in RCI and H&I, both at 98% (vs 95%).

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

Kier, the main contractor for the CBC new build, commenced work on site 6th January. There is, as a result, reduced parking at Filton but this is not presenting a problem for staff. Building handover is scheduled for July 2021. The “spade in the ground” ceremony went ahead with ET in attendance on 8th January. There is interest from DHSC in publicising this project with involvement from the Secretary of State. The project remains at GREEN status.

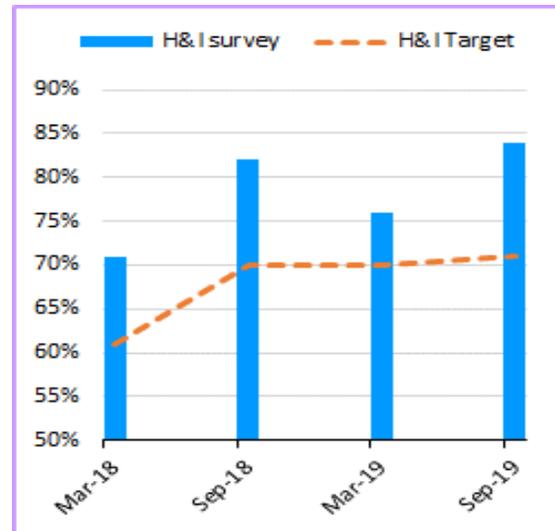
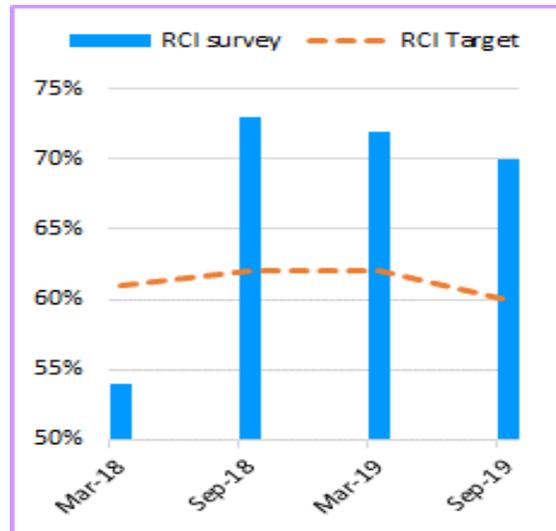
DTSCS – Group Level Indicators

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Group Targets	DTSCS Total Sales Income £000 FYB £67.7m	G	-		£49.6m v £49.3m plan YTD
		DTSCS Number of Serious Incidents Target 0	G	-		None reported YTD v zero target; None since December 18.
		DTSCS Number of Critical Regulatory Non Compliance Target 0	G	-		None reported YTD v zero target.
		DTSCS Number of Major Regulatory Non Compliance Target 0	R	-		2 external majors v zero target. 1 in October 19; 1 in December 19.

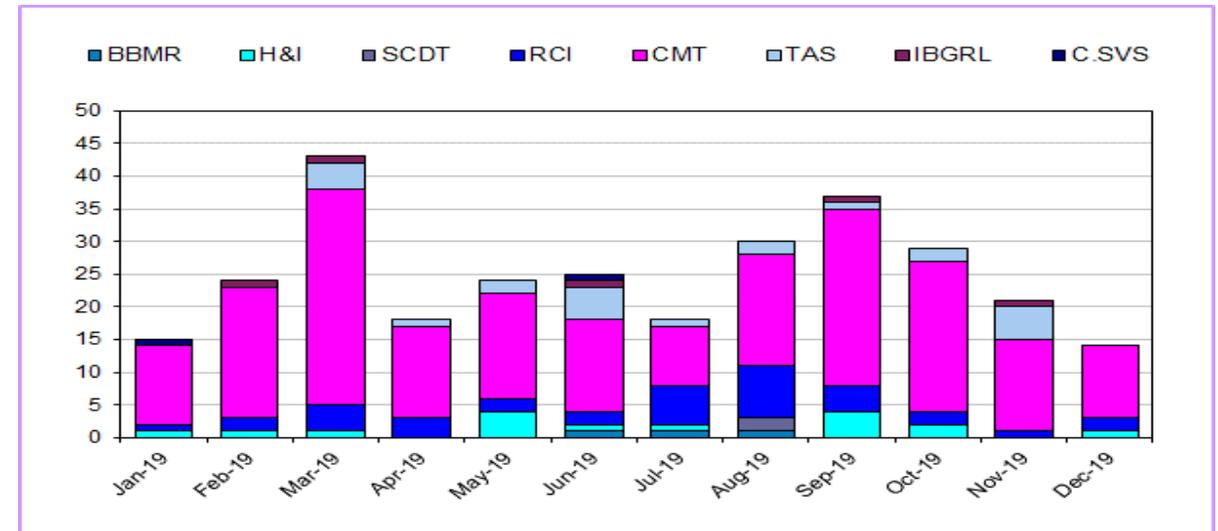
Key Messages / Issues for Attention:

- DTSCS is reporting an I&E surplus of £0.7m for the year to December, 10% above plan, with most business units reporting an I&E contribution at or better than plan.
- The exception continues to be H&I (£0.7m below plan) due low a fall in referrals from certain hospitals, predominately related to stem cell investigations.
- Sickness absence, including TES was at 4.6% in December but above target of 4%. Reports will be amended to exclude TES data from DTSCS from next month.
- SABREs – 1 reported in December in RCI. 10 SABREs reported YTD (1 IBGRL, 1 TAS, 1 H&I, 7 RCI) – **page 4**.

48. Hospital Satisfaction



49. Major QI's raised per month – DTSCS



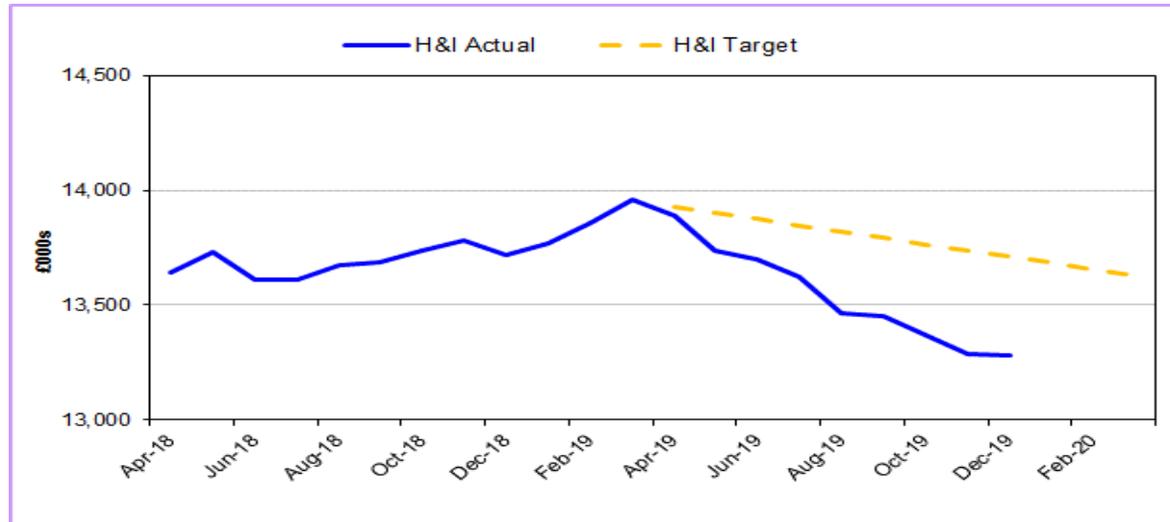
DTSCS – H&I

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	H&I	H&I Sales Income £000 FYB £13.6m	R	-		£9.7m income YTD v £10.2m plan – chart 39
		Time to Type DBD and DCD Organ Donations Target 80%	G	-		88.1% YTD v 80% target.
		H&I Sample Turnaround v SLA Target 95%	G	-		98.2% YTD v 95% target - chart 47.

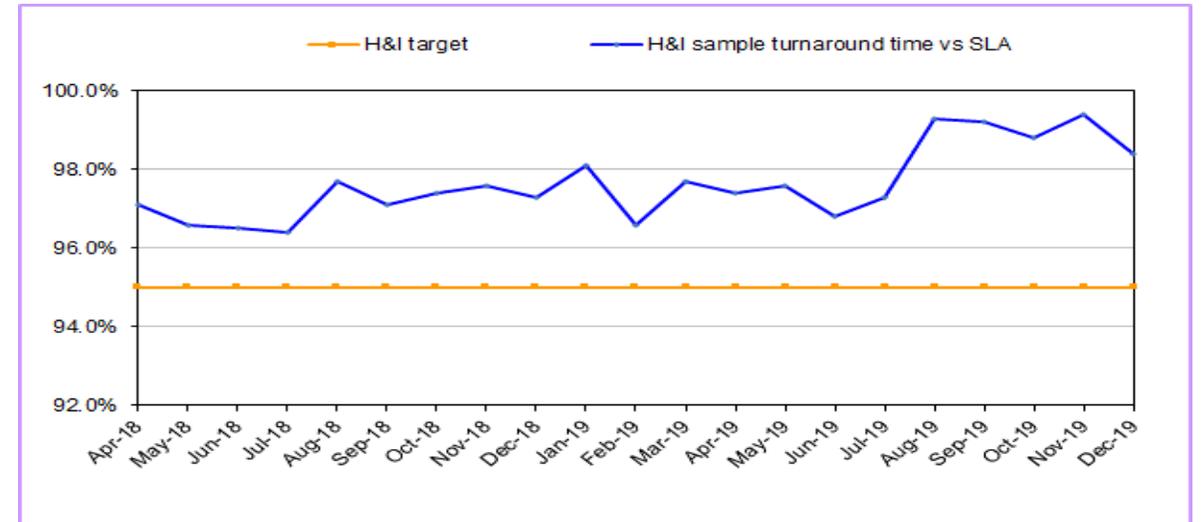
Key Messages / Issues for Attention:

- Income YTD is 4% below plan and 7% lower than last year – **chart 39**.
- Service income below plan due to lower referrals for stem cell investigations . An increase in activity is expected through Q4 from increased solid organ testing.
- Expenditure continues to be above plan (2%) due to increased activity levels in HLA platelets and BBMR.
- Overall H&I is reporting an I&E deficit of £0.7m.
- Sample turnaround times remain better than plan (98% vs 95%) – **chart 47**.

39. H&I Income (MAT)



47. Turnaround Time vs SLA (H&I)



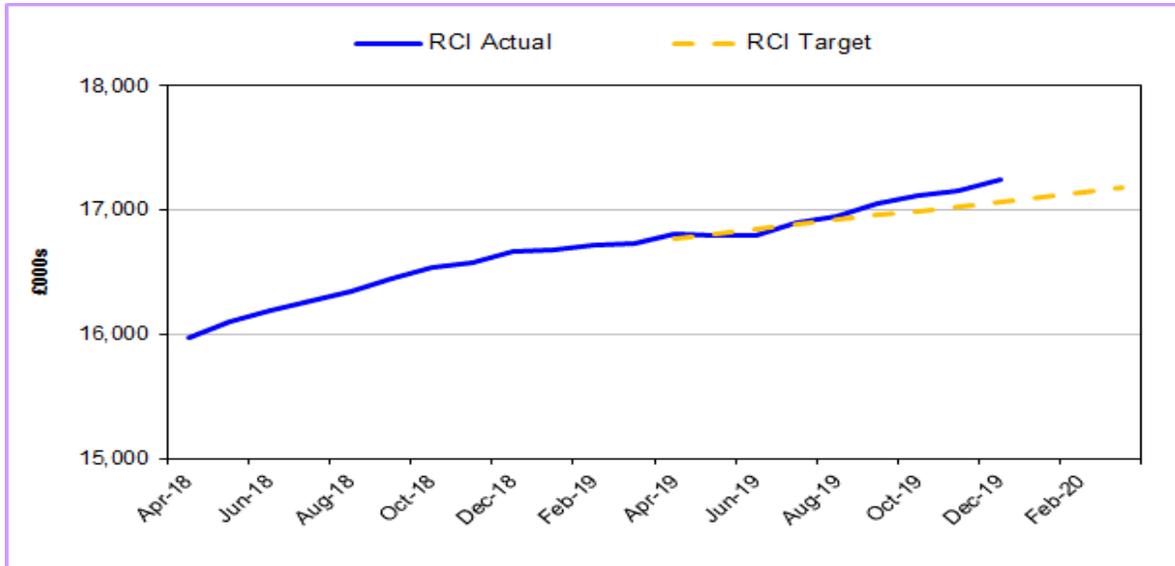
DTSCS - RCI

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	RCI	RCI Sales Income £000 FYB £17.2m	G	-		£13.1m income YTD v £12.8m plan - chart 40.
		RCI Sample Turnaround v SLA Target 95%	G	-		98% YTD October 19 v 95% target - chart 46

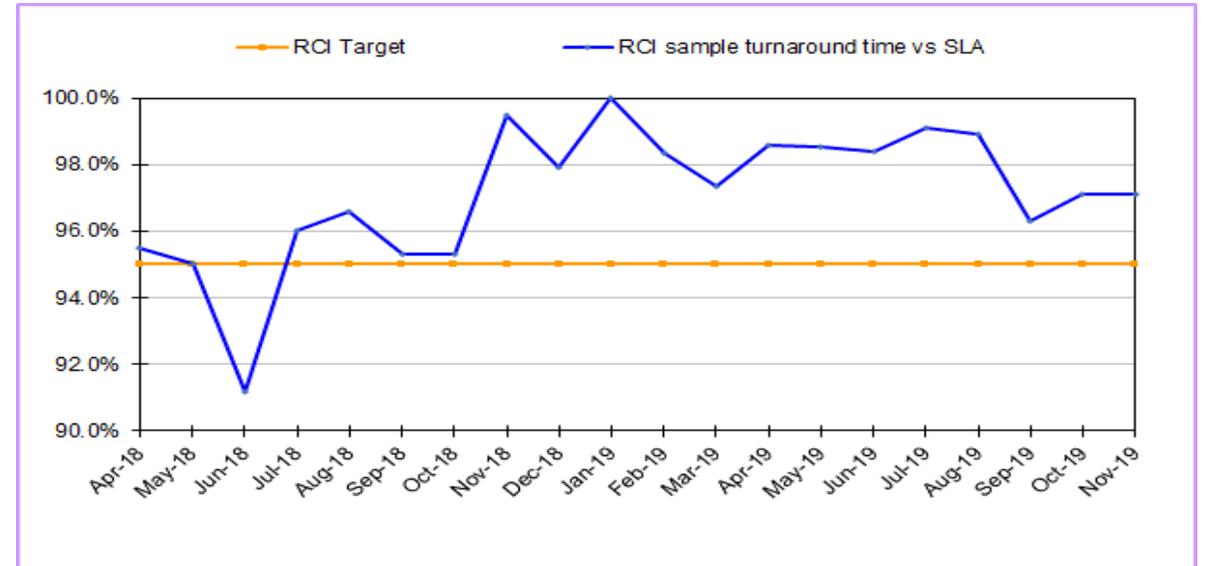
Key Messages / Issues for Attention:

- Income is 2% higher than plan year to date and 4% higher than the same period last year – **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 £0.3m.
- Sample turnaround times remain higher than plan in December (97.1% vs 95%, reported one month in arrears); 98% YTD – **chart 46**
- Remote interpretation of hospital results is currently being piloted in Newcastle – launch planned for January 2020.

40. RCI Income (MAT)



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



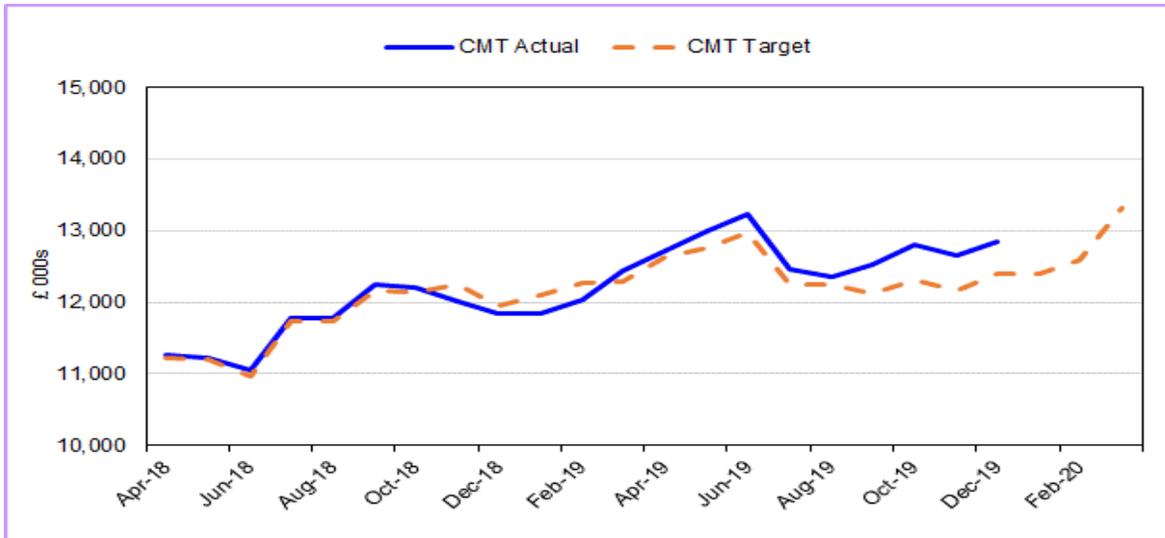
DTSCS - CMT

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	CMT	CMT Total Sales Income £000 FYB £13.3m	G	-		£9.5m income YTD v £9.2m plan - charts 41 & 42.
		CBC Sales Income £000 FYB £2.3m	G	-		£1.9m income YTD v £1.8m 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%

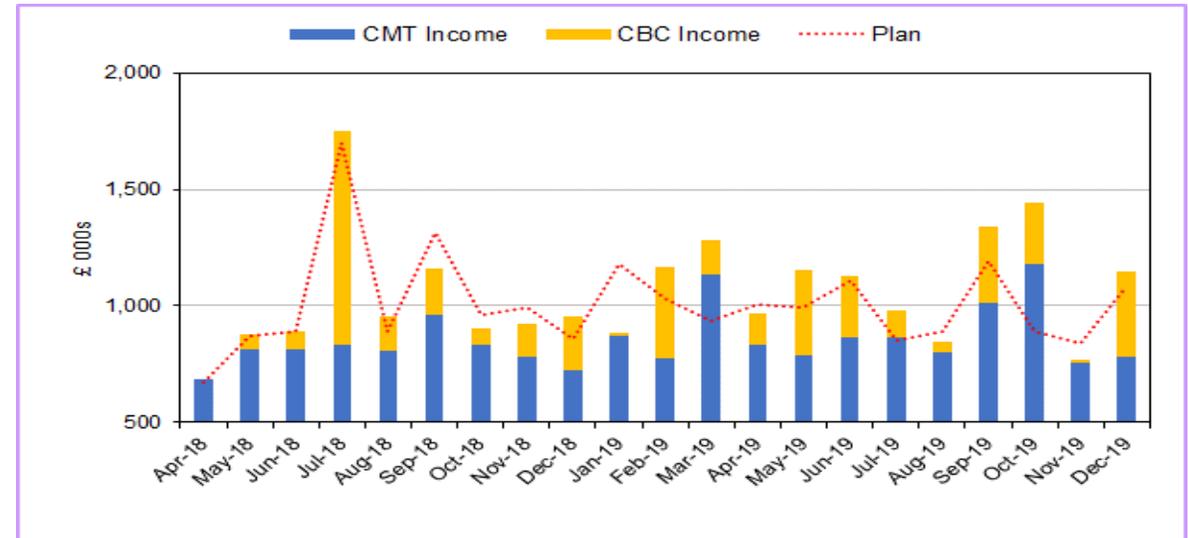
Key Messages / Issues for Attention:

- Income is 3% ahead of plan year to date, and 4% higher than the same period last year - **charts 41 & 42.**
- ACT income is 69% ahead of plan driven by an unexpected increase in project income (Merlin).
- CBC income is 7% higher than plan but 2% ahead of the same period last year.
- Overall, CMT is reporting a favourable YTD I&E contribution of £0.3m.
- New ACT project (AMELIE) has been initiated to manufacture autologous muscle cells, with EU H2020 grant support (£1.2m over 3 years).

41. CMT Total Income (MAT)



42. CMT Income - Service and CBC

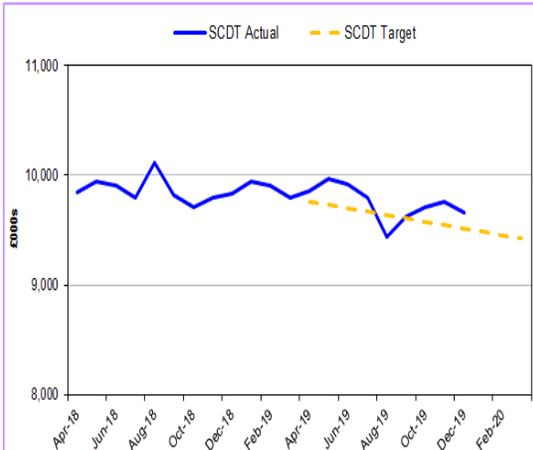


DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	SCDT	SCDT Sales Income £000 FYB £9.4m	G	-		£7.2m income YTD v £7.0m plan - chart 43.
		SCDT Increase in Banked Cords TNC > 140 Target 624	R	-		411 additions YTD v 468 target.
		SCDT BAME Cord Blood Additions to Bank Target 40%	G	-		41.8% BAME additions YTD v 40% target.
		SCDT Cord Blood Issues Target 32	G	-		41 issues YTD v 24 target - charts 51 & 53.
		SCDT Adult Donor Provisions BBMR Target 240	R	-		140 provisions YTD v 180 plan - chart 50.
		SCDT FIT Donors Added to Bank (Male, <40) Target 10,000	G	-		11,762 donors added YTD v 7,500 target.

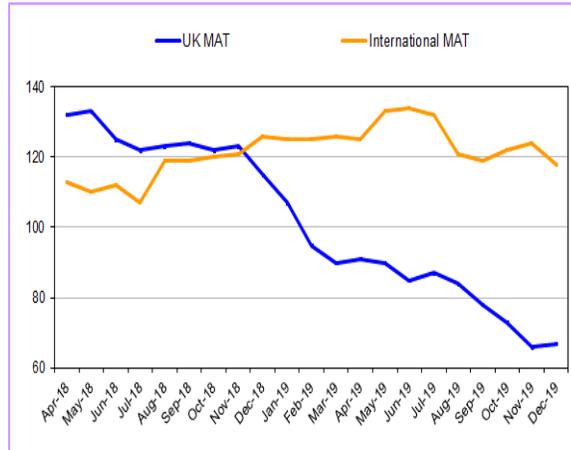
Key Messages/Issues for Attention:

- Income is 3% better than plan year to date, but 2% lower than the same period last year – **chart 43**.
- 411 clinically suitable cords have been banked year to date v 468 planned – **chart 53**.
- 41 cords issued year to date (UK 10, International 31), 17 ahead of plan (UK +1, International +16); 32% higher than the same period last year – **chart 51**.
- BBMR donor provisions are 40 behind plan year to date (UK -37: International -3); continuing the trend seen throughout last year - **chart 50**.
- Recruitment (Fit Panel Donors) is higher than plan year to date at 11,762 versus 7,500 planned (the annual target is 10k).

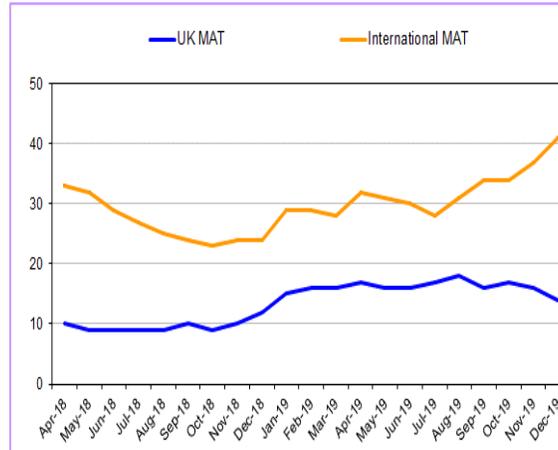
43. Stem Cells - SCDT Income (MAT)



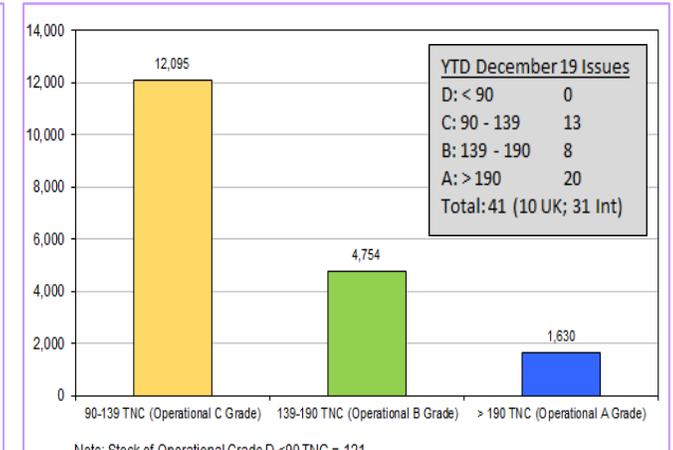
50. Adult donor provisions : UK & International MATs



51. Cord blood units issued : UK & International MATs



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



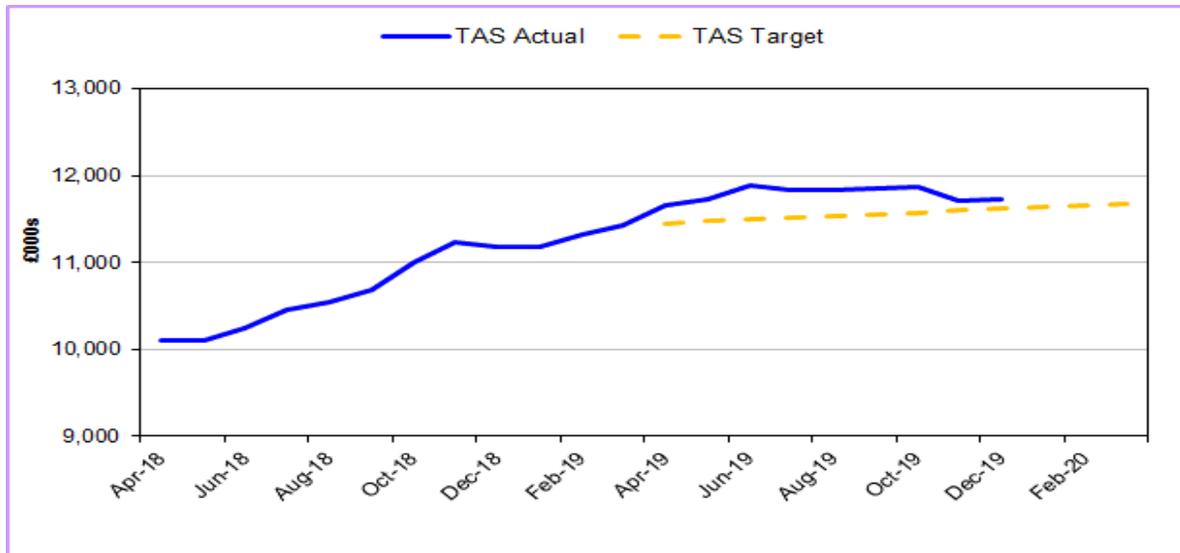
DTSCS - TAS

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Therapeutic Apheresis Services	TAS Sales Income £000 FYB £11.7m	G	-		£8.752m income YTD v £8.736m 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 to December 2019.

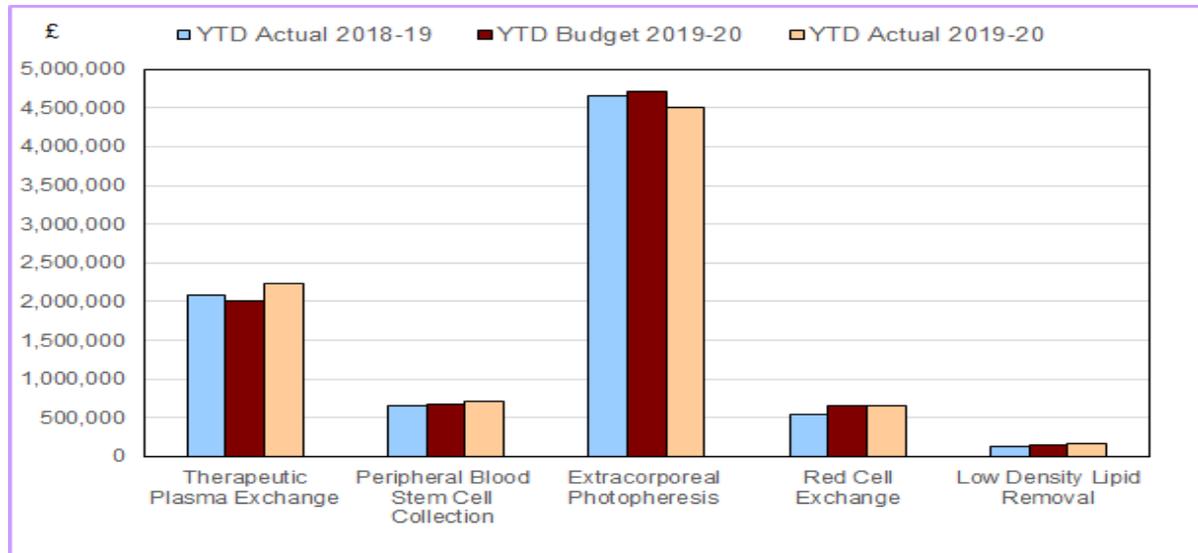
Key Messages / Issues for Attention:

- Income YTD is at plan and 4% higher than the same period last year. However Q3 performance is variable and MAT is flattening – **chart 44**.
- YTD income reflects 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 £0.1m due to lower than expected expenditure.
- The first all electronic Patient Experience Survey (PES) closed on 21st December. The results of the survey will help to identify how NHSBT can improve the TAS service and the care that patients, donors and their families receive.

44. Therapeutic Apheresis Services Income (MAT)



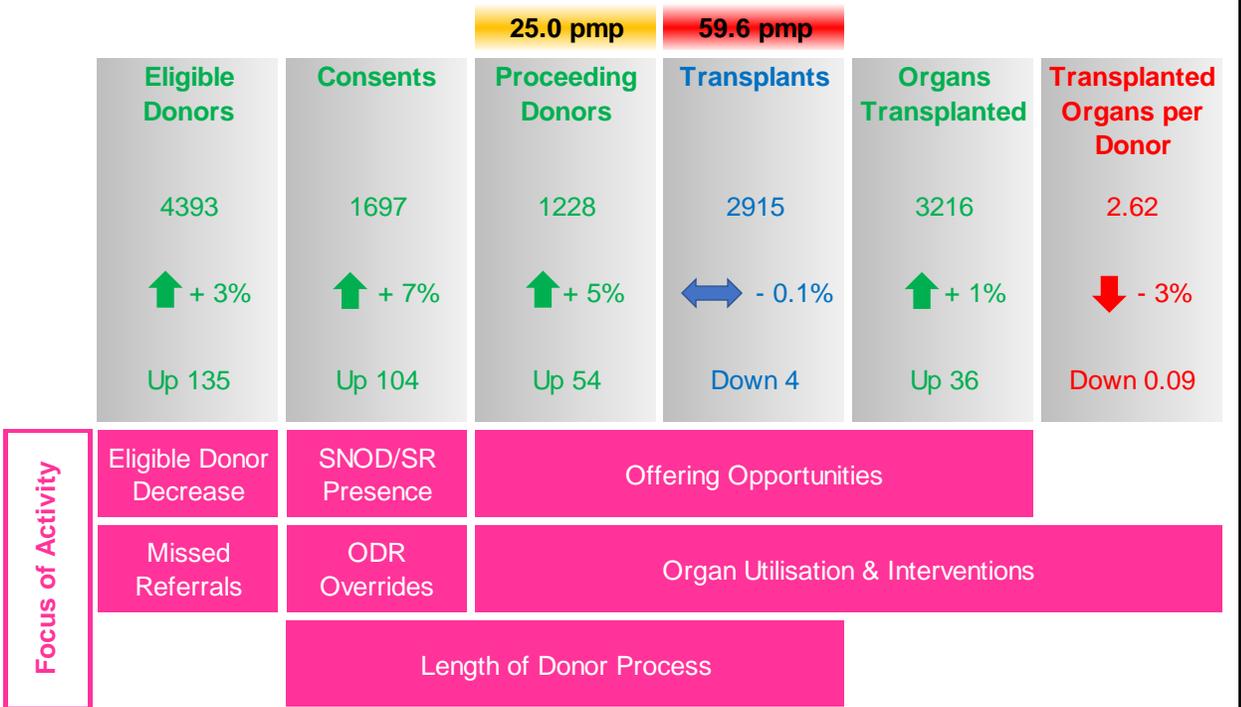
45. TAS YTD Income Activity v Target



Key Issues / Action for attention:

ODT

- We have achieved a new record of 25.0 deceased organ donors pmp (in the 12 months to December 2019) and are still on track for another record year for deceased organ donors in 2019/20.
- There were 147 deceased organ donors in December and 1228 YTD (vs 1174 in the same 9 months last year, +5%).
- The overall consent rate YTD remains at 68%, corresponding to 1697 families saying yes to donation (104 more consents than the same period last year, +7%).
- There were 333 deceased organ donor transplants in December and 2915 YTD (-0.1%, 4 transplants less, than Apr-Dec 2018).
- Following unprecedented opt-out activity in November, December continued to be another extremely busy month for the ODR team. YTD (Apr-Dec) there have been c400k ODR opt-out registrations.
- Annual turnover in ODT is now 9%.
- See infographic (right) for the latest pathway performance and our continued areas of focus. An update on progress against these areas of focus will be provided at the Q3 QPR on 29 January.



YTD: Apr-Dec 2019 vs Apr-Dec 2018

TES

- The income position YTD is £11,197k against the target of £11,282k (-£364k). Apart from Processed Bone, all product lines saw a significant drop in activity during December.
- Cornea stock: The cornea stock is 285 vs. the plan of 270. A new collaboration project between TES and ODT started in 2020 January.

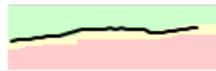
Developments re strategic risk:

- Non-adherence to NICE guidance (ie missed referrals and hospital-only approaches), ODR opt-in overrides, organ utilisation and suitability.
- January was a high-activity month last year (156), so there is a risk that donors per million population (pmp) will decrease if there are fewer proceeding donors in January 2020.
- 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**
- Tissue Path: **amber** – the DBC has been delayed to April due to resolving an issue over the increased cost of the solution.
- TES / ODT Collaboration: **green** - The two new nurses started on 06/01/20.

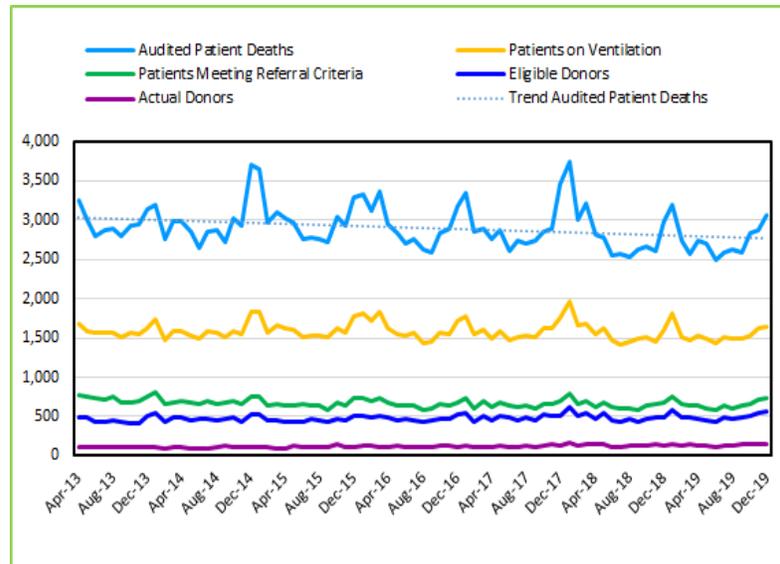
ODT & TES – Deceased Donors (All)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT & TES	TOT 2020 Key Outcome Measures	Number of Deceased Donors Target 1,740	A	-		1,228 deceased donors YTD v 1,305 plan - chart 54
		Deceased Organ Donors per million population (pmp) Target 26.0	A	-		Q3 19/20: 24.95 pmp v 25.9 pmp plan. Next report end Q4 19/20
		% Consent/Authorisation Rate (Total) Target 80%	R	-		67.7% consent YTD v 80% target - chart 56.

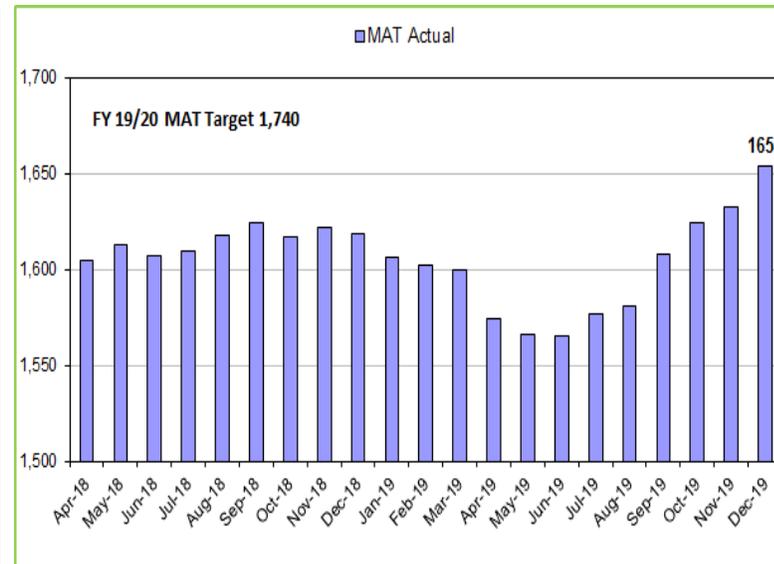
Key Messages / Issues for Attention:

- There were 147 deceased donors in December (89 DBD and 58 DCD) – the moving annual total improved to 1,654 (1,600 March 2019) – **chart 54**.
- The pool of eligible donors has improved since Q1 and is now higher than last year at 4,393 eligible donors YTD v 4,258 for the equivalent period last year.
- While transplantable organ rates are marginally higher than the same period last year, transplanted organ rates continue to fall.
- The consent dropped to 67% in December. Year to date it is at 67.7%, but with the overall trend remaining flat and well below target of 80% – **chart 55**.

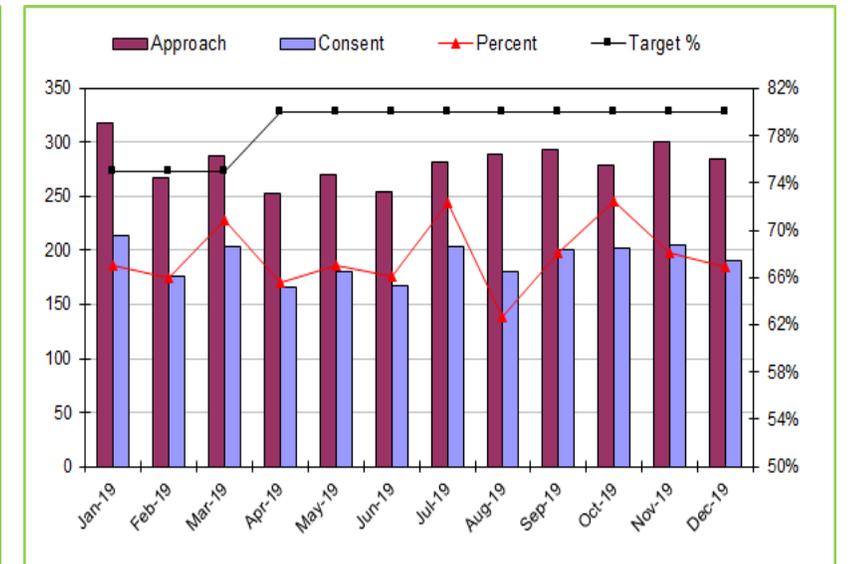
74. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards



54. MAT number of Deceased Organ Donors



56. Consent / Authorisation rate (DBD & DCD)



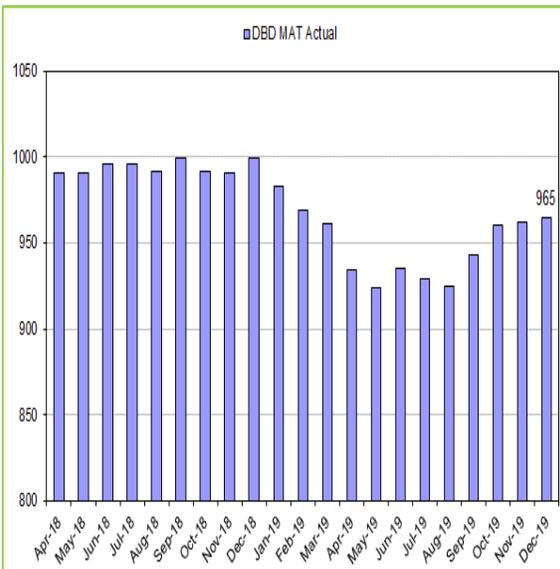
ODT & TES – Deceased Donors (DBD and DCD)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT & TES	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DBD) Target 83%	R	-		72.1% consent YTD v 83% target - chart 61.
		% Consent/Authorisation Rate (DCD) Target 77%	R	-		64.2% consent YTD v 77% target - chart 65.

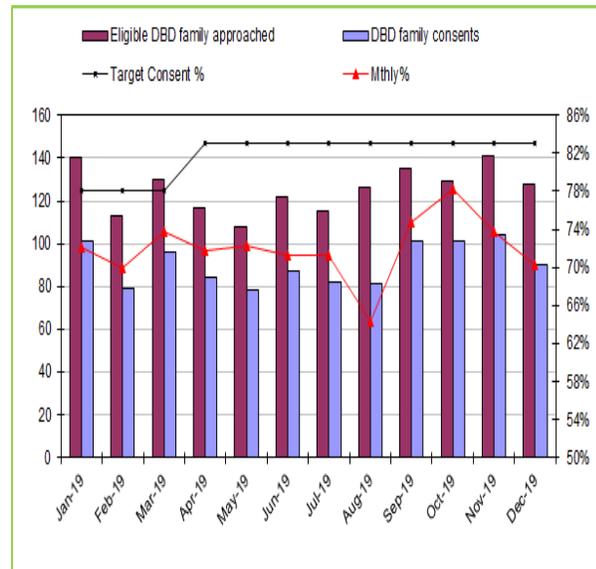
Key Messages / Issues for Attention:

- The MAT for DBD donors improved in December to 965 with 89 deceased DBD donors in month – **chart 58**.
- The consent rate for DBD donors dropped to 70.3% in December. YTD is at 72.1%, well below the 83% target but with a slightly improved trend - **chart 61**.
- The trend in the number of DCD donors flattened with 58 deceased donors, however the MAT increased to 689 – **chart 62**.
- Consent for DCD donors increased to 64.1% in December. YTD is at 64.2%, well below the 77% target and with the trend broadly flat - **chart 65**.

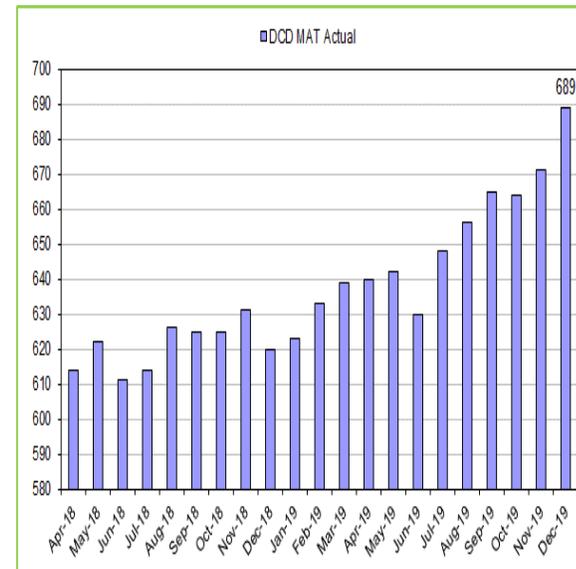
58. MAT No. of Deceased Organ Donors (DBD)



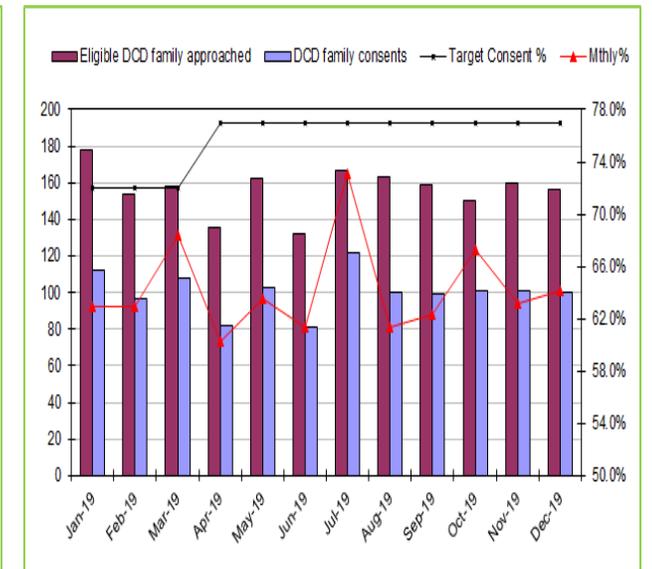
61. Consent/Authorisation rate (DBD) per month



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



65. Consent/Authorisation rate (DCD) per month



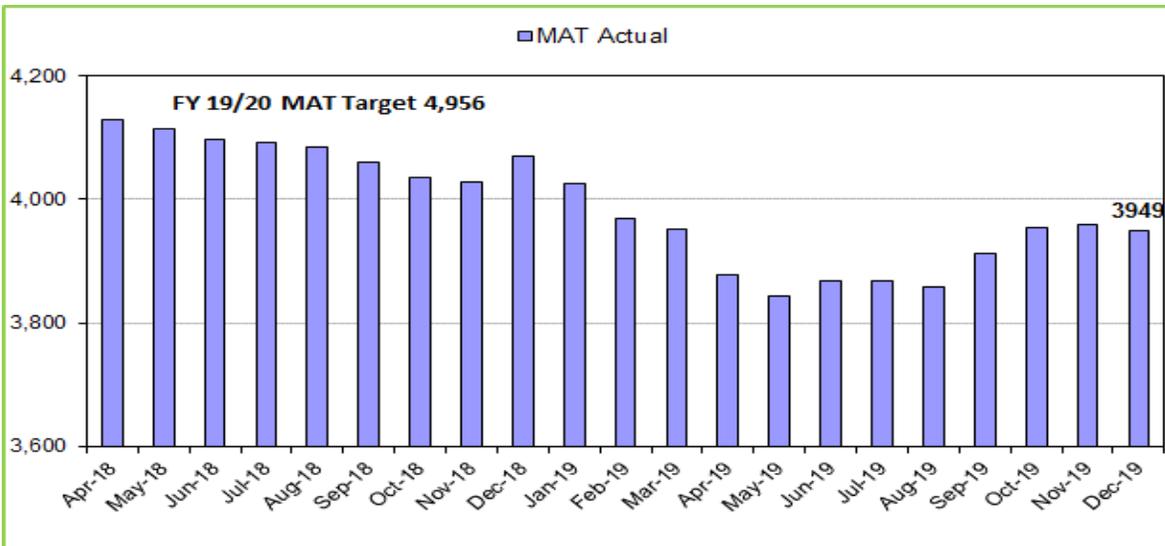
ODT & TES – Deceased Donor Transplants

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT & TES	TOT 2020 Key Outcome Measures	Number of Organ Transplants - Deceased Donors Target 4,956	R	-		2,915 deceased donor transplants YTD v 3,717 plan - chart 55.
		Deceased Donor Organ Transplants pmp Target 74.0	R	Worse		End Q2 19/20: 59.57 pmp v 71.7 pmp target. Next report end Q4 19/20

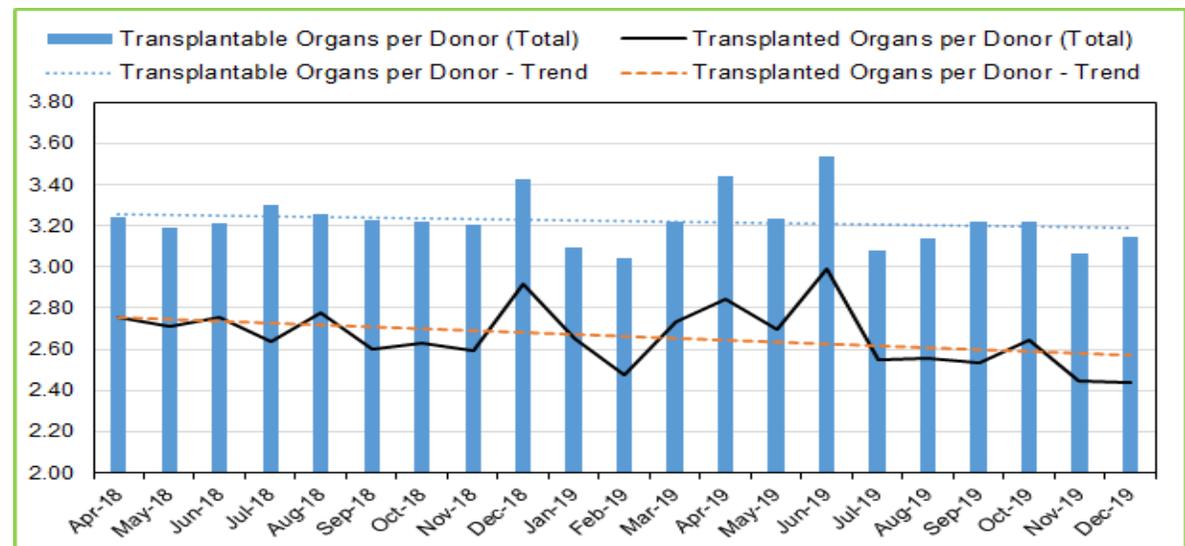
Key Messages / Issues for Attention:

- 333 deceased donor transplants were recorded in December 2019, 18% (80) lower than plan, and 10 fewer than in December 2018.
- There have been 2,915 deceased donor transplants YTD, which is 4 fewer than in the equivalent period last year.
- As a result, the MAT decreased to 3,949 and remains much lower (20%) than the target for the year of 4,956 - **chart 55**.
- Performance into early December continues to be lower than plan (by around 39%).
- Transplanted organs per donor, which appeared to be improving through Q1, dropped back in July, and has continued to trend downwards - **chart 66**.

55. MAT number of Deceased Donor Organ Transplants



66. Transplantable v Transplanted Organs per Donor



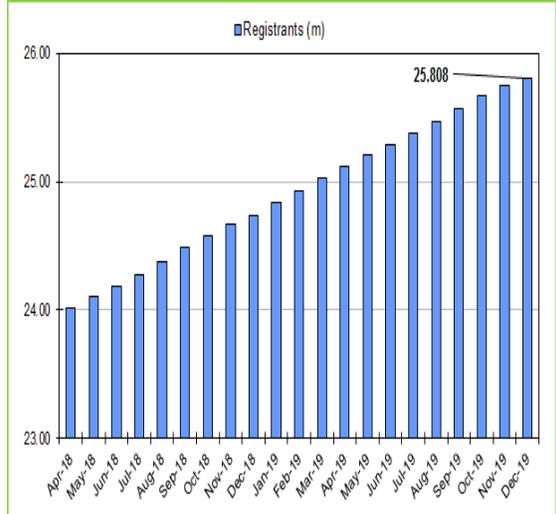
ODT & TES – Corporate Level Indicators

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT & TES	TOT 2020 Key Outcome Measures	Cost per Transplant £000 Target £16.62k	G	Better		End Q3 19/20 £16.91k v £16.62k budget; Next report end Q4 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	-		690 living donors year to November 19 v 1,160 plan - chart 57.
		Number of Living Donors pmp (reported one month in arrears) Target 26.0	R	-		End Q2 19/20: 15.6 pmp vs 20.90 plan. Next report January 2020.

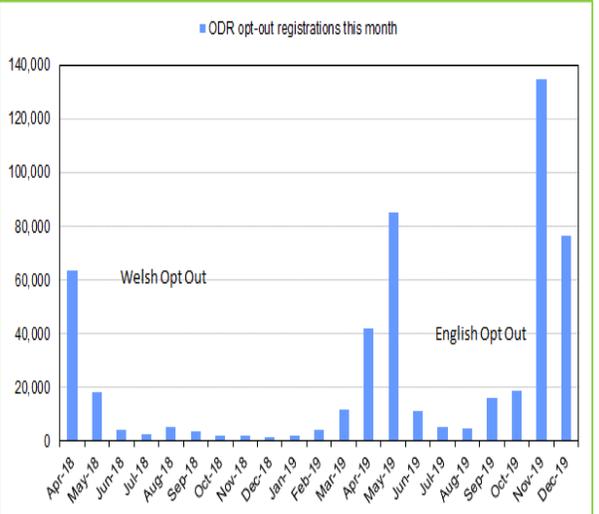
Key Messages / Issues for Attention:

- Following a strong end to 2018/19, the consent rate for patients from black and Asian communities averaged 36% to September 2019 against a target of 50%. Consent has since improved through Q3, averaging 49%.
- There were 58k new opt in registrations in December - **chart 67**.
- Opt out registrations in December fell back to 76k from 135k in November, but are still impacted by social media adversely influencing donor behaviour - **chart 68**.
- Awareness of the change in law was recorded at 59% in the April 2019 quarterly tracker survey, up from 46% (average of the first 2 waves).
- 73 living donors were recorded for November, 50% lower than plan and 12 lower than November 2018. The MAT fell to 1,033 – **chart 57**.

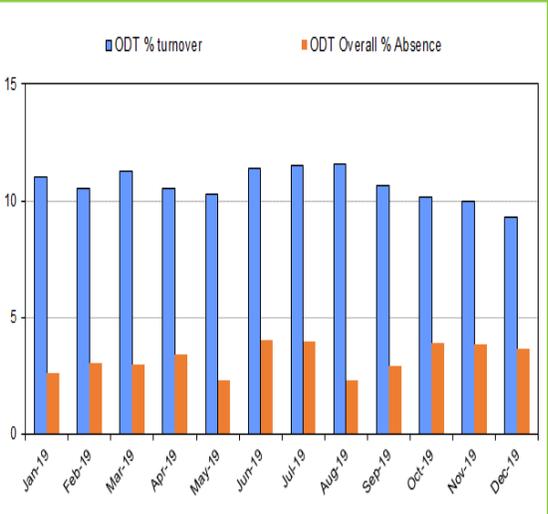
67. No. of People Registered on the ODR (Opt-Ins)



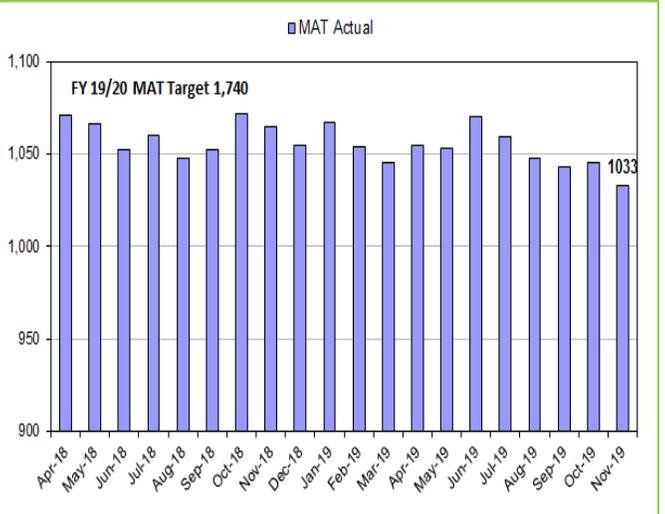
68. No. of People De-registering from ODR (Opt-Outs)



69. ODT Employee Turnover & Absence Rates (%)



57. MAT number of Live Organ Donors (1 month in arrears)



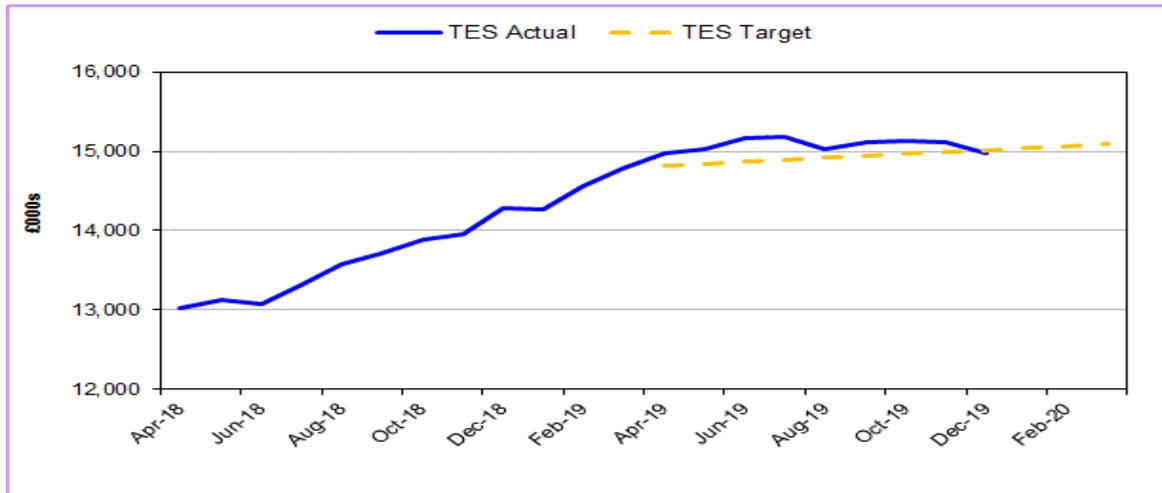
ODT & TES – Tissue & Eye Services (TES)

DIVISION	PILLAR	TES – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
ODT & TES	Tissue & Eye Services	TES Sales Income £000 FYB £15.1m	R	Worse		£11.3m income YTD v £11.2m plan – chart 38
		TES Customer Satisfaction % Scoring > 9 or 10 Target 70%	G	-		September 2019 – 84% top box scores. Next survey March 2020.
		TES On Time in Full (OTIF) Target 98%	G	-		99.4% OTIF YTD v 98% target.
		TES Cornea Stocks at End of Month Target 270	G	-		285 corneas in stock at end of December 19 v 270 target - chart 52

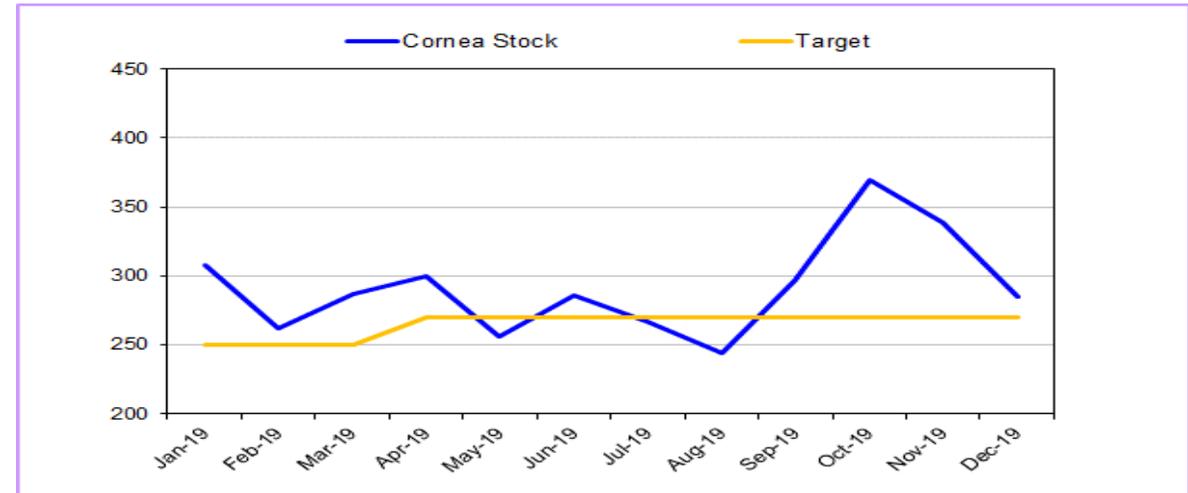
Key Messages / Issues for Attention:

- Year to date income is 0.8% lower than plan year to date but 1.6% higher than the previous year – **chart 38**.
- Year to date I&E contribution below plan at -£0.3m reflecting a finished goods stock adjustment.
- Strong performance seen in Corneas, ASE / AlloSE drops offset by shortfalls in Processed Bone, Skin, Demineralised Bone Matrix and Cardiovascular components.
- Cornea stocks dropped back to 285 at the end of December (versus plan of 270) with plans now focused on maintaining stock levels and reducing volatility.

38. Tissue and Eye Services Income (MAT)



52. Suitable Cornea Donations - Cornea stocks



Corporate

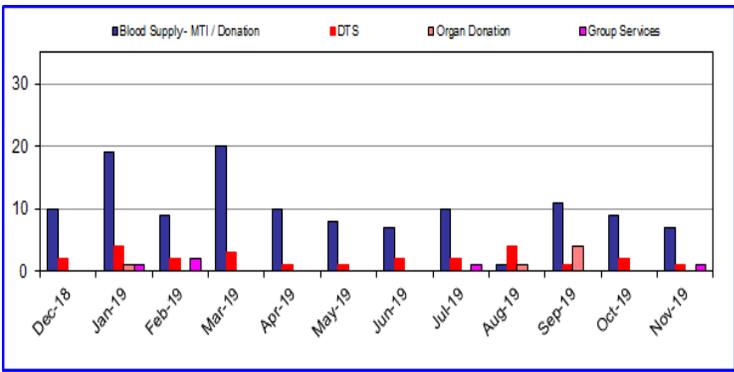
- Logistics absence remains high (**chart 73**), in part due to the National Rota Review proposals and continues to be closely monitored for potential operational impact.
- Quality management system overdues (>30 days) decreased to 23 - **chart 72**.
- IT performance (measured as server availability) showed improvement overall, with Pulse and EOS performance steadying. However the TMS system experienced an increase in downtime (**chart 70**).
- The H&S Incidence Rate (12 months to October 2019) for all work related lost time was steady at 1.4 – **chart 71**.

70. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.96%	G	-
Pulse	99.95%	99.85%	A	-
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	99.84%	A	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	96.94%	R	Worse

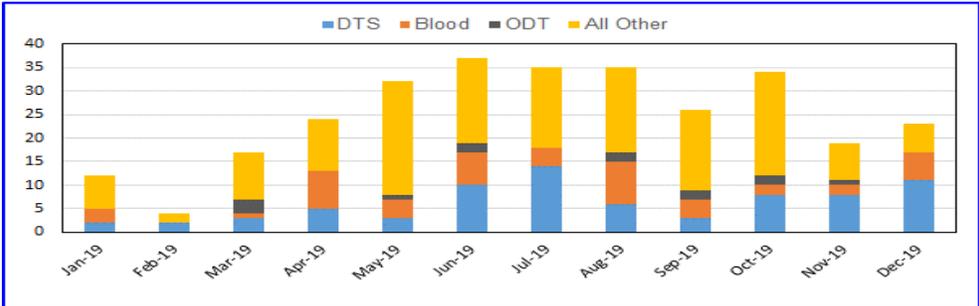
71. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (1 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	6
M&L	<=4	10	<=3	3
DTS/SpS	<=1	1	<=2	2
Organ Donation	0	3	<=1	0
Group Services	0	4	<=1	0
NHSBT	<=18	28	<=17	11

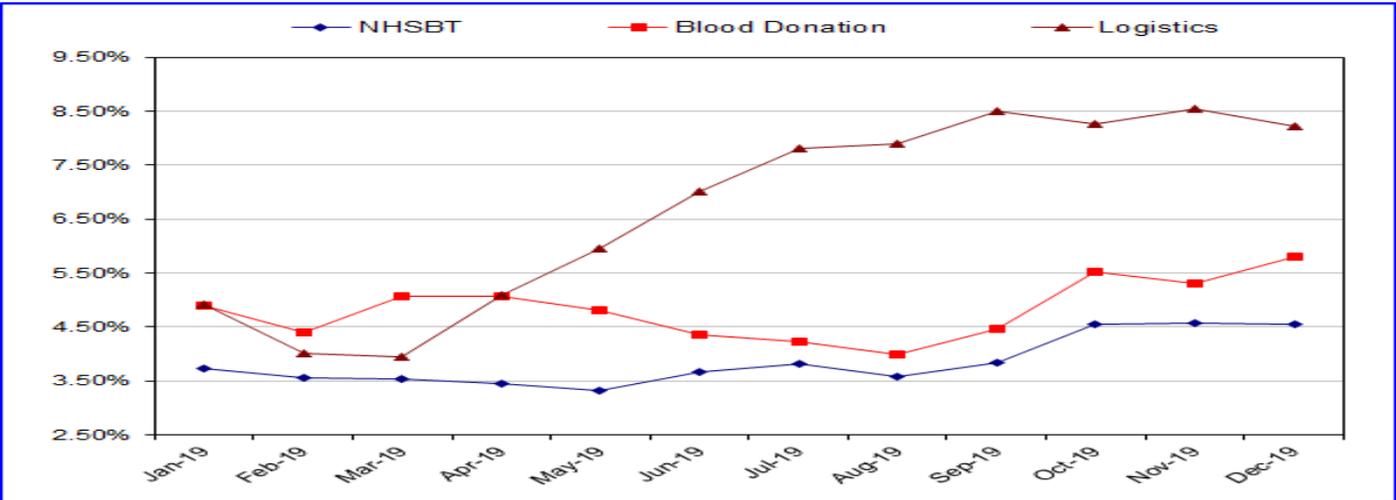


72. Quality System >30 days Overdue Items

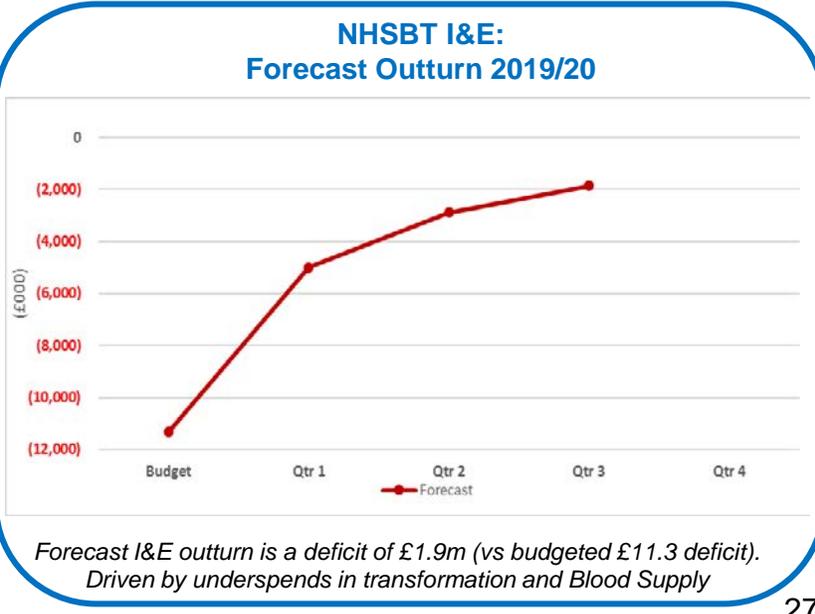
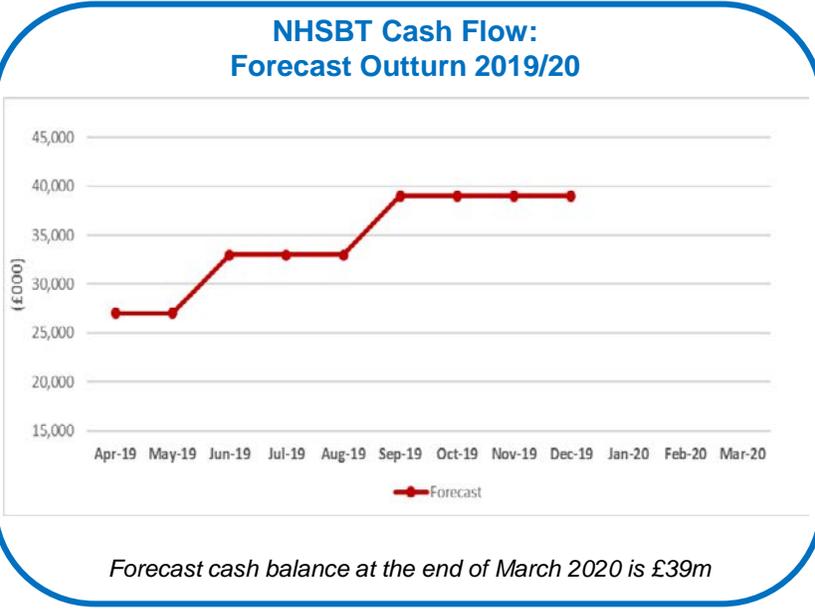
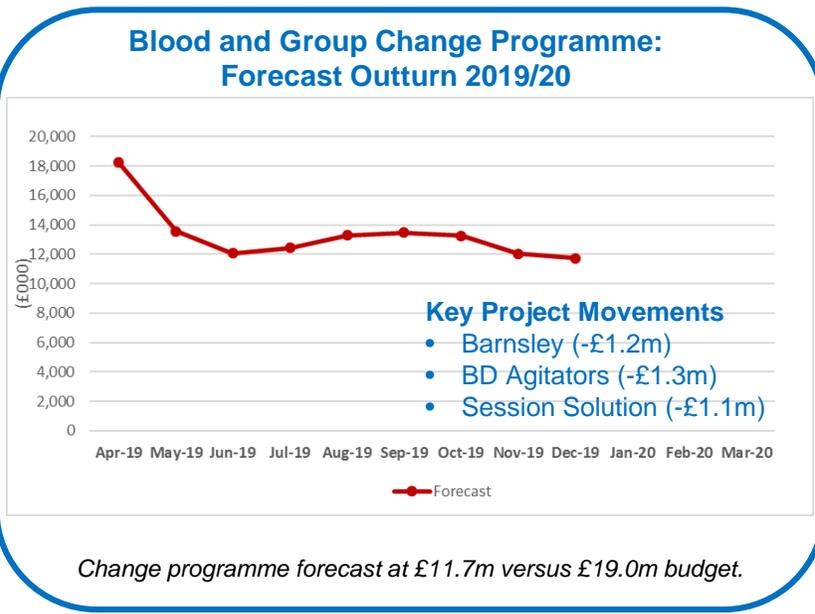
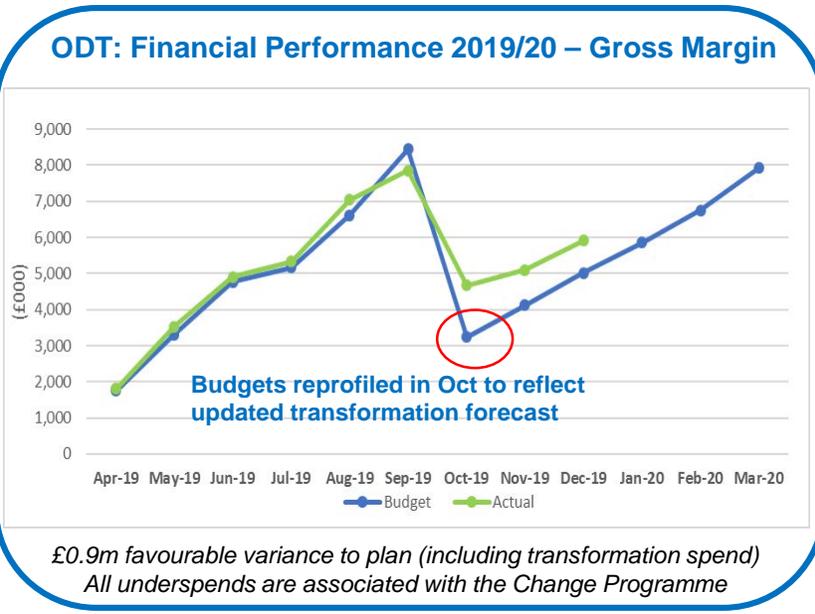
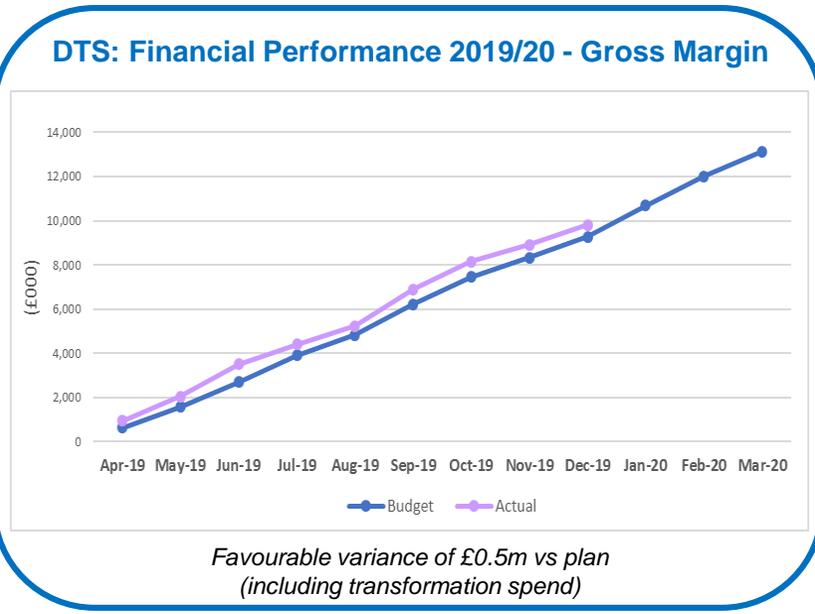
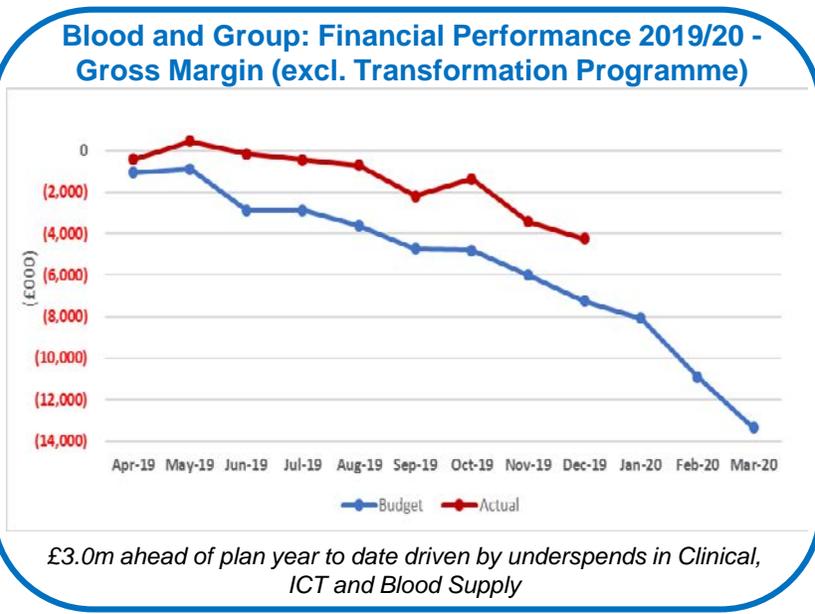
Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	3	0	0	2	1	6
DTS	1	2	1	4	3	11
ODT	0	0	0	0	0	0
BD	1	2	0	1	1	5
M&L	0	1	0	0	0	1
Total	5	5	1	7	5	23



73. Sickness Absence



2019/20 Financial Performance - Headlines



Financial Performance – December 2019

At Qtr. 3 NHSBT is reporting a surplus of £7.5m (£11.5m ahead of plan)

- Favourable non-recurrent Blood & Group change programme (+£7.1m) driven by reprofiling of major projects (Barnsley, BD Agitators, BD Donor Centre).
- Blood Supply continuing to show favourable cost variance BD (+£1.0m), M&L (+£1.1m), largely driven by pay, transport and consumables.
- ICT favourable expenditure (+£0.6m) - headcount significantly below plan (25 WTE).
- DTS reporting a net favourable variance of £0.5m.
- ODT is £0.9m ahead of plan solely driven by reduced transformation spend.

2019/20 forecast outturn at Q3 is a £1.9m deficit (vs budgeted deficit £11.3m)

Key drivers associated with the movement vs budget;

- Blood stock movement (-£2.6m)
- Blood income (-£0.8m), reflecting the latest demand forecast
- M&L (+£2.4m) – plasma import reduction (£0.8m), additional savings re consumables (£1.2m) and pay (£0.4m).
- Blood & Group change programme (+£7.3m). Rolling review of transformation has resulted in major project underspends.
- DTS are £0.2m ahead of plan.
- ODT gross margin is £0.1m adverse. Continuing adverse cost variances in Operations fully offset by transformation under spends.

Balance sheet – net current assets are £70m at the end of December 2019. Forecast Y/E cash balance remains at c£39m.

- Cash at the end of December 2019 was £62m
- Forecast cash balance at the end of March 2020 remains at £39m (notionally - Blood £27m, DTS £5m and ODT £7m)

Debtor days for December 2019 are 18.

- Debtor days fell to 18 (vs 21 last month)
- 90+ overdues has slightly increased to £1.1m.

2019/20 Capital allocation agreed at £18.5m with DHSC.

- Agreed funding includes Barnsley £13.5m and routine replacement £5m, forecast is to fully expend against these at Y/E.
- DHSC have agreed to underwrite £7.3m to support Data Centre Infrastructure Replacement and the commencements of CBC, however, spend is now likely to be £4.1m (CBC £0.8m, DCIR £3.3m). NHSBT may be required to fund all or part of this from the planned blood price rebate.

2019/20 YTD I&E and Forecast Outturn Position – Qtr. 3

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			Full Year		
			Budget	Actual	Variance	Budget	Forecast	Variance
			£k	£k	£k	£k	£k	£k
NHSBT Summary								
Income			328,855	326,105	(2,750)	440,863	437,718	(3,145)
Expenditure	4,787	4,785	(332,859)	(318,614)	14,245	(452,177)	(439,579)	12,599
NHSBT Surplus/(Deficit)	4,787	4,785	(4,004)	7,490	11,494	(11,315)	(1,861)	9,454
Blood and Group								
Income								
Programme Funding			0	0	0	0	0	0
Blood & Components Income			199,299	198,746	(554)	264,513	263,750	(763)
Research & Development			656	1,783	1,126	875	2,253	1,377
Blood Supply Other Income			2,458	2,597	139	3,285	3,480	195
Group Services Other Income			1,976	2,316	341	2,636	3,097	461
Blood and Group Income			204,389	205,442	1,053	271,309	272,580	1,270
Expenditure								
Cost of Sales - Blood Component Stock Movement			136	(1,509)	(1,644)	0	(2,609)	(2,609)
Blood Donation	1,498	1,463	(58,088)	(57,059)	1,029	(78,237)	(77,250)	987
Manufacturing, Testing & Issue	752	749	(50,703)	(49,925)	778	(68,284)	(66,099)	2,185
Logistics	328	318	(15,509)	(15,187)	322	(20,532)	(20,332)	200
Chief Executive and Board	3	5	(493)	(496)	(3)	(666)	(669)	(3)
Quality	89	88	(4,118)	(4,068)	50	(5,496)	(5,472)	23
Communications	65	70	(4,485)	(4,395)	90	(6,872)	(6,738)	134
Estates & Facilities	77	75	(29,593)	(29,827)	(234)	(39,939)	(40,273)	(334)
Finance	90	85	(4,077)	(4,093)	(15)	(5,441)	(5,478)	(37)
Business Transformation Services	27	23	(1,306)	(1,448)	(142)	(1,740)	(1,903)	(163)
People	124	126	(6,086)	(5,937)	149	(8,127)	(8,088)	39
Information Communication Technology	194	169	(20,190)	(19,599)	591	(26,907)	(26,867)	40
Clinical Directorate	176	169	(11,161)	(10,470)	692	(14,624)	(13,989)	635
Research & Development	34	43	(3,388)	(4,215)	(827)	(4,300)	(5,599)	(1,299)
Change Programme	0	17	(11,056)	(3,998)	7,058	(18,997)	(11,727)	7,269
Miscellaneous and Capital Charges			(2,575)	(1,459)	1,117	(3,506)	(2,516)	990
Blood and Group Expenditure			(222,693)	(213,683)	9,010	(303,667)	(295,610)	8,057
Blood and Group Total	3,456	3,399	(18,304)	(8,241)	10,063	(32,358)	(23,030)	9,328
Diagnostic and Therapeutic Services								
Income								
Programme Funding			3,130	3,121	(9)	4,173	4,173	0
Diagnostic and Therapeutic Services Income			57,459	57,792	333	78,049	77,807	(242)
DTS Income			60,589	60,913	324	82,223	81,981	(242)
Expenditure								
Cost of Sales - Tissues Stock Movement			0	(294)	(294)	0	(350)	(350)
Operational Expenditure	868	861	(50,811)	(50,502)	310	(68,134)	(67,425)	709
Change Programme	0	1	(495)	(295)	200	(965)	(879)	85
DTS Expenditure			(51,306)	(51,090)	216	(69,098)	(68,654)	444
DTS Total	868	862	9,283	9,823	541	13,124	13,327	202
Organ Donation & Transplantation Income								
Income								
Programme Funding			47,151	46,754	(398)	62,868	62,326	(542)
Programme Funding - Opt Out			5,940	3,389	(2,551)	10,082	7,494	(2,588)
Organ Donation & Transplantation Other Income			10,785	9,606	(1,179)	14,380	13,337	(1,043)
ODT Income			63,877	59,749	(4,128)	87,331	83,158	(4,173)
Expenditure								
Operational Expenditure	451	483	(47,198)	(48,080)	(881)	(62,157)	(63,620)	(1,463)
Change Programme	12	42	(11,661)	(5,761)	5,900	(17,255)	(11,695)	5,560
ODT Expenditure			(58,859)	(53,841)	5,018	(79,412)	(75,315)	4,097
ODT Total	463	524	5,017	5,908	891	7,919	7,843	(76)

Contribution Report – Year to December 2019

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				Stem Cells					TAS	DTS Mgt	ODT	TOTAL	
		RCI	H&I	Reagents	IBGRL	TES	CMT	CBC	BBMR	CBB					
Income															
Prices	199.5	11.2	9.4	1.4	1.1	11.2	7.1	-	3.0	1.0	8.5	-	-	253.4	
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	8.8	8.8	
Grant in Aid	-	-	-	-	-	-	-	-	1.4	1.7	-	-	46.8	49.9	
Other	6.2	0.4	0.3	-	0.3	-	0.5	1.9	0.1	0.0	0.3	-	4.1	14.0	
Total Income	205.6	11.6	9.7	1.4	1.4	11.2	7.6	1.9	4.5	2.7	8.8	-	59.7	326.1	
Expenditure															
Variable Costs															
Consumables	(28.8)	(1.0)	(2.8)	(0.3)	(0.2)	(1.6)	(1.5)	(0.4)	(0.5)	(0.2)	(2.9)	-	(2.9)	(43.2)	
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Variable Costs	(28.8)	(1.0)	(2.8)	(0.3)	(0.2)	(1.6)	(1.5)	(0.4)	(0.5)	(0.2)	(2.9)	-	(2.9)	(43.2)	
Variable Contribution	176.8	10.6	6.9	1.1	1.1	9.6	6.2	1.5	4.0	2.5	5.9	-	56.8	282.9	
Direct Costs															
Pay	(66.9)	(6.2)	(4.9)	(0.6)	(1.0)	(5.2)	(3.7)	(0.8)	(1.1)	(1.2)	(2.5)	-	(21.6)	(115.7)	
Non Pay	(16.7)	(0.4)	(0.5)	(0.1)	(0.1)	(2.2)	(0.8)	(0.1)	(0.8)	(0.3)	(0.6)	-	(24.1)	(46.7)	
Total Direct Costs	(83.7)	(6.7)	(5.4)	(0.7)	(1.1)	(7.4)	(4.5)	(0.9)	(1.9)	(1.4)	(3.2)	-	(45.7)	(162.4)	
Direct Contribution	93.1	4.0	1.5	0.4	0.0	2.2	1.6	0.6	2.2	1.0	2.7	-	11.1	120.5	
Direct Support															
Operational Directorate costs	(7.7)	(0.6)	(0.4)	(0.1)	(0.1)	(0.6)	(0.6)	(0.1)	(0.1)	(0.1)	(0.2)	-	(1.8)	(12.6)	
Logistics	(14.9)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	-	(0.0)	(15.2)	
Clinical	(6.5)	(0.3)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.0)	(0.2)	-	(0.8)	(8.1)	
Attributable Estates costs	(17.5)	(1.0)	(0.8)	(0.1)	(0.4)	(1.1)	(1.1)	(0.1)	(0.1)	(0.2)	(0.1)	-	(1.0)	(23.6)	
Attributable IT costs	(8.9)	(0.6)	(0.6)	(0.0)	(0.2)	(0.4)	(0.3)	(0.0)	(0.1)	(0.1)	(0.1)	-	(3.1)	(14.5)	
Depreciation / Cost of Capital	(1.3)	(0.2)	(0.3)	(0.1)	(0.1)	(0.2)	(0.3)	(0.1)	(0.1)	(0.1)	(0.2)	-	(0.4)	(3.2)	
Total Direct Support	(56.9)	(2.6)	(2.2)	(0.3)	(0.7)	(2.4)	(2.4)	(0.4)	(0.6)	(0.6)	(1.0)	-	(7.1)	(77.1)	
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	(1.5)	-	-	-	-	(0.3)	-	-	-	-	-	-	-	(1.8)	
Contribution to Unallocated Costs	33.8	1.3	0.2	0.2	(0.5)	(0.4)	(0.7)	0.2	1.3	0.4	1.7	-	4.0	41.6	
Total Allocated Costs	(171.8)	(10.4)	(9.5)	(1.2)	(1.9)	(11.6)	(8.3)	(1.7)	(3.2)	(2.2)	(7.0)	-	(55.7)	(284.5)	
Unallocated Costs Apportioned															
Directorate costs	(8.9)	(0.6)	(0.5)	(0.1)	(0.1)	(0.6)	(0.5)	(0.1)	(0.2)	(0.1)	(0.4)	(0.0)	(3.8)	(16.0)	
Estates costs	(3.7)	(0.2)	(0.2)	(0.0)	(0.0)	(0.2)	(0.2)	(0.0)	(0.1)	(0.0)	(0.1)	(0.0)	(1.4)	(6.2)	
Depreciation / Cost of Capital	(1.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(1.7)	
Total Unallocated Costs	(13.6)	(0.9)	(0.8)	(0.1)	(0.2)	(0.9)	(0.7)	(0.2)	(0.3)	(0.2)	(0.6)	(0.0)	(5.5)	(23.9)	
Operating Net Surplus / (Deficit)	20.2	0.4	(0.6)	0.1	(0.7)	(1.4)	(1.4)	0.1	1.1	0.3	1.2	(0.0)	(1.5)	17.7	
Transformation Costs	(4.0)	-	-	-	-	-	-	-	-	-	-	(0.3)	(5.9)	(10.2)	
Total Allocated Costs Inc Transformation	(175.8)	(10.4)	(9.5)	(1.2)	(1.9)	(11.6)	(8.3)	(1.7)	(3.2)	(2.2)	(7.0)	(0.3)	(61.6)	(294.7)	
Net Surplus / (Deficit) Inc Transformation	16.2	0.4	(0.6)	0.1	(0.7)	(1.4)	(1.4)	0.1	1.1	0.3	1.2	(0.3)	(7.4)	7.5	

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

Cash Flow – December 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	Actual Nov-19 £k	Actual 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	58,130	62,241	73,770	66,573	28,444
Receipts													
Debtors & Other Receipts	26,527	32,433	31,036	29,165	41,978	31,689	34,496	38,118	32,469	34,495	30,222	39,369	401,996
Revenue Cash Limit	0	0	0	0	27,708	5,542	5,542	5,542	0	11,083	5,541	5,543	66,500
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	0	12,500	2,500	1,000	2,500	18,500
Total income	26,527	32,433	31,036	31,655	69,686	37,230	40,038	46,149	44,969	50,568	36,763	50,042	497,097
Payments													
Staff Expenses	10,779	18,166	17,767	17,754	17,692	17,773	17,916	18,037	18,125	18,179	18,355	25,511	216,055
Other Revenue Payments	11,772	16,309	13,054	17,884	16,046	15,445	17,022	22,372	19,749	19,359	24,105	37,257	230,374
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	1,195	2,984	1,500	1,500	6,091	22,600
Total costs	23,477	34,721	33,319	36,977	35,492	33,369	37,354	50,360	40,858	39,039	43,960	77,615	486,541
Closing bank balance	31,494	29,206	26,922	21,600	55,795	59,656	62,341	58,130	62,241	73,770	66,573	39,000	39,000

Split by:
Blood 26,711
DTS 5,190
ODT 7,100

Debtor Days (Target is 22 days)	25	24	26	25	19	19	24	21	18
YTD BPPC By Value % (Target is 95%)	96.8%	94.7%	95.6%	95.9%	96.0%	94.7%	94.7%	94.9%	95.0%
YTD BPPC By Number % (Target is 95%)	93.0%	92.4%	91.0%	92.0%	92.6%	93.1%	93.7%	94.0%	94.0%

	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	7,431	1,982	829	1,060	11,302

	Nov-19		Dec-19		Comments
	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's	
Top 5 > 90 days Overdue Debtors £000's					
BARTS HEALTH NHS TRUST			109	350	£98k to be paid 15/01. Remainder invoices in query
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION	72	123	101	142	Invoices in query - to be escalated
UNIVERSITY HOSPITALS COVENTRY & WARWICKSHIRE NHS TRU	141	316	95	99	Invoices in query - to be escalated
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHSFT	83	51	77	72	Invoices in query - to be escalated
CROYDON HEALTH SERVICES NHS TRUST			65	77	Invoices not authorised - expected payment 31/01
CAMBRIDGE UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	40	501			
CENTRE OF DEFENCE PATHOLOGY BLOOD SUPPLY	39	43			
Total 5 Overdue Debtors	78	544	447	741	
Other Debtors	858	10,726	613	10,561	
Total Overdue Debtors	936	11,270	1,060	11,302	

>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	Actual Nov-19 £000s	Actual 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	924	1,321	1,777	1,849	1,750	1,292	1,027	936	1,060		
Ledger Balance at month end	924	1,321	1,777	1,849	1,750	1,292	1,027	936	1,060			
Target	1,400	950	800	850	1,350	700	800	700	950	1,100	900	500