

NHSBT Board Performance Report

February 2020

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Performance Status – February 2020

BLOOD SUPPLY	Status	Trend
<p>Although collection was behind plan in February, demand was also behind plan and hence blood stocks overall, and at group level, remained stable and at green throughout the month.</p> <p>With regard to more immediate performance, we are now seeing reduced collection levels as a result of COVID-19. However, we are also seeing demand reducing as a result of the cancellation of elective procedures within the NHS. At the time of writing, therefore, stocks, remain stable and at green levels. Going forward daily reporting will be provided via the business continuity arrangements described in the Corporate section.</p> <p>Looking beyond the short term, the key issue remains the ongoing growth in O negative red cells versus a flattening O negative donor base. There is no concern with the immediate ability to meet demand but longer term plans will be required to both increase supply and manage demand.</p> <p>Financial performance continues to be better than plan. We can, however, expect significant demand and income reduction, and increased costs, as a result of COVID-19. NHSBT has the cash resources and flexibility to manage through this period but, given the uncertainty, additional actions may be necessary to retain cash and maximise contingency reserves. This will be subject to further consideration at the Board.</p>		

Diagnostics, Therapeutic Apheresis and Stem Cells	Status	Trend
<p>DTSCS continues to perform well overall with most key performance metrics reporting green status indicating at or above target.</p> <p>However an adverse trend continues to be seen in reduced hospital referrals for stem cell investigations in H&I, lower adult donor provisions of bone marrow than plan (BBMR) and CMT income reduced by the non realisation of contract work. Any threats or opportunities presented by COVID-19 are yet to be realised.</p> <p>Financial performance is good with year to date income £0.2m (0.3%) ahead of plan. The I&E position is £0.4m favourable year to date but 2% lower year on year. The year end forecast is positive at £0.4m.</p>		

Organ and Tissue Donation & Transplantation	Status	Trend
<p>There were 125 deceased organ donors in February 2020 with the moving annual total (MAT) remaining flat at 1,634 donors, 34 (2.1%) more donors than the 2018/19 financial year. We are still on track for another record year for deceased organ donors in the UK. The number of donors is, however, 6.1% lower than the TOT2020 strategic target (hence, along with the transplants trend, the red performance status).</p> <p>There were 290 deceased donor organ transplants in February; 8 more than February last year. The MAT has therefore increased slightly to 3,892 transplants, 1.5% lower than the outcome for the 2018/19 financial year. This is also 21% lower than the TOT2020 target.</p> <p>In TES cornea demand has continued to be high, while donation rates are low. The February stock level is therefore 4.4% (12 corneas) behind target. A taskforce has been introduced to reverse this decline, with initial results looking very positive with donation rates now ahead of target. TES income in February is behind plan by 1.5% (-£19.1k). The full year income is forecast is to match budget.</p>		

CORPORATE	Status	Trend
<p>Sickness levels in Logistics fell to 7% in February with root causes being actively managed.</p> <p>NHSBT is reporting a surplus of £9.5m YTD, £16.3m ahead of plan. The favourable financial position YTD suggests a full year forecast outturn of £2.5m surplus versus a planned deficit of £11.3m. This is largely driven by increased contribution from higher demand in Blood and lower than planned spend on Change programme.</p> <p>The Executive Team is now acting as the NET and leading the NHSBT planning and response to COVID-19, on a daily basis, supported by an extensive process of horizon scanning and reporting. This will provide frequent reporting, and escalation to the Board as appropriate.</p>		

Key Issues / Action for attention:

STOCK & COLLECTIONS

Overall stock in February ranged between 6-6.8 days as per our stock targets, supported by strong collection performance in January and slightly lower than forecast issues (-0.3%). Collections performance has been below plan in the last few weeks (-3.8% below plan) and stock has started to fall in early March. Despite O neg demand remaining high, representing 13.2% of all red cells, O neg stocks were above our targets at 7-8 days as a result of the continued success of the “First Responders” programme.

SICKNESS ABSENCE - M&L Sickness in February was 5.08% against a target of 4.8%. BD Sickness was 6.18% against a target of 5%

APPOINTMENT CANCELLATIONS - The percentage of NHSBT led short notice appointment cancellations was 3.05% in February, against a target of 1.15%, up from 1.88% in January.

WASTAGE – Red Cell and Platelet Losses improved significantly in February driven by exceptionally low RBC and Platelet Expiries..

PRODUCTIVITY – All four measures of productivity (Collections, Manufacturing, Hospital Services and Testing) are above YTD targets

SATISFACTION

- Net Promoter Score was 85 against a target of 83
- Donor Satisfaction was at 76.8% against a target of 75%
- Complainants per million were at 0.40% against a target of 0.59%

Developments re strategic risk:

Covid19: Significant upscaling in planning around potential Covid19 impact. Session safety documents in preparation, increased collection for stock build in progress, regular updates to staff provided. Collection levels have decreased due to staff sickness/ shortages, decreased donor attendance and increased donor led cancellations. BD reforecasting over next 6 week period. DHSC discussions re impact of social limiting of public gatherings. The NET continues to manage and coordinate the response.


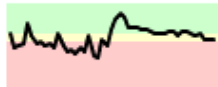
Weather / Storm – February saw challenges with high levels of rain and flooding, which also had an impact on collections.

PROJECTS

Blood Supply Portfolio is at Green Status following return to Green of Apheresis Harnesses and NRR Projects.

Blood Supply is currently in the process of consultation with regards to organisational restructure.

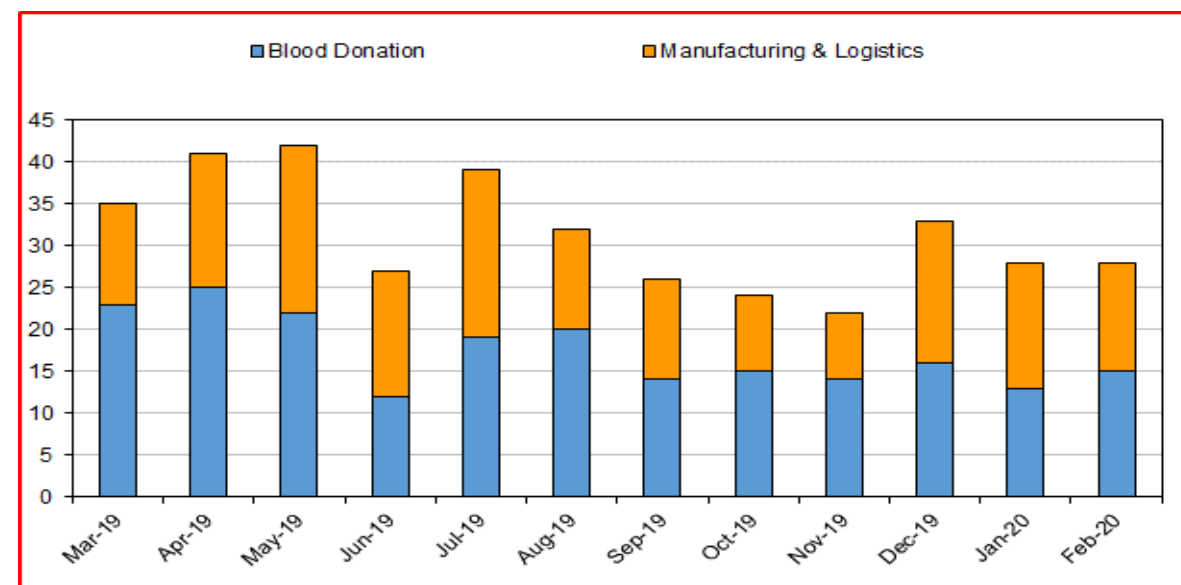
BLOOD SUPPLY – Safety & Compliance

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	-		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.

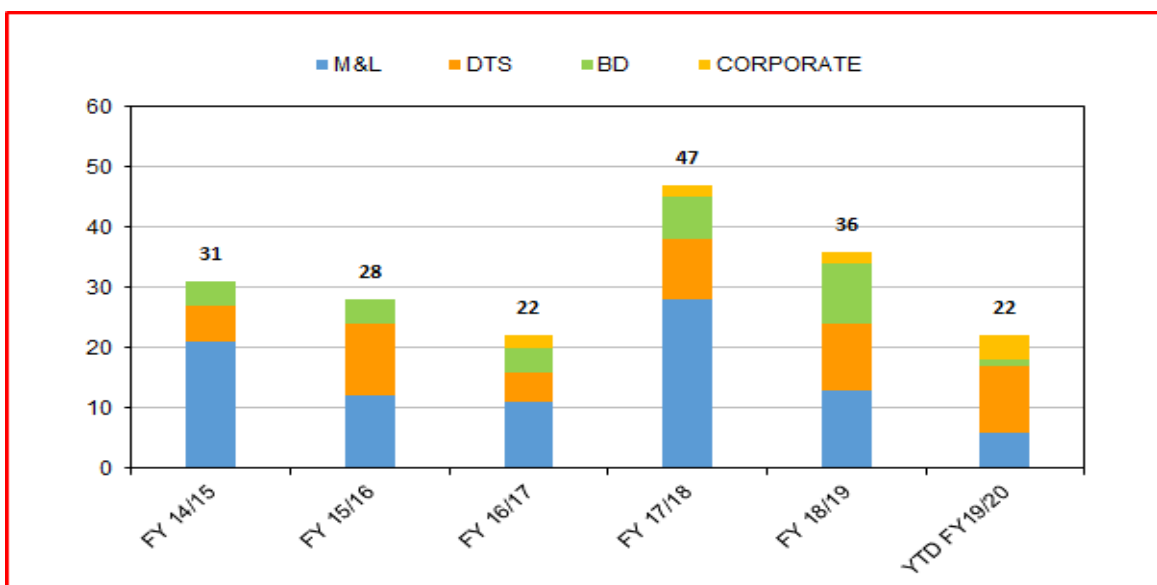
Key Messages / Issues for Attention:

- 3 SABRE's reported by NHSBT in February 2020 (1 in Blood, 1 in DTSTS and 1 in Clinical)
- Total of 22 SABREs reported year to date across NHSBT (7 in Blood, 11 in DTSCS, 4 in Clinical) – **chart 3**.
- No MHRA inspections in February 2020.
- Next MHRA Inspections Newcastle, Sheffield due in March 2020; Basildon postponed by MHRA until further notice.
- HTA Inspection of ODT due in March 2020.

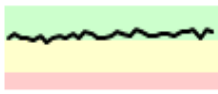

1. Major QIs raised per month - Blood Supply Directorate



3. Reports to SABRE



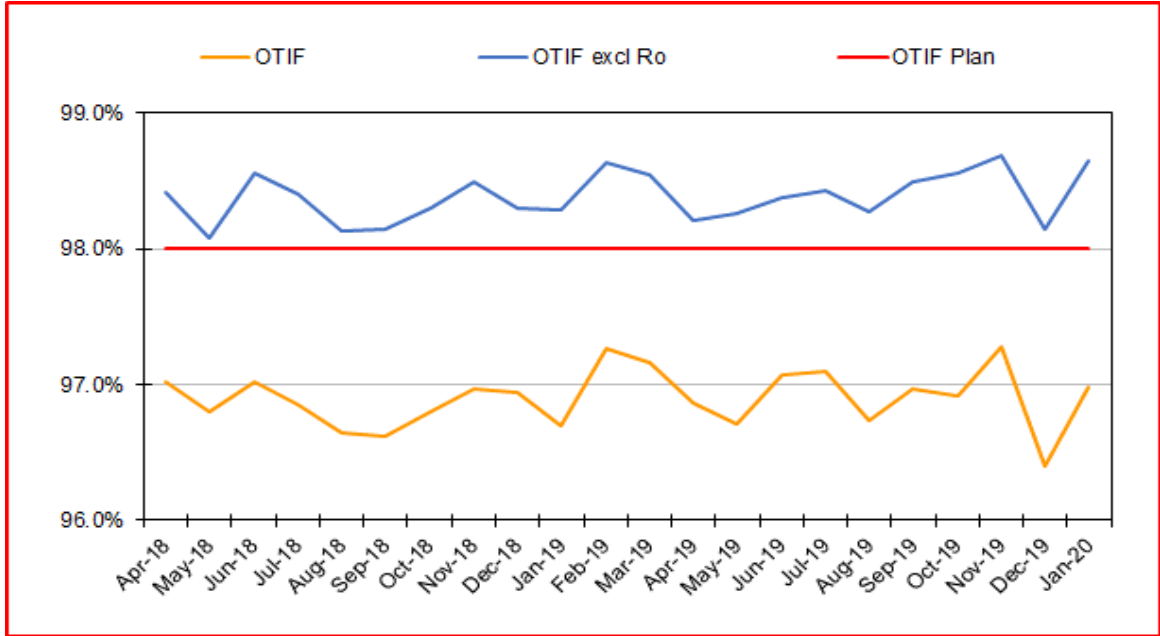
BLOOD SUPPLY – Customer Service

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 6 months to March 2020

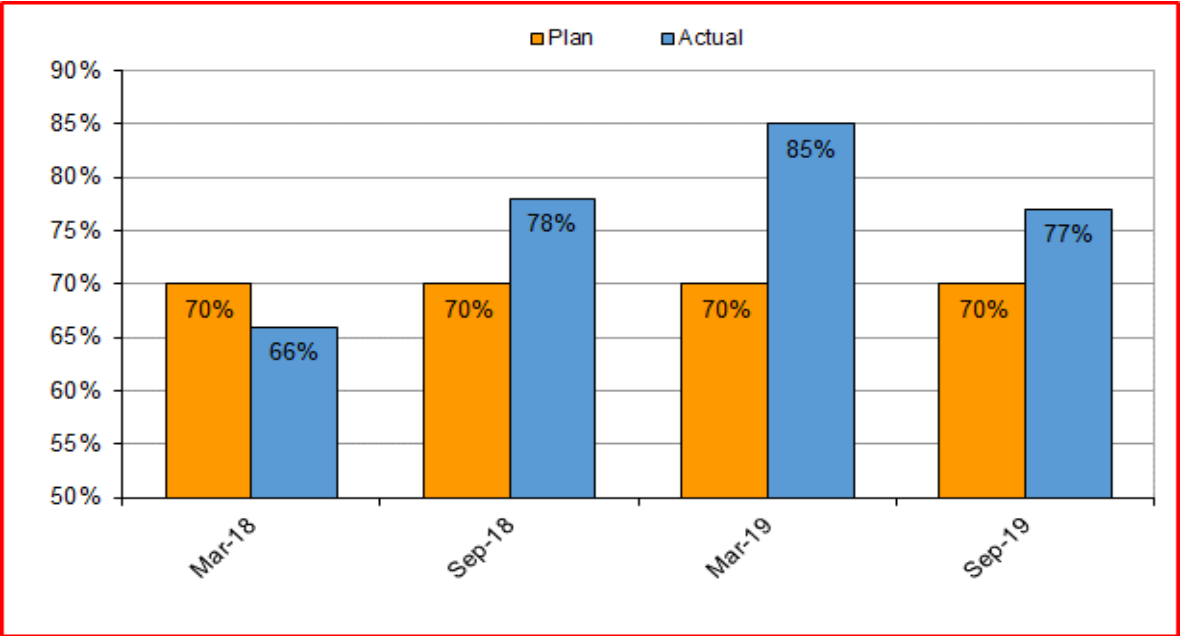
Key Messages / Issues for Attention:

- OTIF in February, excluding R_o 'in full' fails, remains strong at 98.5% and above the target of 98% - **chart 4**
- 2,183 units (excluding R_o 'in full' fails) failed OTIF from the 146,679 units requested in February.
- 'In full' fails accounted for 67% of OTIF fails (of which 51% were red cells and 44% platelets) while 'timing-only' fails accounted for 33%.

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



5. Hospital Satisfaction

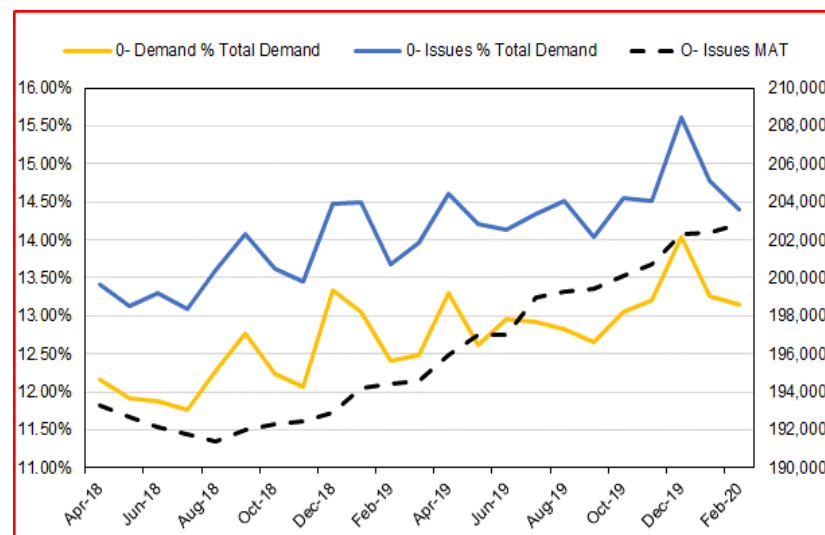


BLOOD SUPPLY – Red Cell Demand

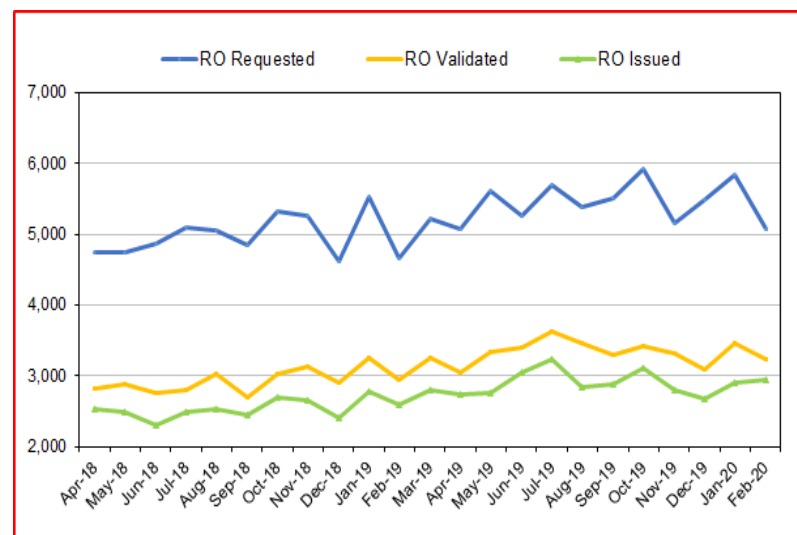
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2019/20 - YTD February 2020	2018/19 - YTD February 2020	Change
A Neg	102,747	102,812	-0.1%
A Pos	370,672	383,360	-3.3%
AB Neg	8,161	8,827	-7.5%
AB Pos	25,279	27,100	-6.7%
B Neg	34,345	33,664	2.0%
B Pos	101,562	103,232	-1.6%
O Neg	186,394	178,256	4.6%
O Pos	452,830	462,487	-2.1%
Total	1,281,990	1,299,737	-1.4%

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 February were 1.4% lower than the same period last year – **table 6**.
- The overall red cell moving annual demand has been decreasing steadily from 1,419k at the end of February 2019 to 1,400k at end of February 2020, although the rate of decrease has slowed to -1.4% over the last 12 months from -2.1% during the 12 months prior.
- Demand for O negative blood continues to increase and was 4.2% above forecast in February and 13.2% of total demand in the month. Moving annual demand is 182.7k which is 4.1k higher than the 178.7k forecast revision in October 2019 - **chart 9**.
- R_o demand was 8.6% below forecast in February. Rolling R_o 12 month demand growth is at +10.3% versus plan of 12.8% with the trend seemingly starting to flatten from October 2019 onwards.
- R_o collections were 58% of that required to meet total demand, up from 50% in January. The gap between R_o requested and issued therefore narrowed in the month with a consequent decrease in O negative substitution – **chart 10**.

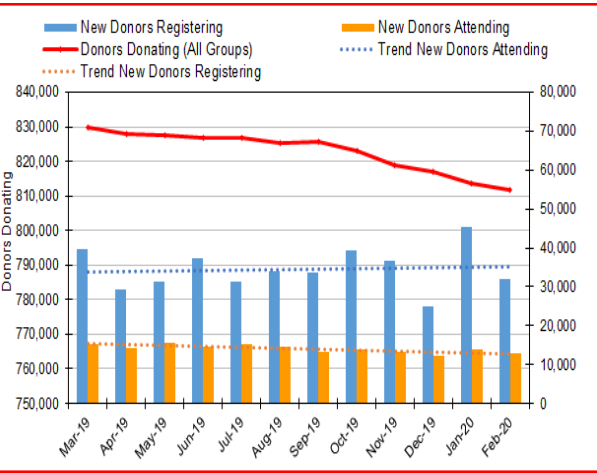
BLOOD SUPPLY – Whole Blood Donor Base

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	-		811.7k YTD v 827k target – chart 19.
		Donation Frequency All Groups Target 1.76	A	Worse		1.806 YTD v 1.770 target - chart 19.
		Blood Donors Donating in Last 12 Months O Negative Target 116,000	R	Worse		112.8k YTD v 115.6k target - chart 20.
		Donation Frequency O Negative Target 1.76	R	-		Donation frequency 1.92 YTD v 1.77 target – chart 20.
		Blood Donors Donating in Last 12 Months Ro Target 23,675	G	-		24.3k YTD 23.4k target - chart 21.

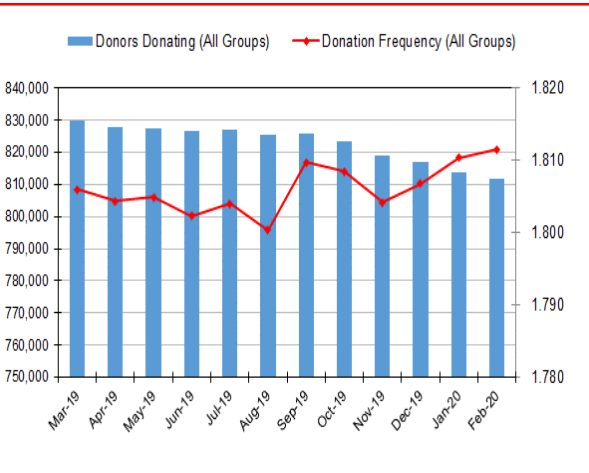
Key Messages / Issues for Attention:

- The number of active blood donors fell again in February to 811.7k from 813.7k in January (828k in April 2019). Donation frequency continues to trend upwards and is above target at 1.806 v 1.77 planned - **chart 20**.
- O neg blood donors remain ca. 3,000 donors less than plan**, largely due to lower recruitment – **chart 19**. Donation frequency is increasing and is above target at 1.92 v 1.77 planned – **chart 21**. **The donor base requirement in 2020/21 is a further 5,000 donors above the existing plan** (>8,000 donors above current level).
- The Ro Kell neg donor base fell below plan for the fourth month in a row, with growth now flat – **chart 22**. Donation frequency is increasing and above plan at 1.84 v 1.81.

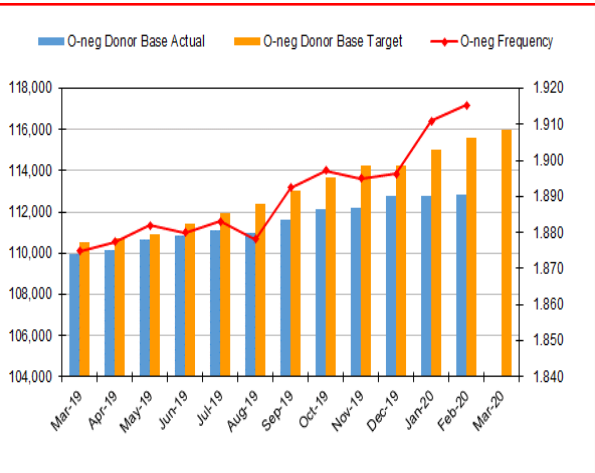
19.Donor Base All Groups



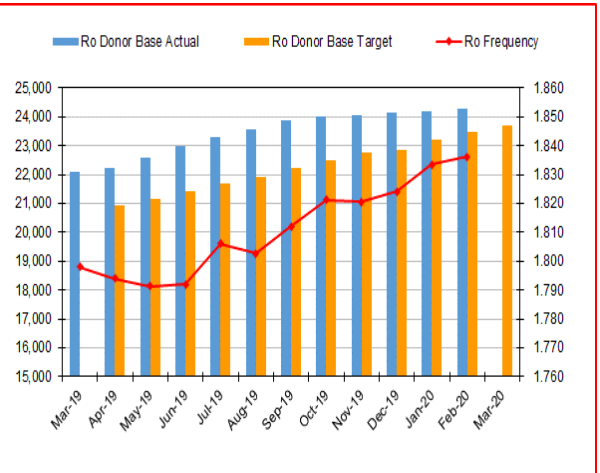
20. Total Donor Base and Frequency of Donation



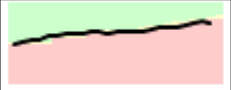
21. O - Donor Base and Frequency of Donation



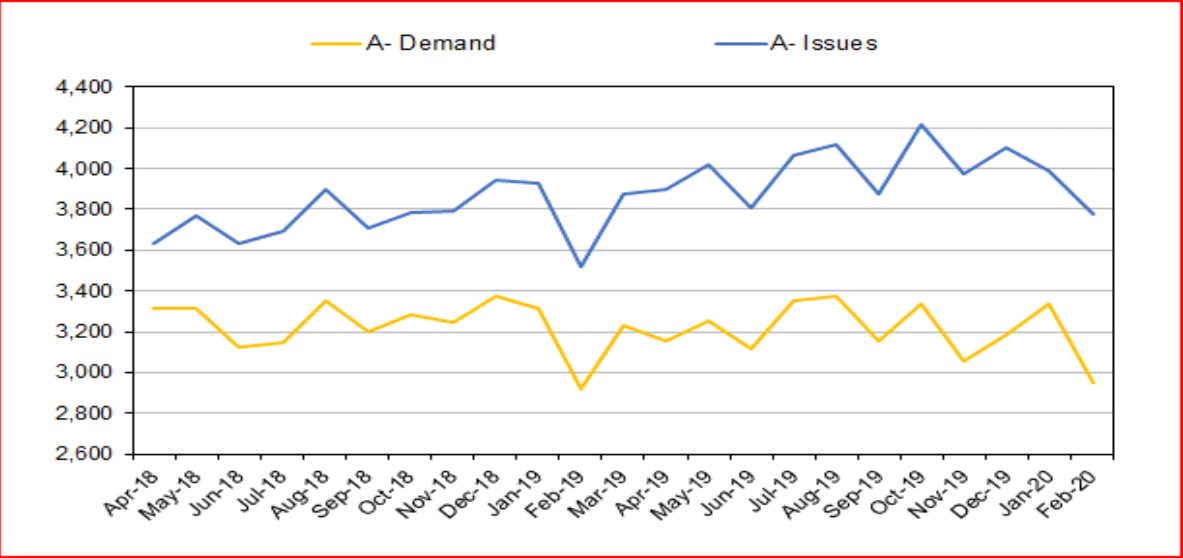
22. Ro Donor Base and Frequency of Donation



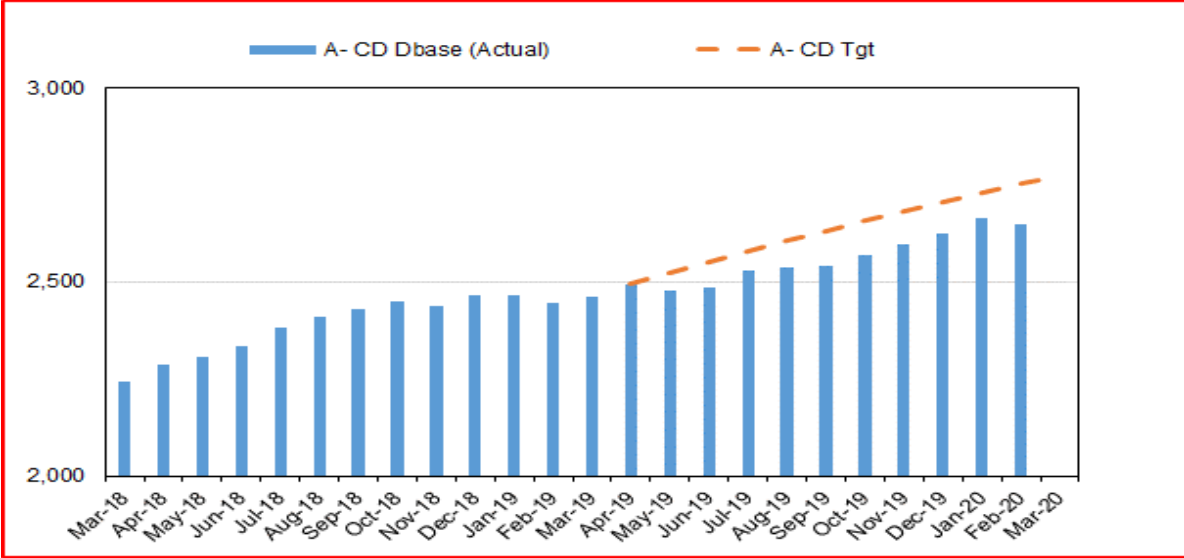
BLOOD SUPPLY – Platelet Demand & Donor Base

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	-		2,650 YTD v 2,753 target - chart 23.

12. A neg Platelet Demand and Issues





23. A- CD Donor Base



Key Messages / Issues for Attention:

- Platelet demand in February was 0.8% below forecast. Moving annual demand was at 254.9k, an increase of 0.6% on the previous 12 months.
- Demand for A negative platelets decreased in February to 14.8% of total demand – **chart 12**. The trend for some hospitals appearing to switch from A neg demand to AB neg demand continues, with demand for A neg + AB neg platelets at 16.9% of total demand in February (MAT 17.1%).
- Apheresis demand represented 23.9% of platelet demand in February, 5.5% lower than forecast. YTD apheresis demand is 0.4% below 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 23**.

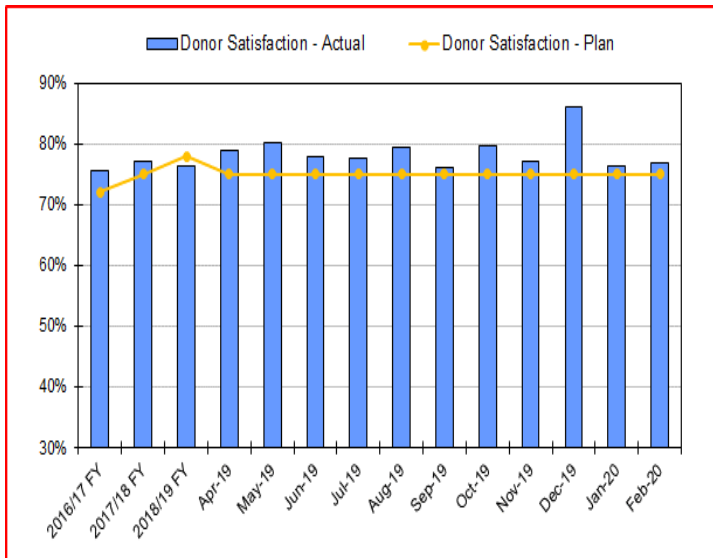
BLOOD SUPPLY – Collection Performance

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	-		78.7% 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

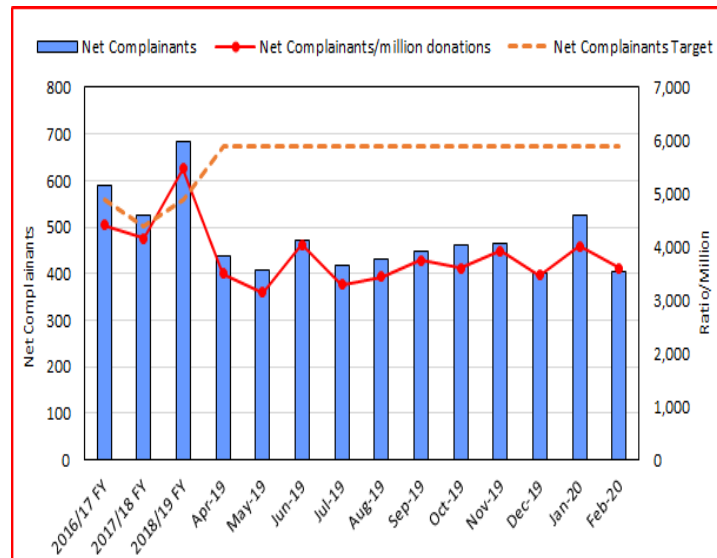
Key Messages / Issues for Attention:

- Although collection performance was below plan during February, demand was also lower and total stocks maintained green target level throughout the month.
- The current forecast is anticipating under collection throughout March and into early April 2020 – **chart 24**.
- Collections continue to be impacted by high levels of deferrals and donor non attends.
- NHSBT led cancellation of appointments increased to 3.05% in February from 1.88% in January; target 1.55%
- Donor satisfaction was steady at 76.7% in February; 78.7% YTD, both well above target of 75% – **chart 13**.
- Complaints have fallen over the last twelve months from 0.50% in February 2019 to 0.36% in February 2020 – **chart 14**.

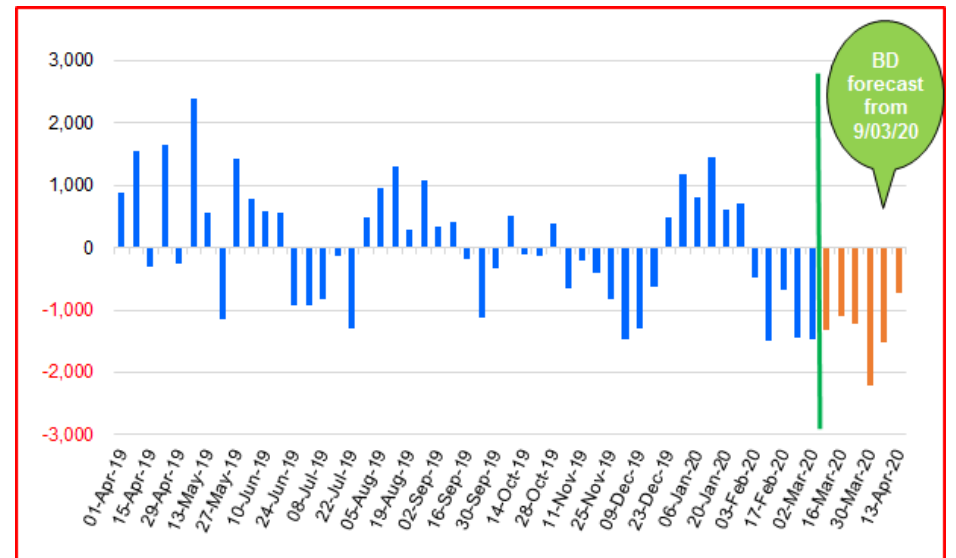
13. Donor Satisfaction



14. Donor Complaints



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



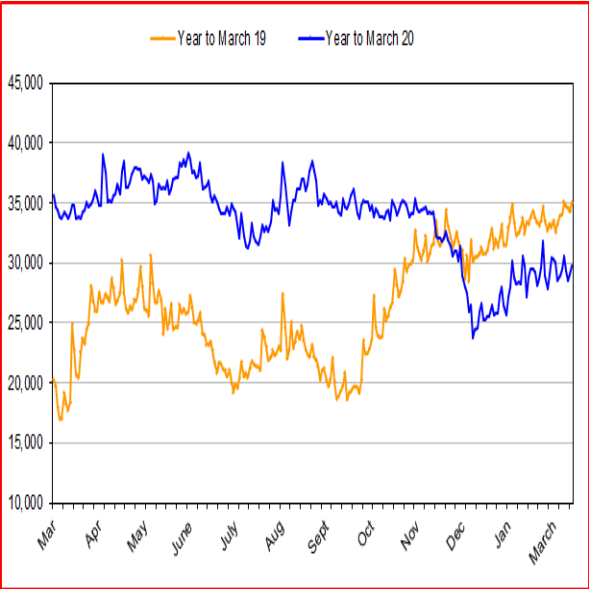
BLOOD SUPPLY – Stock Levels

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	-		5 red cell stock alerts YTD v Nil target - chart 17. 2 in August 19; 2 in December 19; 1 in January 20
		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.

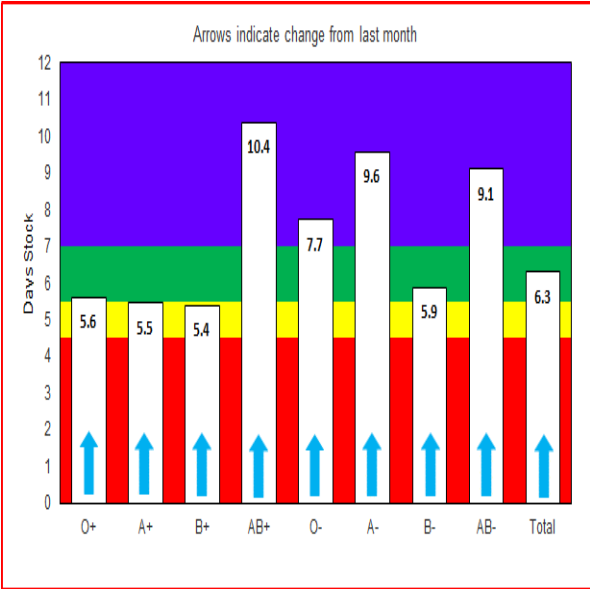
Key Messages/Performance/Issues for Attention:

- Overall stock levels were steady through February, maintaining green status throughout the month – **chart 16**.
- All groups showed an increase in average days of stock during February. Action is ongoing to address forecast amber stock levels of A+, B-, B+ and O+ blood in March.
- Subject to COVID-19 - projections indicate that total stock should remain at 6.3 days through March, with O negative at 7.2 days due to the success of the First Responder initiative. At group level, all blood groups except O+ are projected to return to green target level by mid March; O+ forecast to remain amber.

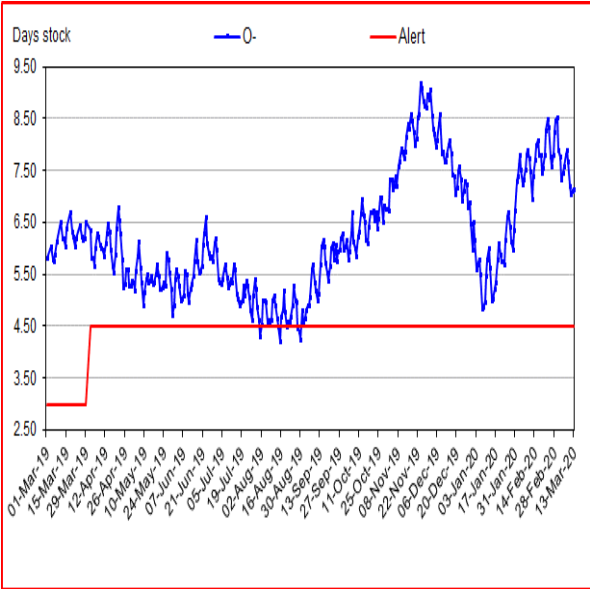
15. Red Cell - Blood Stocks (Units)



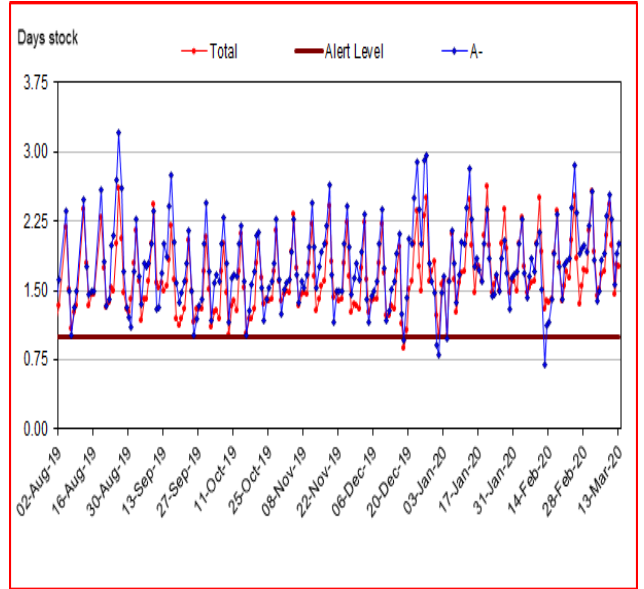
16. Average Red Cell Stock by Blood Group




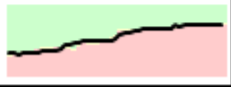
17. Red Cell - O neg : weekday stock levels



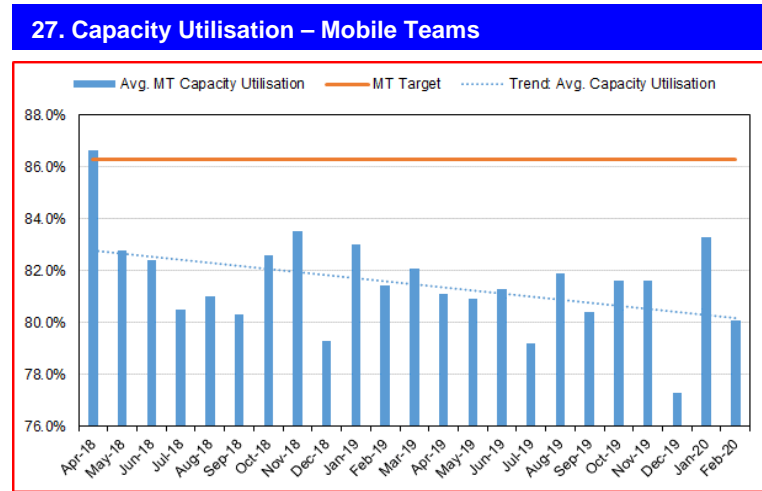
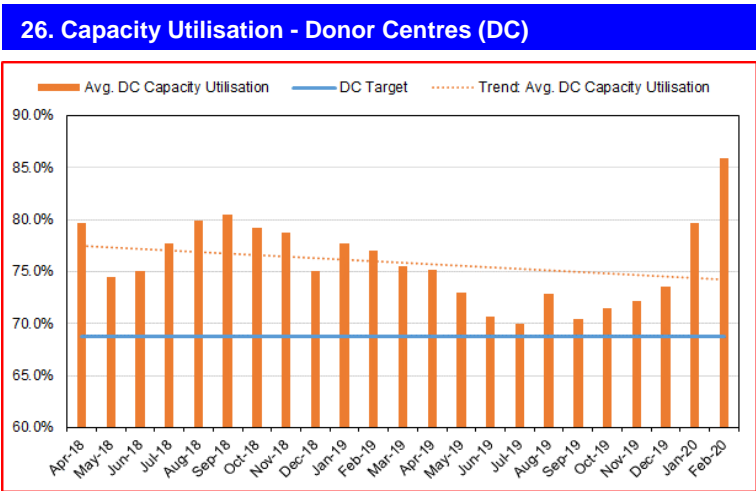
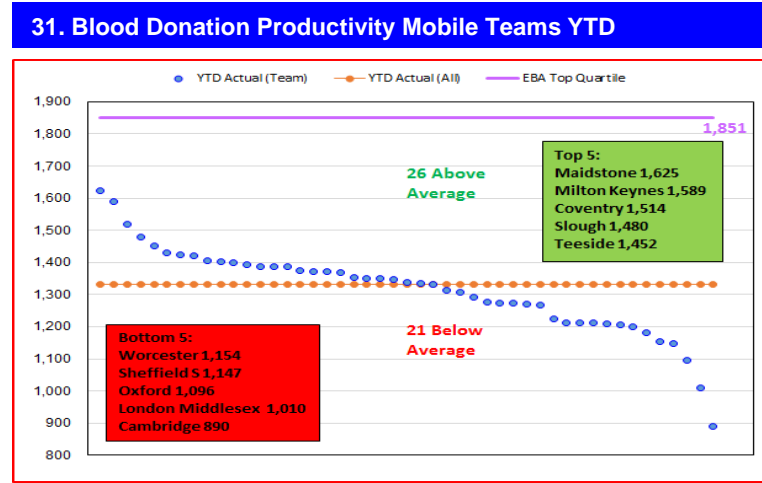
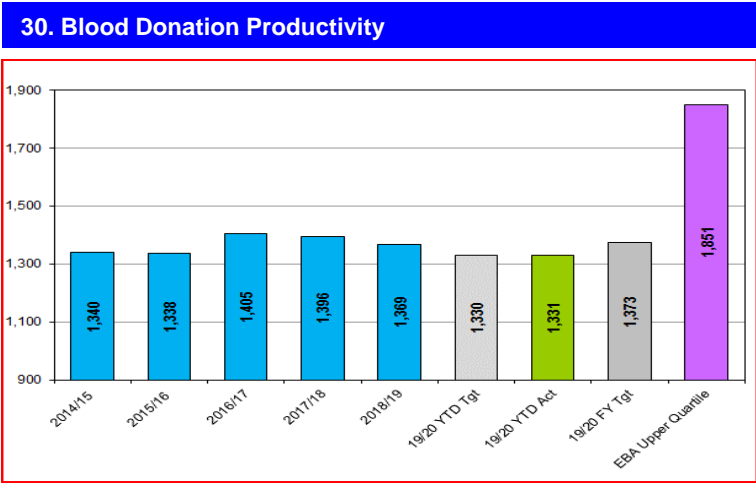
18. Platelet - Total & A neg : weekday stock levels




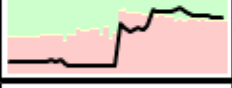

BLOOD SUPPLY – Blood Donation Productivity

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	G	-		YTD 1,331 v 1,330 target - charts 30 & 31.
		% Whole Blood Collected in Donor Centres Target 24.7%	A	-		24.4% YTD v 24.6% target

- Key Messages / Issues for Attention:
- WTEs in Blood Collection for February 2020 are 1,171 versus budget of 1,180 (WTEs per the productivity calculation).
 - Low collection volumes have driven a deterioration in productivity in month. Productivity remains below 2014/15 levels and is particularly low in Cambridge due to limited donor panels and an inadequately planned programme – **charts 30 & 31.**
 - Capacity utilisation at mobile teams continues to trend downwards, however donor centre capacity has improved to 85% – **charts 26 & 27.**
 - Overall sickness levels increased to 6.18% in February. 3 teams are reporting sickness levels above 15%, 9 at 10-15% and a further 15 teams at 5 -10%. 38 teams report sickness below 5%.



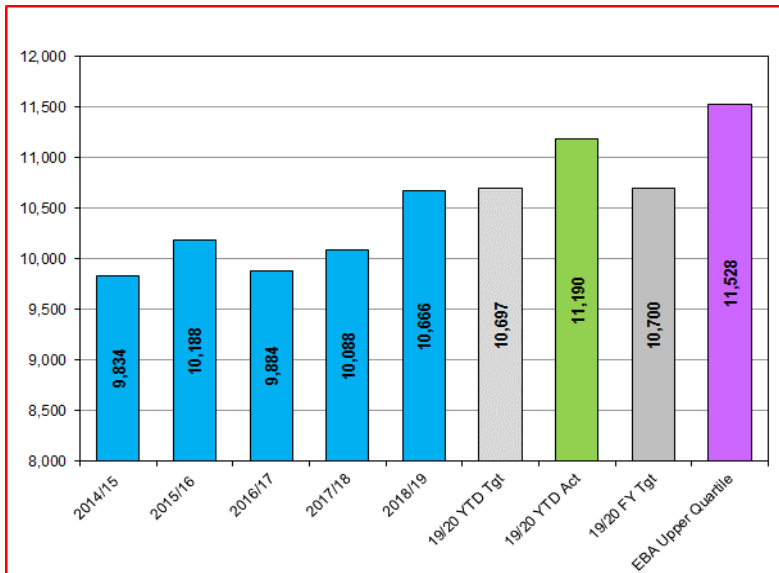
BLOOD SUPPLY – M&L Productivity

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 11,190 YTD v 10,697 target - chart 32.
		Testing Productivity YTD Target 33,700	G	-		Productivity 34,350 YTD v 33,661 target - chart 33.
		Hospital Services Productivity YTD Target 36,000	G	-		Issues Productivity 36,174 YTD v 35,985 target - chart 34.

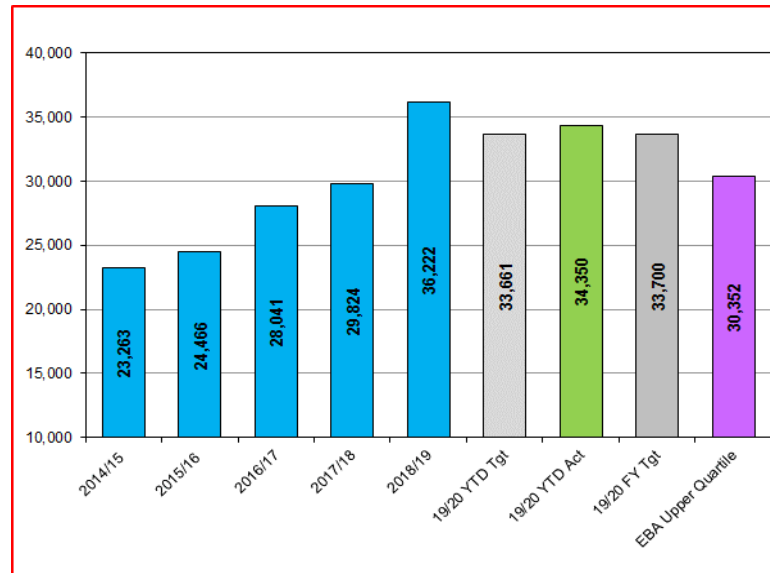
Key Messages / Issues for Attention:

- 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; Manchester remains below NHSBT plan in month and YTD - **chart 33**.
- Hospital Services – productivity is above NHSBT plan in month and YTD – **chart 34**.

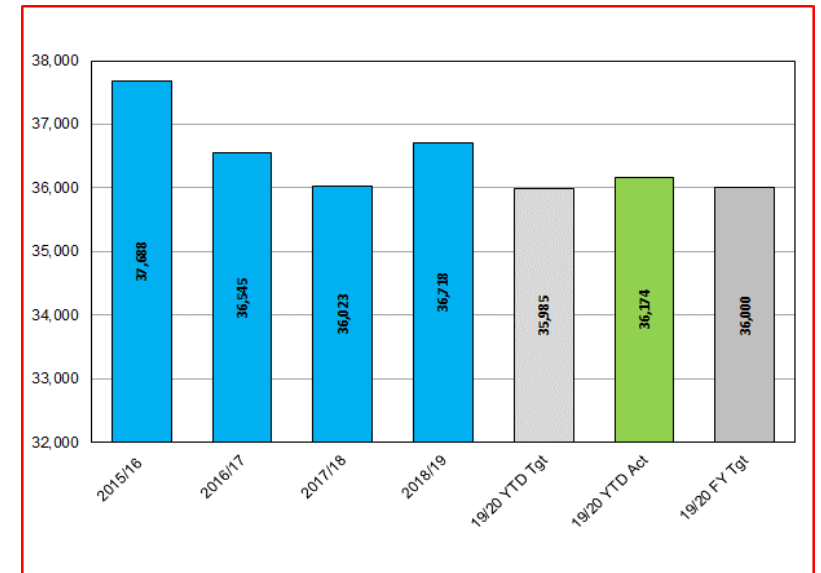
32. Manufacturing Productivity : YTD and Current Month



33. Testing Productivity : YTD and Current Month

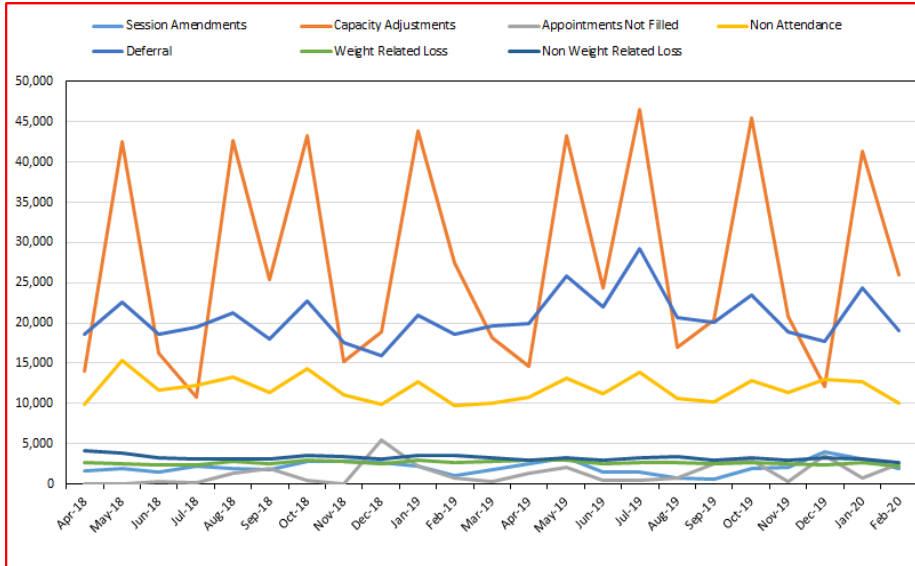


34. Hospital Services Productivity : YTD and Current Month

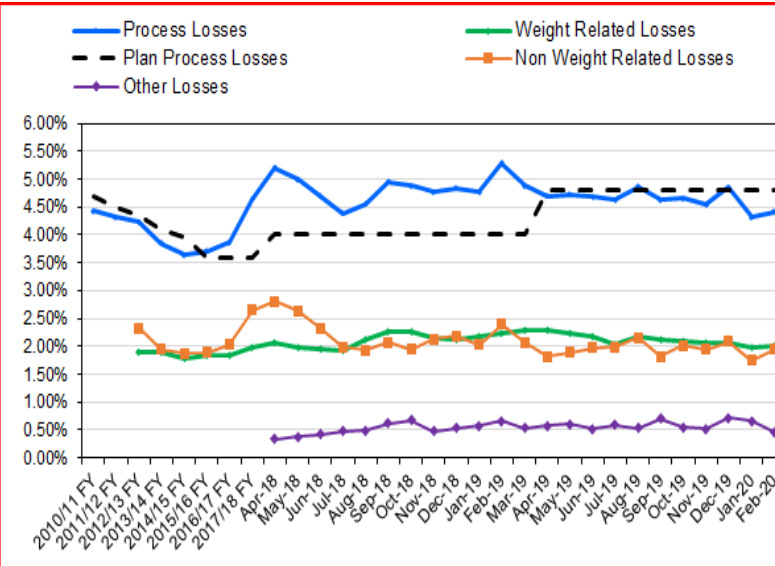


BLOOD SUPPLY – Waste (appointment slots, underweight units, processing and expiry)

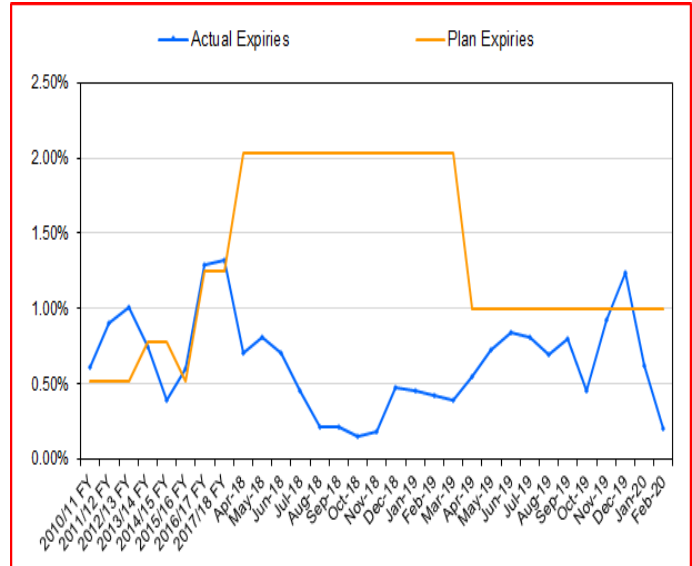
75. Collection Waste: Appointment Slots Not Resulting in a Validated Red Cell



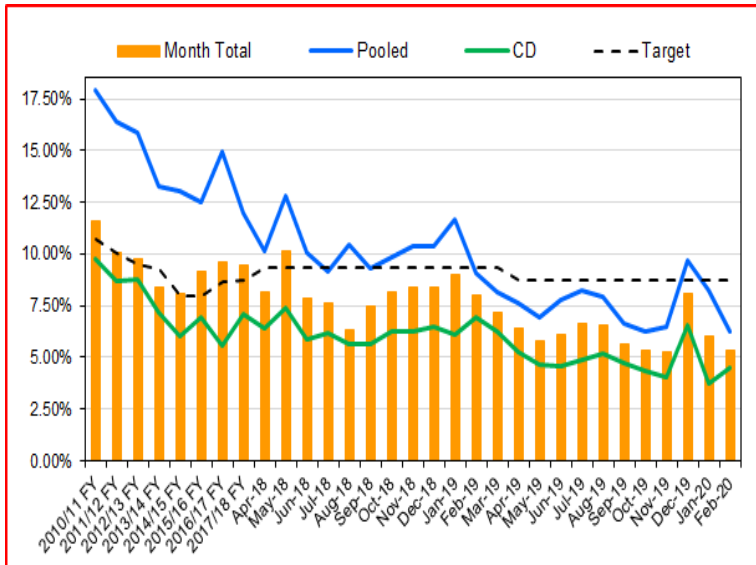
35. % Donations NOT Converted to Validated Red Cells



36. Red Cell Expiries



37. Percentage of Platelets Produced NOT Issued



Key Messages / Issues for Attention:

- 37% (64k) of bookable appointments (172k) were 'lost' in February 2020; 40% due to NHSBT capacity adjustments, 30% due to deferrals and 15.5% due to non attends– **chart 75**.
- Red cell production waste rose to 4.41% in February (4.6% YTD), but remains lower than last year (4.85%) – **chart 35**.
- Excluding weight related losses, waste was 2.4% in February (2.5% YTD) versus a 2.8% target – **chart 35**
- Red cell expiries again dropped sharply to 0.2% in February (0.72% YTD) versus a 1.0% target - **chart 36**.
- Platelet waste fell to 5.33% in February (YTD 6.1%); below the plan level of 8.7% - **chart 37**.
- Platelet expiries remain excellent – February at 2.55%, YTD 3.18%; well below the 5.5% target – **chart 36**.

Note: Capacity adjustments are the difference between total bookable appointments and collection capacity.

Key Issues / action for attention:

- Income in the year to date is £0.2m (0.3%) ahead of plan. I&E is £0.4m (5%) favourable YTD and 2% lower year on year, with the year-end forecast continuing to be positive (£0.4m).
- Income growth continues YTD within TAS (+2%; increased plasma exchange, red cell exchange and stem cell harvest income), RCI (+4%; increased hospital referrals – red cell reference, reagents and MOD), and CMT (+4% core service, CBC and also ACT).
- H&I income is below plan in month, and continues to be -£0.6m (-5%) adverse to plan YTD. Fall in referrals from key customers since the start of the year, now appears to be a persistent change with solid organ and stem cell investigations particularly impacted (£0.7m). Possible further downside due to delayed clinical trials related to respiratory tract samples, which are classed as high risk for Covid 19 (-£0.1m)
- TAS income remains close to plan, the lower level of activity in Extra-Corporeal Photopheresis (£0.2m / -3%) being seen this year, is broadly being offset across the portfolio, with Plasma Exchange, in particular (£0.2m / 9%), much better than expected this year. New business opportunities continue to be pursued across the service.
- RCI service continues to perform well with increased demand for both the red cell reference referrals and also the provision of reagents, which along with tight control of expenditure are combining to generate an income and expenditure surplus (£0.4m) in the year to date. Ongoing focus on electronic requesting and reporting; essential development to underpin further growth in RCI activity.
- CMT is performing well overall with the latest forecast set to achieve a breakeven position, with CBC income continuing to be significantly ahead of plan. The number of stem cell transplants supported continues to be slightly lower than expected YTD (1,568 v 1,642).
- The number of BBMR adult donors was below plan in the month (18 vs 20) and year to date is further behind plan, with a much lower number of UK patients being matched (170 v 220). This is driven largely by changes to donor search algorithms, which favour donors with DP type. These donors are currently under-represented on the BBMR register, but DP is now being included for all new donors.
- Cord issues continue to be substantially higher than plan (48 v 30) with most of the uplift being driven by a higher than anticipated level of export due to the ethnic diversity of the bank, as cord blood can often be the only transplant option for some patients. The strategy for cord blood transplantation has been revised given changes in medical practice in stem cell transplantation, and implementation will be progressed during 2020-21.
- SCDT potential impact on income as a result of Covid 19 – Cord issues 3 forecast for March – (1 x Int. 2 x UK) – potential for all issues to be cancelled – bed shortages / transport links £25k- £60k; BBMR 21 harvests forecast for March (15 x Int. 6 x UK) - potential for international harvests to be cancelled due to transport links etc – impact = £375k (15 x £25k)

Developments re strategic risk:

- CBC continues to decline work from major customers including Oxford BioMedica and UCL - lost income of ca £1.5m.

Major transformation projects:




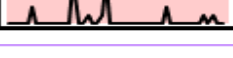
CBC new build / Filton extension

Progress continues to be closely monitored and achieve defined milestones and also aligned to the budget, all areas of the project continue to report at GREEN status.

In this reporting period, Kier, the main contractor, have completed flood attenuation work, preparatory groundworks and piling. No issues were reported by the Filton based teams with regard to vibration or noise levels. Groundworks will continue this month with the installation of pile caps / foundation pads.

DHSC remain committed to launching this project and are expected to confirm a date for the Secretary of State visit, in the near future.

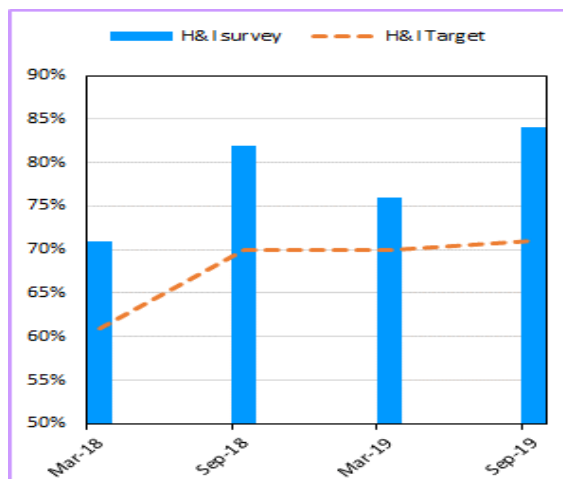
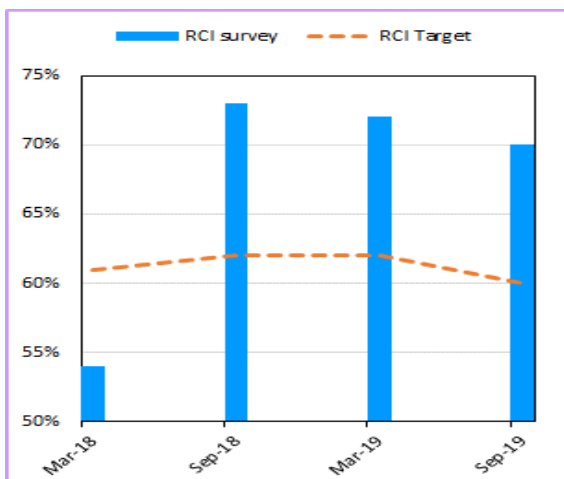
DTSCS – Group Level Indicators

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	-		£60.5m v £60.2m plan YTD
		DTSCS Number of Serious Incidents Target 0	R	-		2 reported YTD v zero target; 1 in April 19, 1 in Nov 19.
		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.

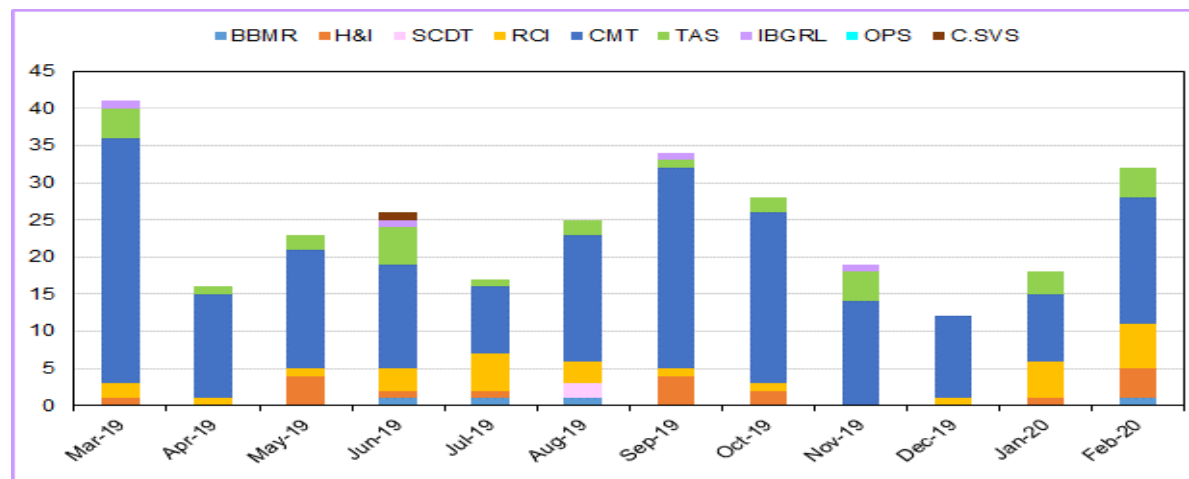
Key Messages / Issues for Attention:



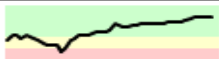
- Income and expenditure were close to plan in February and the overall position is strong with DTSCS reporting an I&E surplus of £0.4m YTD, 5% above plan, with most business units reporting an I&E contribution at or better than plan. A favourable I&E contribution of £0.4m is forecast at year end.
- The exception continues to be H&I; £1.0m below plan due to a fall in referrals from certain hospitals, predominately related to solid organ and stem cell investigations.
- Sickness absence was 3.2% in February, below the target of 4%. SBU's reporting sickness above target are TAS (5.1%), SCDT (6.4%) and IBGRL (6.4%).
- 1 SABRE reported in February; 11 SABREs reported YTD (1 IBGRL, 1 TAS, 1 H&I, 8 RCI) – **page 4**.
- 2 serious incidents reported YTD, 1 in April 2019 and 1 in November 2019.

48. Hospital Satisfaction



49. Major QI's raised per month – DTSCS

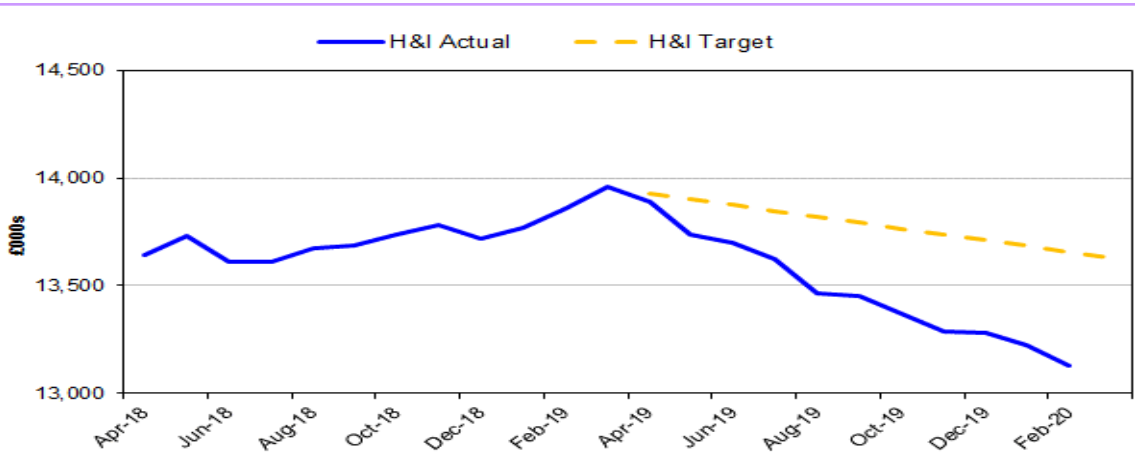


DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	H&I	H&I Sales Income £000 FYB £13.6m	R	-		£11.8m income YTD v £12.4m plan – chart 39
		Time to Type DBD and DCD Organ Donations Target 80%	G	-		88.6% YTD v 80% target.
		H&I Sample Turnaround v SLA Target 95%	G	-		98.2% YTD v 95% target - chart 47.

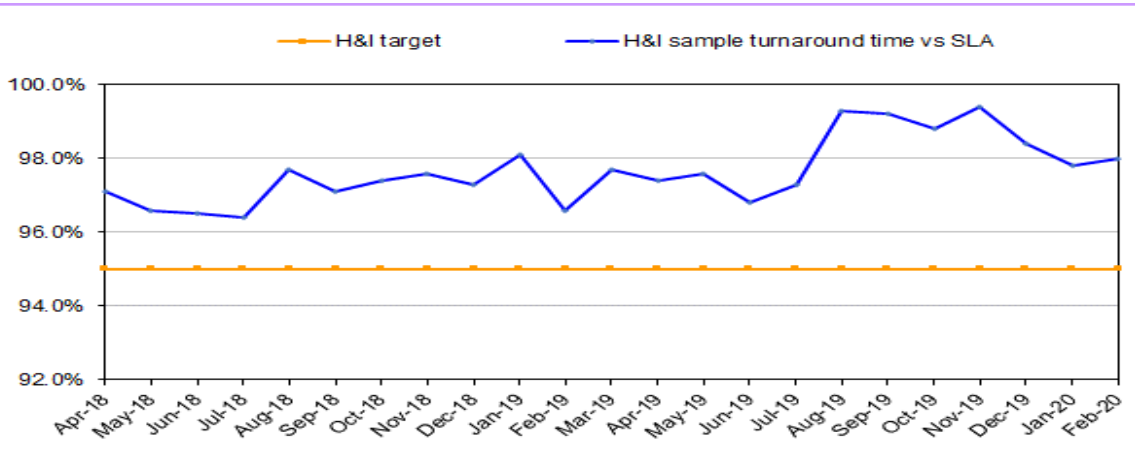
Key Messages / Issues for Attention:

- The fall in referrals from key customers from April 2019 appears to be a persistent change with solid organ and stem cell investigations particularly impacted.
- Additional activity expected in March is now likely to be delayed to next year due to COVID 19, as it relates to typing of respiratory tract samples for a clinical trial.
- As a result Income YTD is 5% below plan and 7% lower than last year – **chart 39**.
- Blood supply chain activity has significantly increased with platelet donor typing +34% and TRALI reduction screening + 50% compared to same period in 2018/19.
- Expenditure continues above plan (2%), predominantly driven by the higher than plan levels of support to Blood Supply chain activity detailed above.
- Overall H&I is reporting an I&E deficit of £1.0m and forecasting an I&E deficit of £0.9m at year end.
- Sample turnaround times remain better than plan (98.2% vs 95%) – **chart 47**.
- NGS for patient typing is fully implemented at all H&I laboratories and is being closely monitored for any impact on hospital referral practices.
- A data integrity risk pending implementation of PartnerPortal to network NGS machines and other testing platforms is ongoing.



39. H&I Income (MAT)



47. Turnaround Time vs SLA (H&I)



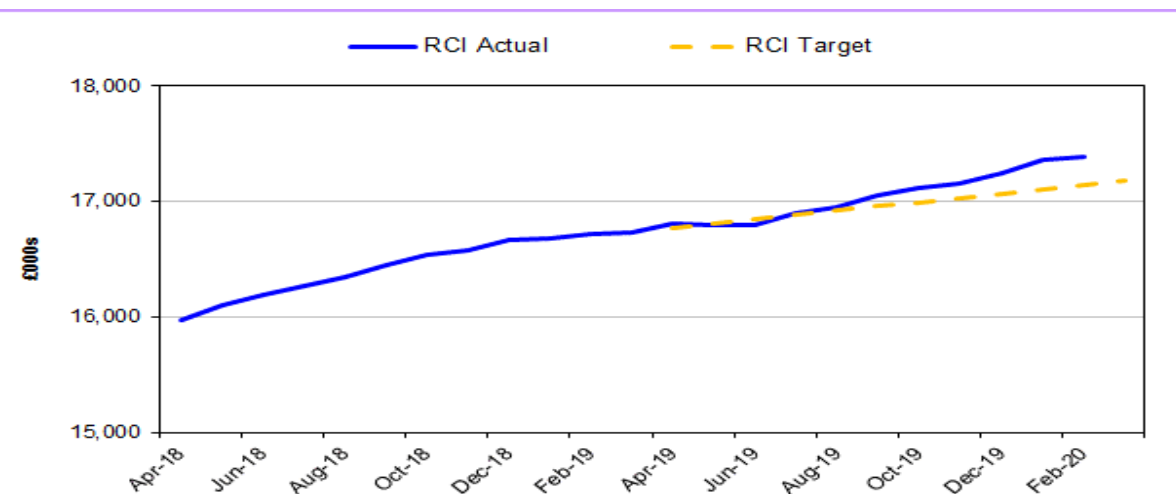
DTSCS - RCI

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	RCI	RCI Sales Income £000 FYB £17.2m	G	-		£16.0m income YTD v £15.7m plan - chart 40.
		RCI Sample Turnaround v SLA Target 95%	G	-		97.8% YTD December 19 v 95% target - chart 46

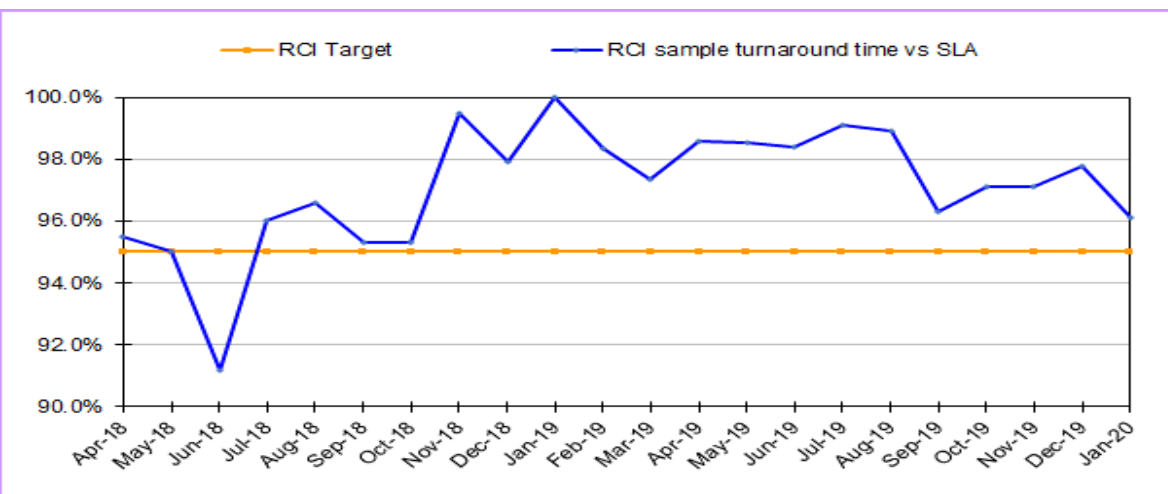
Key Messages / Issues for Attention:

- Pre transfusion patient investigations up 5.1% year on year reflecting changing needs in hospital laboratories
- Antenatal reference activity up 0.9% year on year; below plan but activity has increased in the last 2 months after a fall following changes to regulatory guidelines.
- Income is 2% higher than plan year to date and 4% higher than the same period last year – **chart 40**, with favourable variances in Red Cell Reference, MOD referrals, Reagents and On Call income.
- Expenditure is close to plan resulting in a YTD I&E contribution of £0.4m. A favourable £0.3m I&E contribution is forecast at year end.
- Sample turnaround times remain higher than plan for January (96.1% vs 95%, reported one month in arrears); 97.8% YTD – **chart 46**
- Remote interpretation of hospital results is currently being piloted in Newcastle – launch now planned for March 2020.
- Ongoing focus on electronic requesting and reporting; essential for further growth in RCI activity



40. RCI Income (MAT)



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



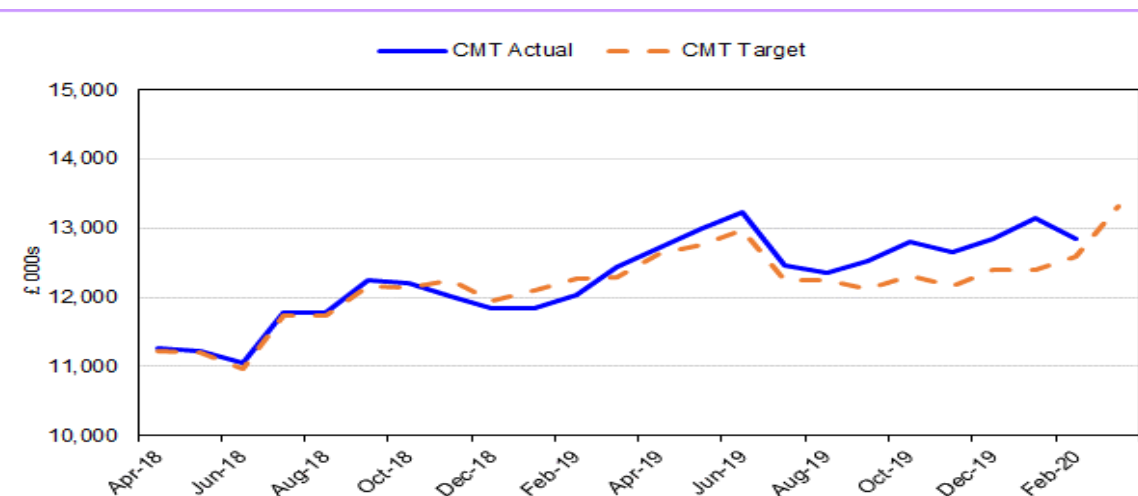
DTSCS - CMT

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	-		£11.6m income YTD v £11.3m plan - charts 41 & 42.
		CBC Sales Income £000 FYB £2.3m	G	-		£2.3m income YTD v £2.2m 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%

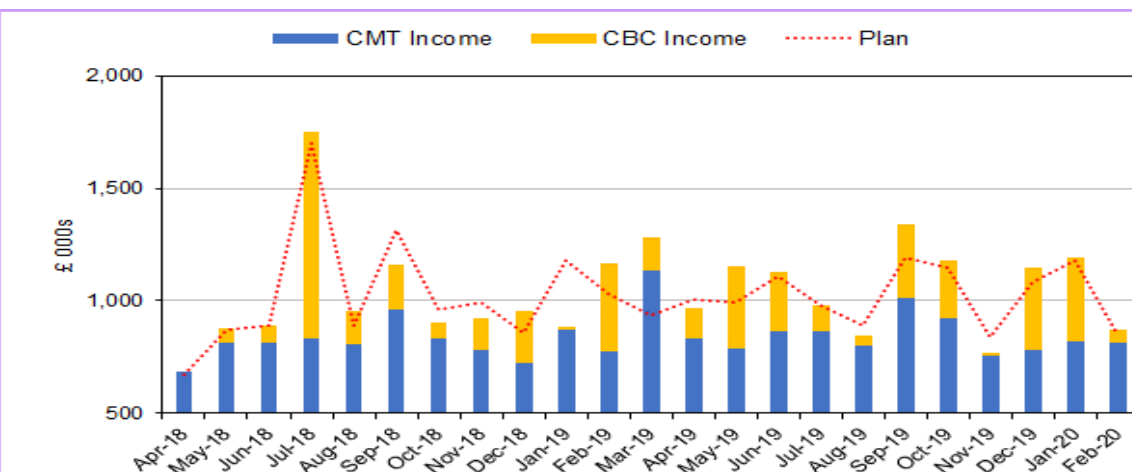
Key Messages / Issues for Attention:

- Advanced cell therapy income (ACT) income is 42% ahead of plan driven by unplanned project income (Merlin), offsetting delays in other contract work.
- CBC income is 6% higher than plan due to additional contract income (Elanco), however CBC continues to decline ca £1.5m available income from major customers.
- Overall, income is 3% ahead of plan year to date, and 4% higher than the same period last year - **charts 41 & 42.**
- Expenditure is breaking even year to date with a one off VAT reclaim offsetting higher than expected non-pay expenditure YTD.
- CMT is reporting a favourable YTD I&E contribution of £0.3m and forecasting a break even position at year end.
- Several Plasmid manufacturing contracts have been confirmed for FY 2020/21.

41. CMT Total Income (MAT)



42. CMT Income - Service and CBC



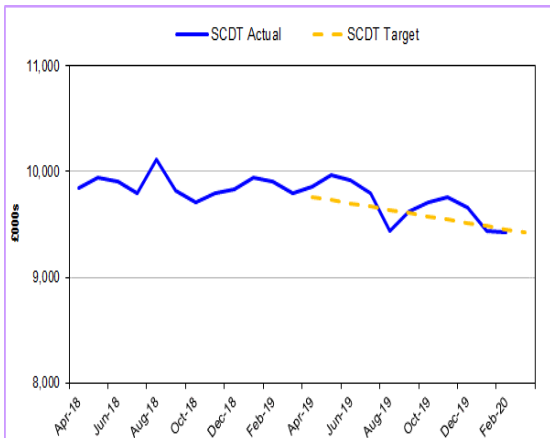
DTSCS - SCDT

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	SCDT	SCDT Sales Income £000 FYB £9.4m	G	-		£8.63m income YTD v £8.55m plan - chart 43.
		SCDT Increase in Banked Cords TNC > 140 Target 624	R	-		479 additions to banked cords YTD v 572 target.
		SCDT BAME Cord Blood Additions to Bank Target 40%	G	-		40.1% BAME additions YTD v 40% target.
		SCDT Cord Blood Issues Target 32	G	-		48 issues YTD v 30 target - charts 51 & 53.
		SCDT Adult Donor Provisions BBMR Target 240	R	-		170 bone marrow provisions YTD v 220 plan - chart 50.
		SCDT FIT Donors Added to Bank (Male, <40) Target 10,000	G	-		14,511 FIT donors added YTD v 9,166 target.

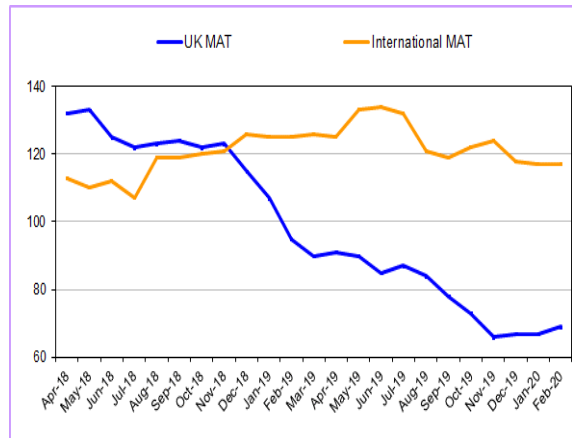
Key Messages/Issues for Attention:

- 479 clinically suitable cords have been banked year to date v 572 planned – **chart 53**.
- 48 cords issued year to date (UK 15, International 33), 18 ahead of plan (UK +4, International +14); 7 more issued YTD than the same period last year – **chart 51**.
- Recruitment (Fit Panel Donors) is higher than plan year to date at 14,511 versus 9,166 planned (the annual target is 10k).
- BBMR harvests (donor provisions) are 50 behind plan year to date (UK -46: International -4) – **chart 50**. Options for enhancing the donor panel are being considered.
- Income 1% better than plan year to date, but 4% lower than the same period last year – **chart 43**.
- Expenditure position favourable in month and year to date due to ongoing staff vacancies.
- Overall SCDT is reporting a favourable I&E contribution year to date of £0.1m and forecasting a favourable contribution of £0.4m at year end.

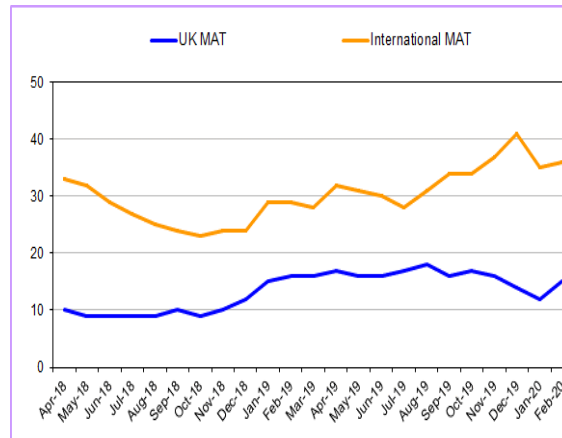
43. Stem Cells - SCDT Income (MAT)



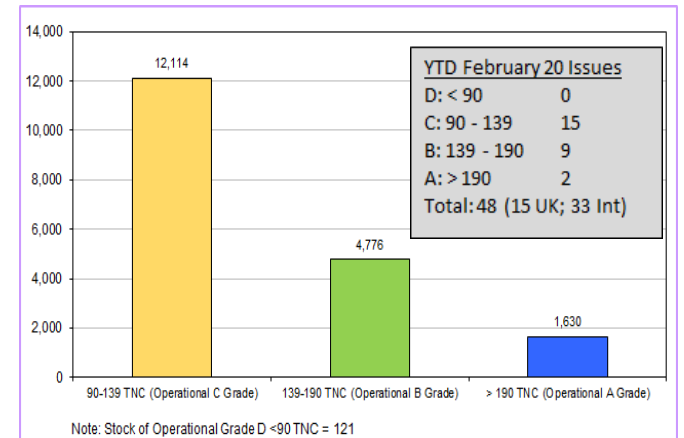
50. Adult donor provisions : UK & International MATs






51. Cord blood units issued : UK & International MATs



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



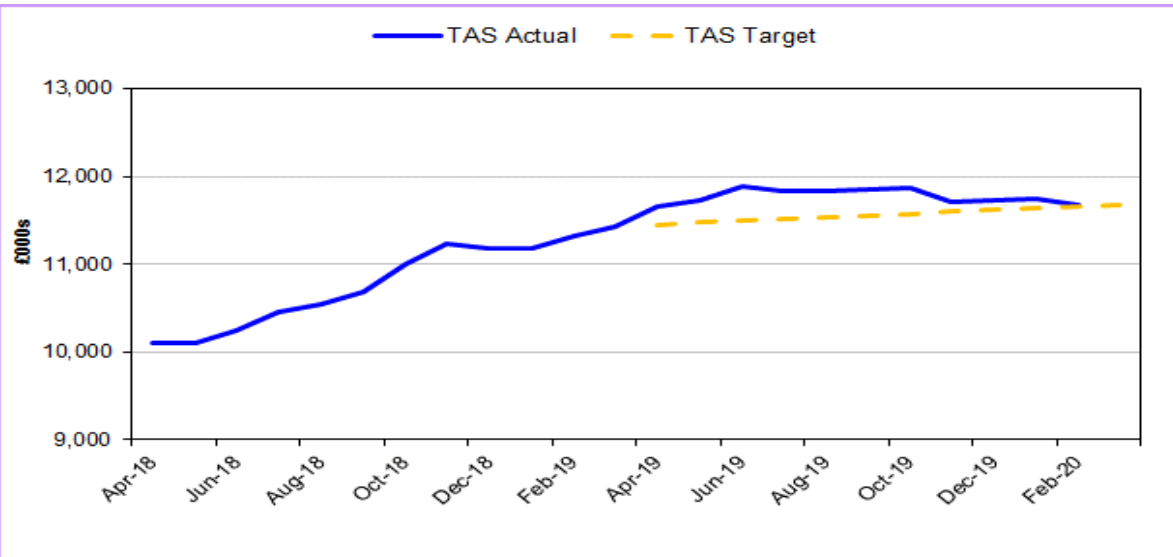
DTSCS - TAS

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	-		£10.652m income YTD v £10.597m target - charts 44 & 45.
		TAS Hospital Satisfaction % Scoring >= 9 or 10 Target 68%	G	-		75% v target of 68% for year to September 2019. Next survey for year to September 2020.
		TAS Patient Experience % Scoring >= 9 or 10 Target 90%	G	-		92% v target of 90% for year to December 2019. Next survey for year to December 2020.

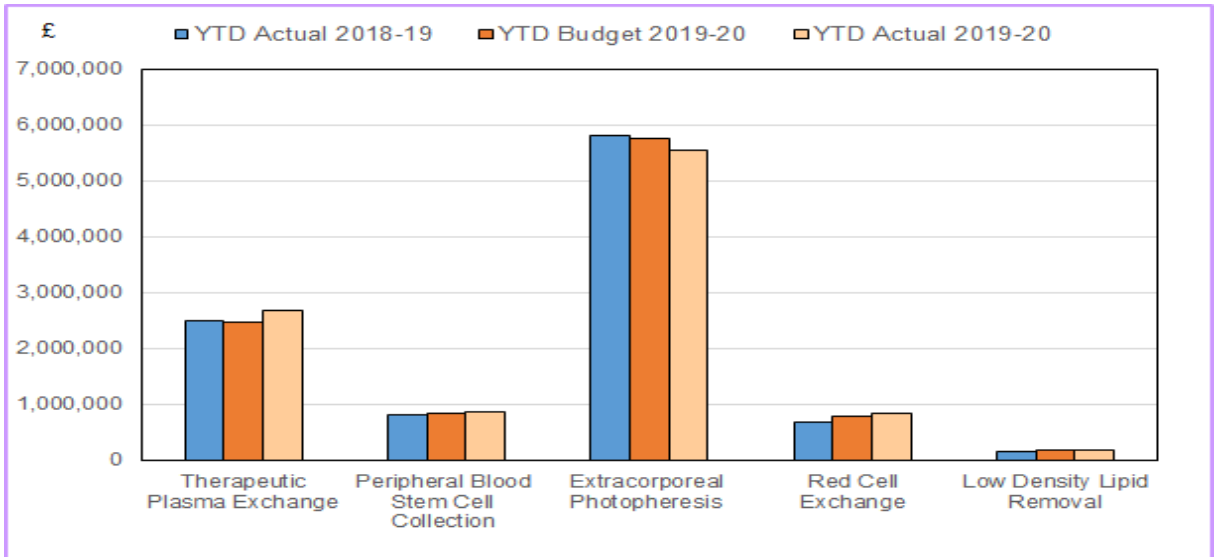
Key Messages / Issues for Attention:

- Activity YTD reflects higher than expected referrals for Plasma Exchange and Stem Cell Harvest offset by lower than expected ECP referrals – **chart 45**.
- Income YTD is 1% ahead of plan and 2% higher than the same period last year. However Q3 performance is variable and the MAT is flattening – **chart 44**.
- Expenditure YTD is higher than plan with pay overspends partially mitigated by activity driven non pay underspends.
- Overall, TAS is reporting an I&E contribution of £41k and forecasting a break even position at year end.
- CQC have confirmed they will be inspecting every TAS unit during 2020. Planning is taking place to ensure inspection readiness.

44. Therapeutic Apheresis Services Income (MAT)



45. TAS YTD Income Activity v Target



Key Issues / Action for attention:

ODT

- YTD, we are in a similar position to that reported last month: ahead of last year for eligible donors, consents and proceeding deceased donors, but behind for transplants. As shown on the infographic, February is red (negative differences) across the board when compared with January, but green (positive differences) when compared with February last year, apart from a worrying 18 extra (35% increase) non-proceeding donors.
- There were 125 proceeding donors in February, matching last year's February proceeding donor numbers. The 24.6 deceased donors per million population (pmp) is therefore unaffected.
- Although we are 34 ahead YTD for proceeding donors (+2%), there have been 53 more non-proceeding donors YTD (+9%).
- We remain on track for another record year for deceased donors. With 1,489 deceased donors YTD, we need 111 deceased donors in March to match last year's 1,600 donors. (The monthly average YTD is 135.)
- There were 290 deceased donor organ transplants in February. With 3,520 deceased donor transplants YTD, we need another 433 to match last year's 3,953. (The closest we've got to this was 425 in January 2018, when a record 169 donors proceeded).

TES

- In February income is behind plan by 1.5% (-£19.1k)
- Due to February's performance, the YTD income is now adverse by £1.4k. Income is being driven mainly by Corneas (+£370.6k) and ASE /AlloSE (+£355.2k).
- Income forecasted is to match budget for the full year.
- The cornea stock level is 4.44% (12 corneas) behind target. A taskforce has been introduced to reverse this decline, with initial results looking very positive.

		24.6 pmp		58.7 pmp			
		Eligible Donors	Consents	Proceeding Donors	Non-Proceeding Donors	Transplants	Organs Transplanted
YTD: Apr 2019 - Feb 2020 (vs Apr 2018 - Feb 2019)		5510	2077	1489	666	3520	3881
		↑ + 3%	↑ + 5%	↑ + 2%	↑ + 9%	↓ - 2%	↓ - 1%
		Up 176	Up 95	Up 34	Up 53	Down 61	Down 22
Feb 2020 vs Jan 2020		524	183	125	69	290	315
		↓ - 9%	↓ - 6%	↓ - 9%	↑ + 10%	↓ - 8%	↓ - 10%
		Down 55	Down 12	Down 12	Up 6	Down 25	Down 35
Feb 2020 vs Feb 2019		↑ + 6%	↑ + 4%	↔	↑ + 35%	↑ + 3%	↑ + 2%
		Up 29	Up 7	No change	Up 18	Up 8	Up 6
		Up 0.05					
Focus of Activity	Eligible Donor Decrease	Offering Opportunities					
	Missed Referrals	Organ Utilisation & Interventions					
		Length of Donor Process					




Developments re strategic risk:

- There will be more non-proceeding donors and fewer transplants this year, compared with last year. There is now a risk that there will also be fewer proceeding donors than last year, if COVID-19 has a significant negative impact on donation activity.**
- The new strategy cannot be delivered without funding.
- Non-adherence to NICE guidance (ie missed referrals and hospital-only approaches), ODR opt-in overrides, organ utilisation and suitability.

Major transformation projects:

- Opt-out – **amber** (amber due to finance position not agreed beyond 2019/20)
- Hub – **amber**
- 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** - This project is live and the initial benefits are ahead of plan.

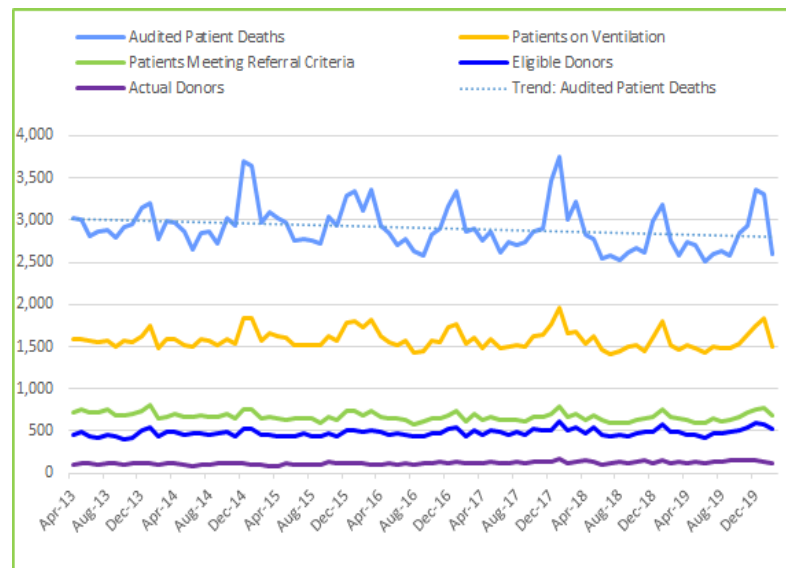
OTDT – Deceased Donors (All)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	Number of Deceased Donors Target 1,740	A	-		1,489 deceased donors YTD v 1,595 plan - chart 54
		Deceased Organ Donors per million population (pmp) Target 26.0	A	-		Q3 19/20: 24.94 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.

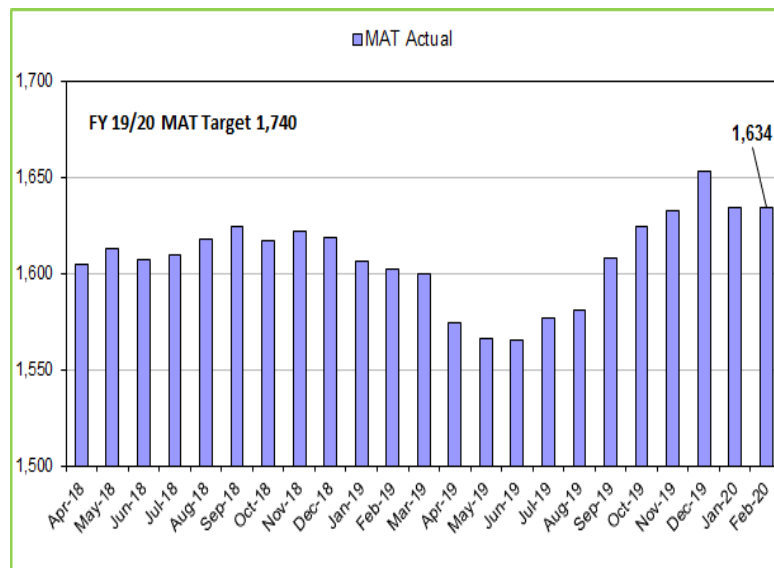
Key Messages / Issues for Attention:

- There were 125 deceased donors in February (69 DBD and 56 DCD); the moving annual total remained at 1,634 (1,600 March 2019) – **chart 54**.
- The pool of eligible donors has improved since Q1 and is now higher than last year at 5,510 eligible donors YTD v 5,334 for the equivalent period last year.
- Whilst transplantable organ rates in February 2020 are higher than in February 2019 (3.18 v 3.04), transplanted organ rates are broadly flat (2.52 v 2.47).
- Overall consent rose slightly to 68.5 % in February. Year to date is at 67.7%, but with the overall trend remaining flat and well below target of 80% – **chart 55**.

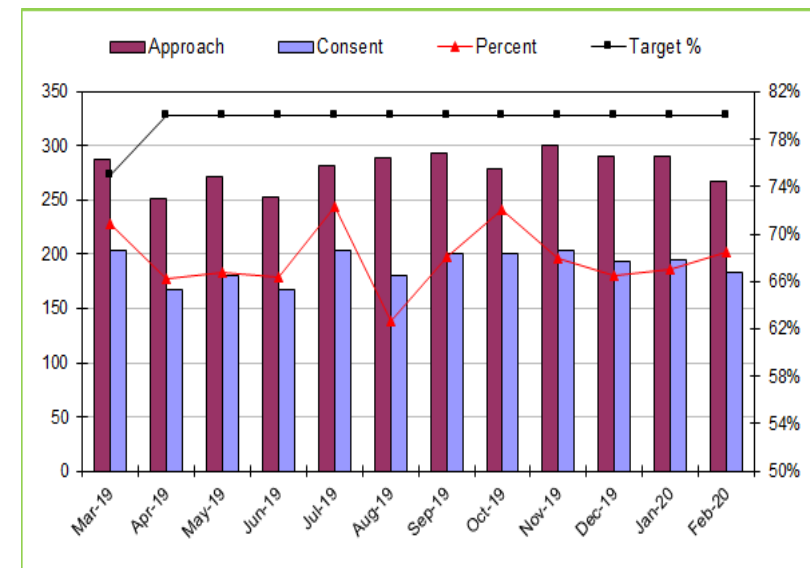
74. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards



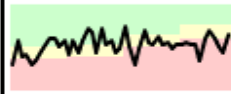
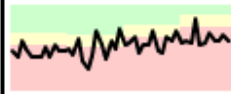
54. MAT number of Deceased Organ Donors



56. Consent / Authorisation rate (DBD & DCD)



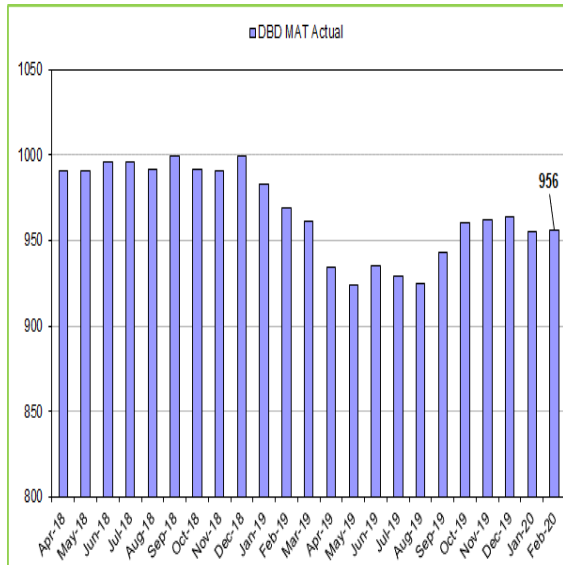
OTDT – Deceased Donors (DBD and DCD)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DBD) Target 83%	R	-		72% consent YTD v 83% target - chart 61.
		% Consent/Authorisation Rate (DCD) Target 77%	R	-		64.3% consent YTD v 77% target - chart 65.

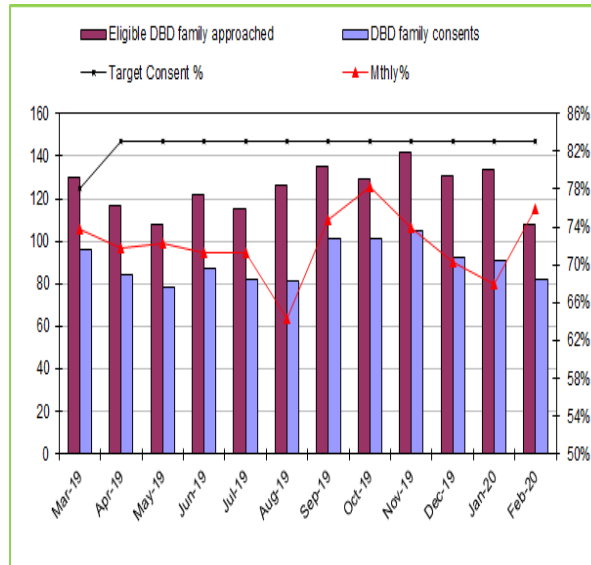
Key Messages / Issues for Attention:

- The MAT for DBD donors remained steady in February at 956 with 69 deceased DBD donors in month – **chart 58**.
- The consent rate for DBD donors increased to 75.9% in February. YTD is at 72% well below the 83% target - **chart 61**.
- The trend in the number of DCDs was also steady with 56 deceased donors, with the MAT decreasing to 678 – **chart 62**.
- Consent for DCD donors decreased to 63.5% in February. YTD is at 64.3%, well below the 77% target and with the trend remaining broadly flat - **chart 65**.

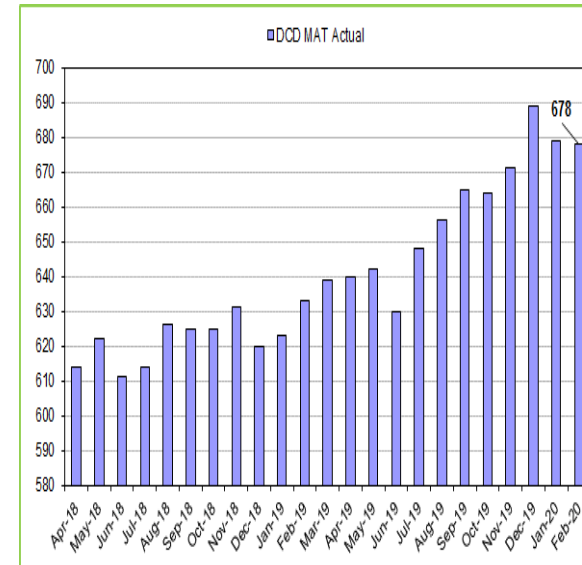
58. MAT No. of Deceased Organ Donors (DBD)



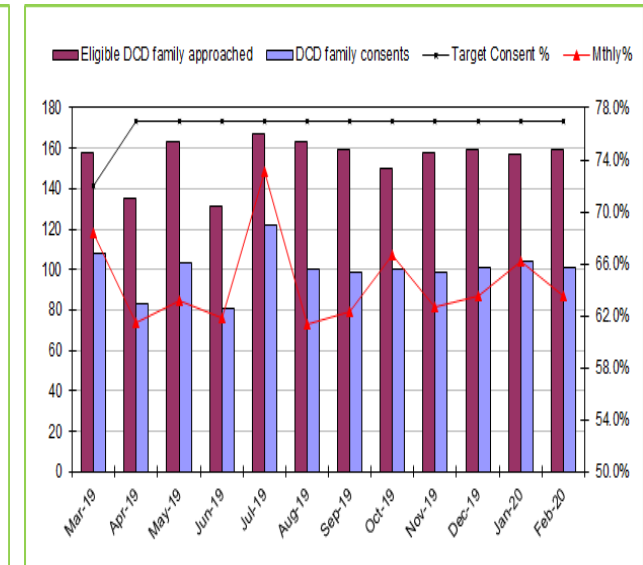
61. Consent/Authorisation rate (DBD) per month





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



65. Consent/Authorisation rate (DCD) per month



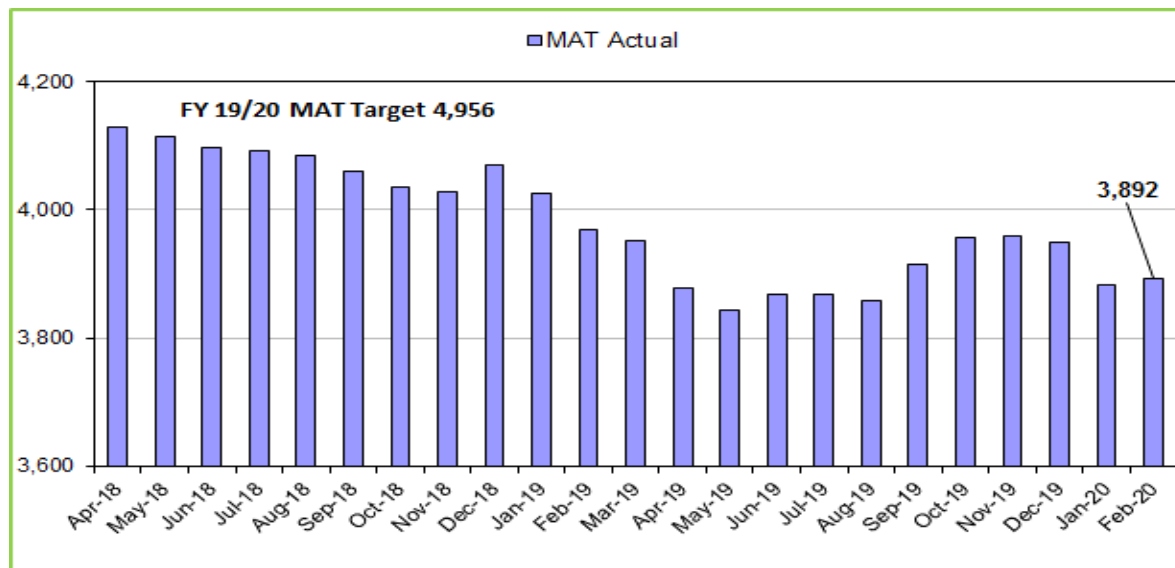
OTDT – Deceased Donor Transplants

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	Number of Organ Transplants - Deceased Donors Target 4,956	R	-		3,520 deceased donor transplants YTD v 4,543 plan - chart 55.
		Deceased Donor Organ Transplants pmp Target 74.0	R	-		End Q3 19/20: 59.57 pmp v 71.7 pmp target. Next report end Q4 19/20

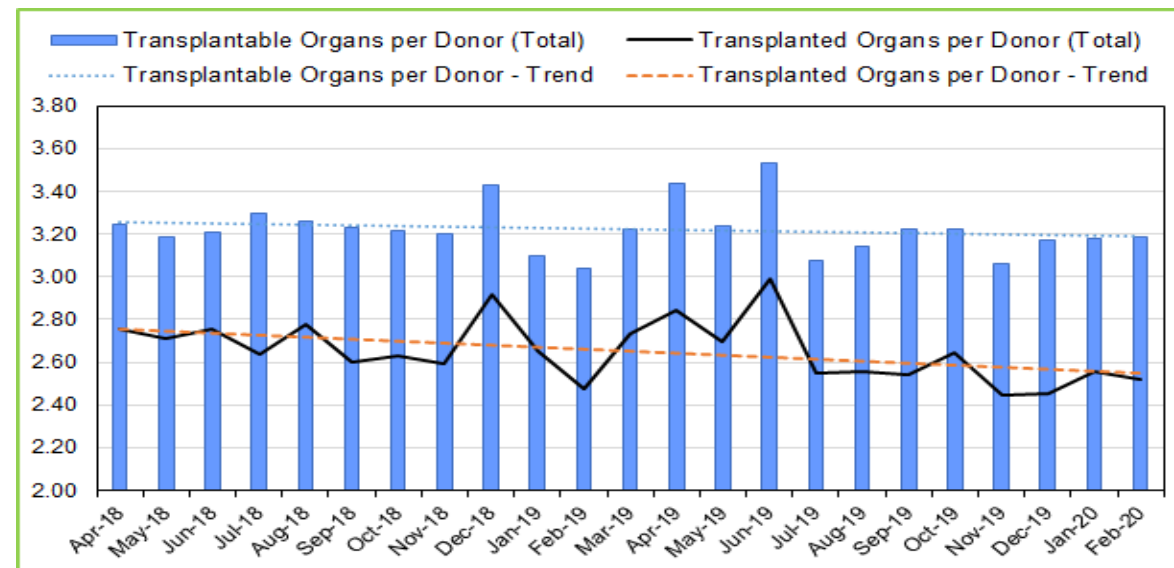
Key Messages / Issues for Attention:

- 290 deceased donor transplants were recorded in February 2020, 30% (123) lower than plan, but 8 more than in February 2019.
- There have been 3,522 deceased donor transplants YTD, which is 61 fewer than in the equivalent period last year.
- The MAT increased slightly to 3,892 but remains much lower (21%) than the target for the year of 4,956 - **chart 55**.
- Performance into early March continues to be lower than plan (by around 22%).
- Transplanted organs per donor, which appeared to be improving through Q1, dropped back in July, and has since continued to trend downwards - **chart 66**.




55. MAT number of Deceased Donor Organ Transplants



66. Transplantable v Transplanted Organs per Donor



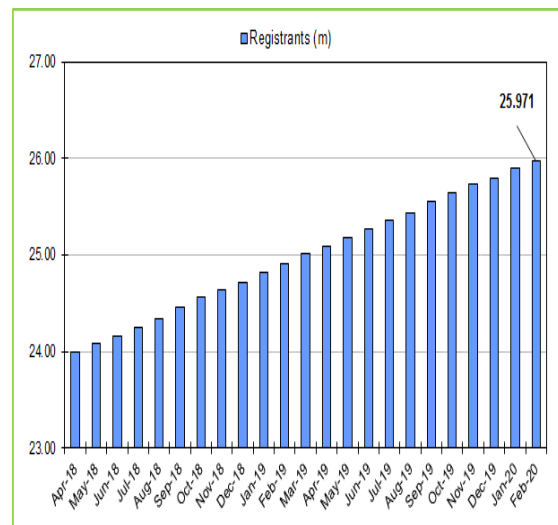
OTDT – Corporate Level Indicators

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	Cost per Transplant £000 Target £16.62k	G	-		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%	R	Worse	No Chart	Bi-Annual Measure; 41% v 51% target at November 19
		Number of Living Donors (reported one month in arrears) Target 1,740	R	-		886 living donors to end January 2020 v 1,450 plan - chart 57.
		Number of Living Donors pmp (reported one month in arrears) Target 26.0	R	-		End Q3 19/20: 15.7 pmp vs 23.5 plan. Next report end April 2020.

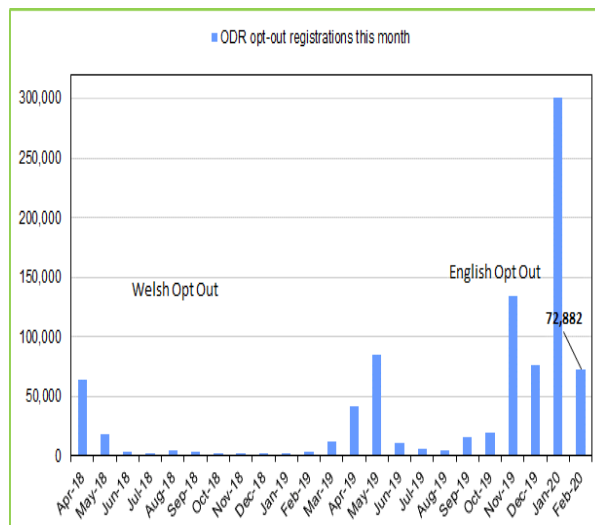
Key Messages / Issues for Attention:

- There were 100k new opt in registrations in February v target of 92k, bringing the Organ Donor Register to ca 26m registrations - **chart 67**.
- Opt out registrations dropped to ca 73k in February following a dramatic increase to 303k in January – **chart 68**. An increase in opt outs was expected as campaign advertising re the change in organ donation law in England launched. However opt outs were exacerbated by a fake news post circulating on private messaging platforms containing a direct link to the opt out registration page. A divert to an information page went live on 13th February to mitigate the impact of the post.
- 113 living donors were recorded for January, 22% lower than plan. The MAT improved to 1,064 albeit with a decreasing trend – **chart 57**.

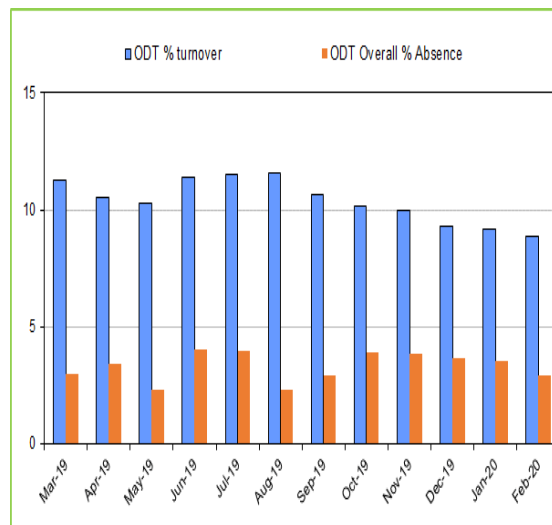
67. No. of People Registered on the ODR (Opt-Ins)



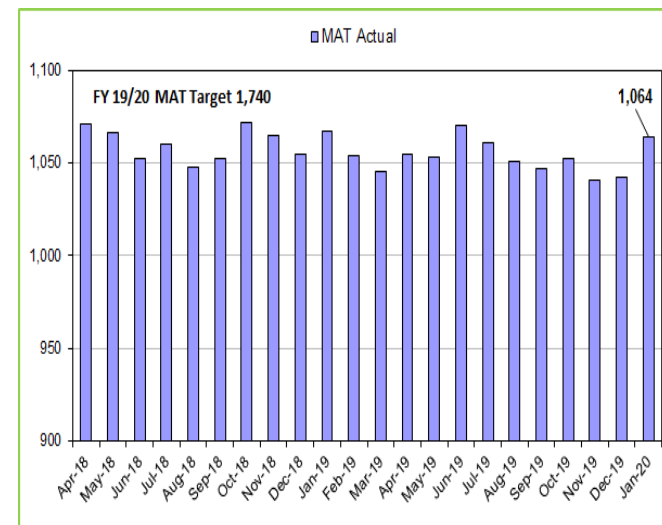
68. No. of People De-registering from ODR (Opt-Outs)






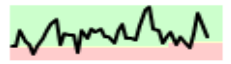
69. ODT Employee Turnover & Absence Rates (%)



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



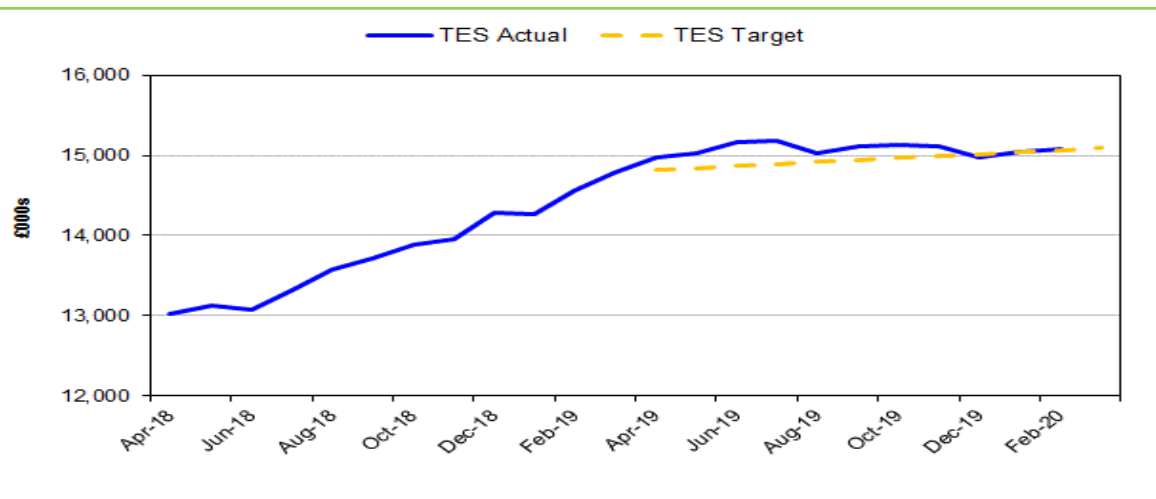
OTDT – Tissue & Eye Services (TES)

DIVISION	PILLAR	TES – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Tissue & Eye Services	TES Sales Income £000 FYB £15.1m	A	Worse		£13.805m income YTD v £13.807m plan – chart 38
		TES Customer Satisfaction % Scoring > 9 or 10 Target 70%	G	-		84% top box scores for 6 months to September 2019. Next survey for 6 months to March 2020.
		TES On Time in Full (OTIF) Target 98%	G	-		99.5% OTIF YTD v 98% target.
		TES Cornea Stocks at End of Month Target 270	R	-		258 corneas in stock at end of February 20 v 270 target - chart 52

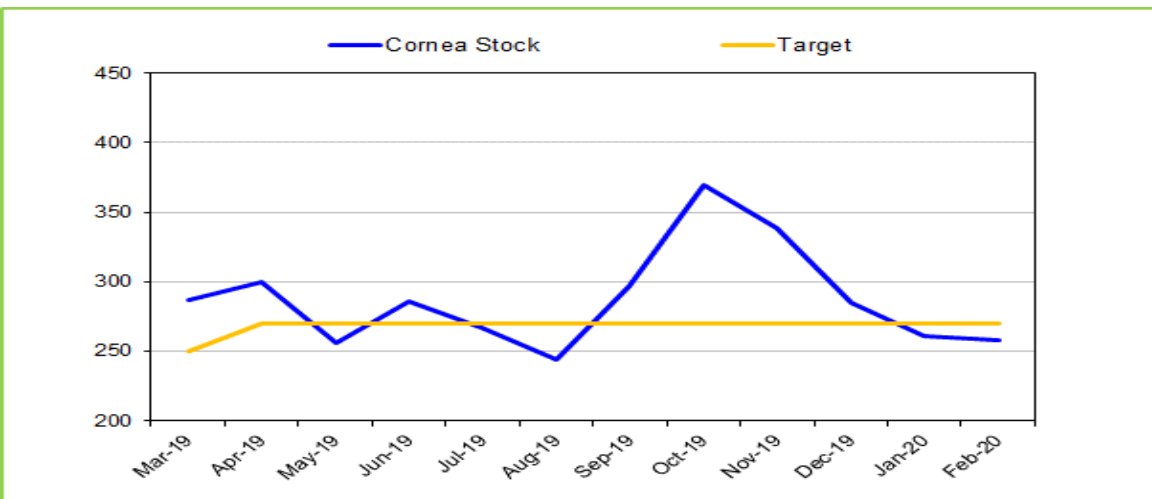
Key Messages / Issues for Attention:

- Strong activity than plan continues YTD in Corneas (+£0.4m), ASE/AlloSE eye drops (+£0.4m), offset by lower than expected demand for Bone (-£0.2m), Skin (-£0.2m), Tendons and Menisci (-£0.1m) and Femoral Heads (-£0.1m).
- Cornea stocks dropped back to 258 at the end of February (versus plan of 270) with plans now focused on maintaining stock levels and reducing volatility.
- Income YTD is in line with plan and 2% higher than the previous year – **chart 38**.
- Expenditure YTD is in line with plan with savings from vacant posts offsetting overspends associated with closure of Manchester Eye Bank.
- Year to date I&E contribution is however below plan at -£0.4m, reflecting finished stock reduction.
- Overall TES is forecast to end the year with a £0.4m adverse variance to plan, reflecting the finished goods stock adjustment.

38. Tissue and Eye Services Income (MAT)



52. Suitable Cornea Donations - Cornea stocks



GROUP SERVICES

Status

Trend

Corporate

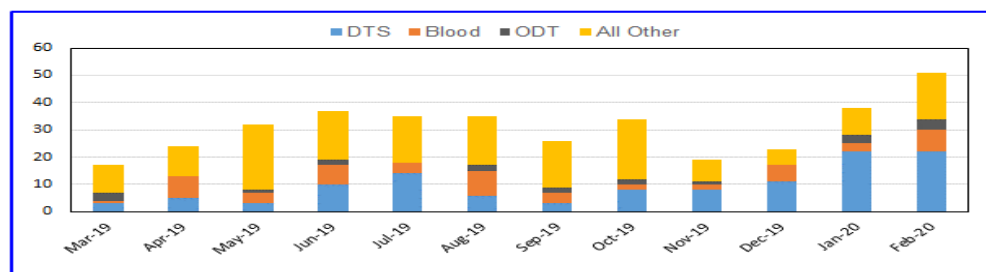
- Logistics absence fell to 7% in February from 9% in January (**chart 73**). The rise in absence was partly linked to a misconception that a poor sickness record would lead to VCR. This has been addressed via the Unions. Long term sickness is being managed through the sickness absence policy process.
- Quality management system overdues (>30 days) increased again in February to 51 - **chart 72**.
- IT performance (measured as server availability) was mixed in February, with OBOS, Hematos and Donor Portal performing well with Pulse, EOS, NtXD and TMS performance worsening. Both Pulse and NtXD experienced system downtime (**chart 70**).
- The H&S Incidence Rate (12 months to January 2020) for all work related lost time increased to 1.8 – **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%	99.23%	R	Worse
OBOS	99.95%	100.00%	G	Better
Hematos	99.95%	100.00%	G	-
EOS	99.95%	99.03%	R	Worse
NtXD	99.95%	99.68%	A	Worse
TMS	99.95%	97.90%	R	Worse

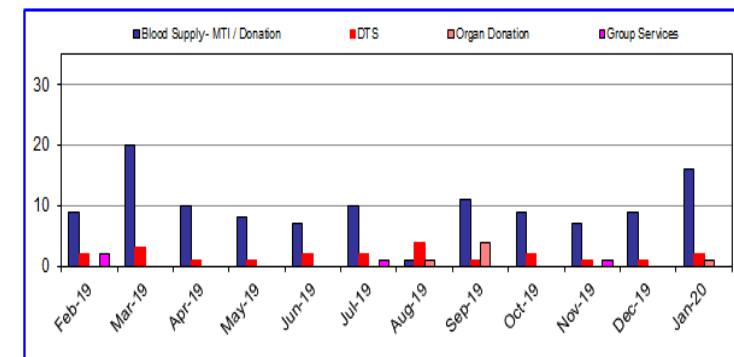
72. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	9	4	0	2	2	17
DTS	0	4	2	3	13	22
ODT	1	0	0	1	2	4
BD	1	2	0	1	0	4
M&L	0	2	2	0	0	4
Total	11	12	4	7	17	51

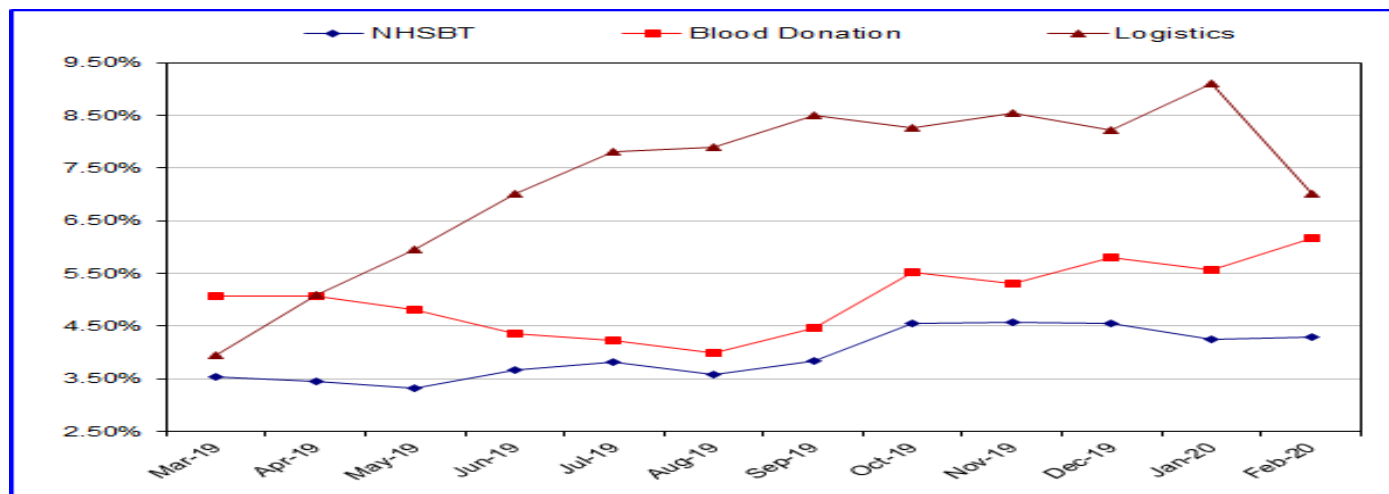


71. Health and Safety - Accident Reporting (one month in arrears).

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 Supply	<=17	26	<=13	16
Clinical	<=1	2	<=2	2
OTDT	0	3	<=2	1
Donor Experience	0	0	0	0
Group Services	0	3	0	0
NHSBT	<=18	34	<=17	19

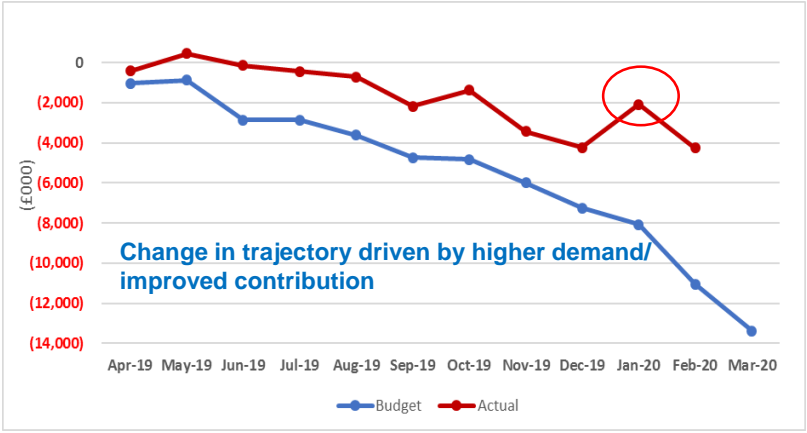


73. Sickness Absence



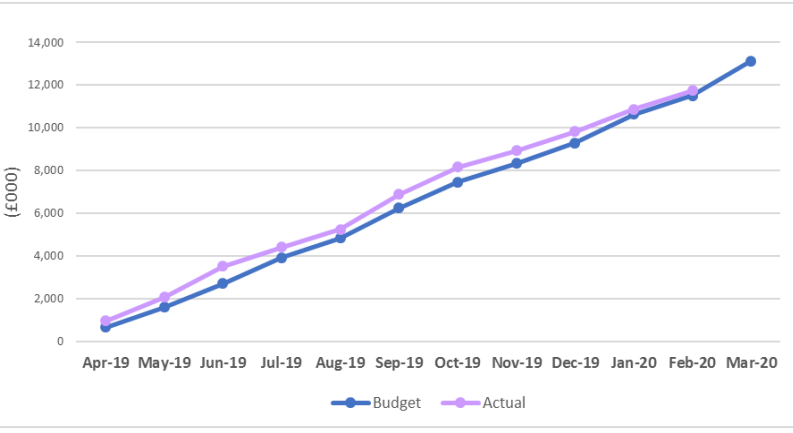
2019/20 Financial Performance - Headlines

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



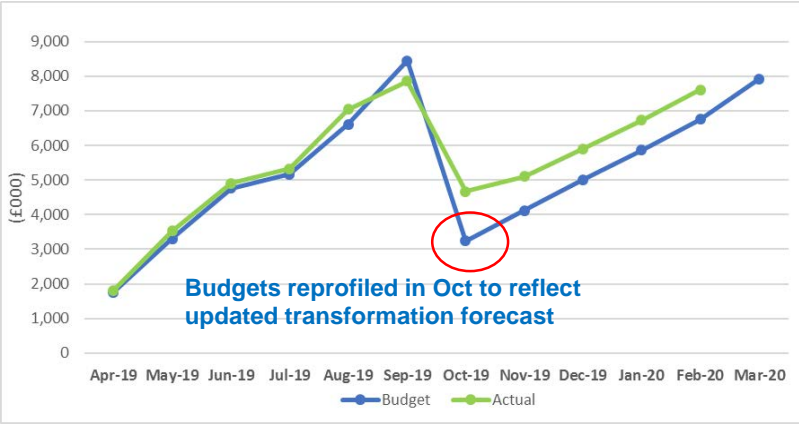
£6.8m ahead of plan year to date driven by underspends in Clinical, ICT and Blood Supply

DTS: Financial Performance 2019/20 - Gross Margin



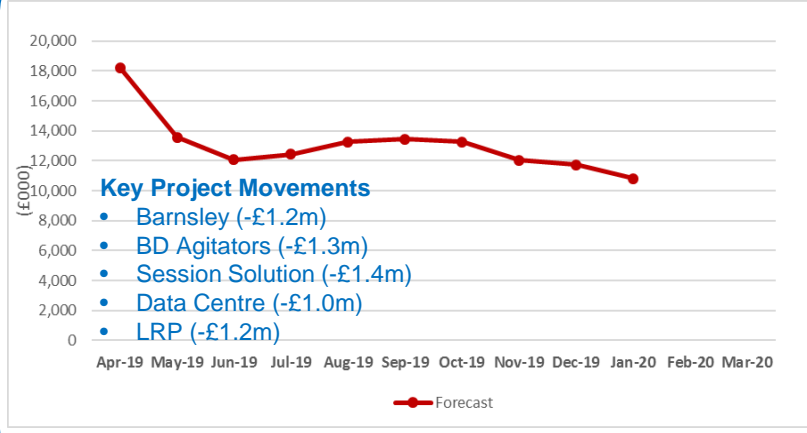
Slightly ahead of plan £0.2m (including transformation spend)

ODT: Financial Performance 2019/20 – Gross Margin



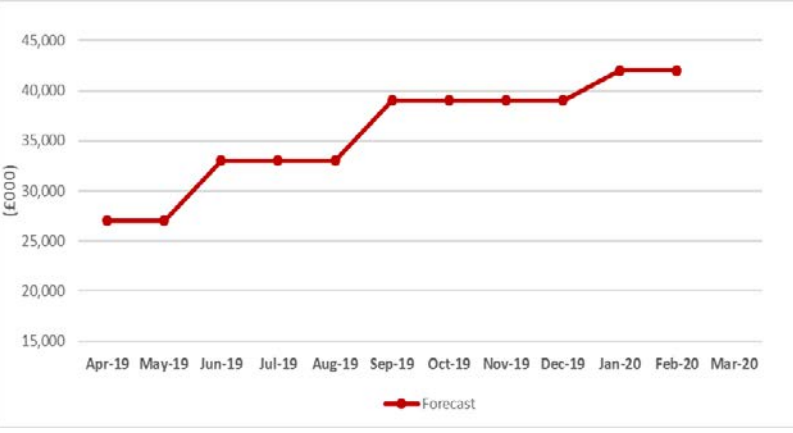
£0.8m favourable variance to plan (including transformation spend)
All underspends are associated with Change Programme

Blood and Group Change Programme: Forecast Outturn 2019/20



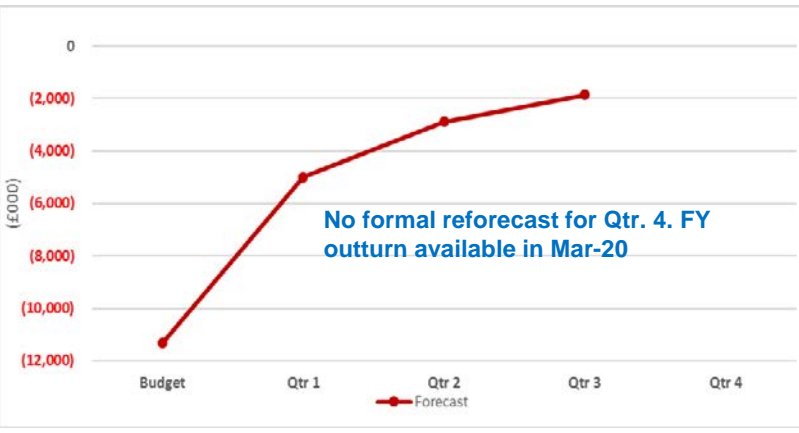
Change programme forecast at £9.4m versus £19.0m budget.
Expected spend in March is £3.8m

NHSBT Cash Flow: Forecast Outturn 2019/20



Forecast cash balance at the end of March 2020 remains at £42m.

NHSBT I&E: Forecast Outturn 2019/20



Qtr. 3 forecast I&E outturn is a deficit of £1.9m (vs a £11.3. deficit budget).
Driven by underspends in transformation and Blood Supply

Financial Performance – February 2020

AP11 reporting an NHSBT YTD surplus of £9.5m (£16.3m ahead of plan)	<ul style="list-style-type: none">Blood & Group change programme (+£8.5m) favourable driven by reprofiling of major projects (Barnsley, BD Agitators, BD Donor Centre).Blood Supply continuing to show favourable cost variance BD (+£1.5m), M&L (+£1.2m), largely driven by pay, transport and consumables.ICT favourable expenditure (+£0.4m) - headcount significantly below plan (22 WTE).DTS reporting a net favourable variance of £0.2m.ODT is £0.8m ahead of plan solely driven by reduced transformation spend.
Indicative 2019/20 forecast outturn at AP11 suggests £2.5m surplus (vs budget deficit £11.3m)	<p>Key drivers associated with the movement vs budget;</p> <ul style="list-style-type: none">Blood stock movement (-£3.0m)Blood income (+£1.0m), reflecting latest demand figuresM&L (+£2.3m) – plasma import reduction (£0.8m), additional savings re consumables (£1.1m) and pay (£0.4m).Blood & Group change programme (+£9.6m) as above.DTS is broadly in line with plan.ODT gross margin (-£0.1m) adverse. Adverse cost variances in operations partially offset by transformation under spends.
Balance sheet – net current assets are £72m at the end of February 20. Forecast Y/E cash balance remains at c£42m.	<ul style="list-style-type: none">Cash at the end of February 2020 was £72mForecast cash balance at the end of Mar 2020 remains at £42mNotional allocation - Blood £29m, DTS £5m and ODT £8m (ring fenced DHSC/NHSE funding c/fwd into 2020/21)
Debtor days for February 20 are 26 and over 90 days debtors has fallen to £1.1m	<ul style="list-style-type: none">Debtor days increased to 26 (vs 22 last month).90+ overdues has fallen to £1.1m.
2019/20 Capital allocation agreed £22.6m with DHSC.	<ul style="list-style-type: none">DHSC have agreed to fund the 2019/20 capital planBarnsley £13.5m, DCIR £3.3m, CBC Extension £0.9m and Routine Replacement £5.0m.Forecast is to fully expend against these at Y/E, however, there remains a risk of £0.5m shortfall.

YTD I&E Position – February 2020

Income	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			2018-19
			Budget £k	Actual £k	Variance £k	Actual £k
NHSBT Summary						
Income			401,987	400,631	(1,356)	427,369
Expenditure	4,784	4,790	(408,789)	(391,092)	17,697	(414,640)
NHSBT Surplus/(Deficit)	4,784	4,790	(6,802)	9,539	16,341	12,729
Blood and Group						
Income						
Programme Funding			0	0	0	2,189
Blood & Components Income			242,328	243,634	1,306	261,183
Research & Development			802	2,125	1,322	1,866
Blood Supply Other Income			3,001	3,172	171	3,513
Group Services Other Income			2,409	3,065	656	3,029
Blood and Group Income			248,540	251,995	3,455	271,781
Expenditure						
Cost of Sales - Blood Component Stock Movement			(139)	(760)	(620)	3,531
Blood Donation	1,497	1,453	(71,636)	(70,088)	1,548	(73,848)
Manufacturing, Testing & Issue	752	754	(61,800)	(60,869)	931	(66,778)
Logistics	325	317	(18,876)	(18,582)	294	(20,541)
Chief Executive and Board	3	5	(605)	(609)	(4)	(694)
Quality	89	88	(5,016)	(4,954)	62	(4,850)
Communications	65	72	(5,837)	(5,754)	83	(6,759)
Estates & Facilities	77	79	(36,287)	(36,508)	(221)	(39,824)
Finance	90	86	(4,987)	(4,994)	(6)	(5,408)
Business Transformation Services	27	23	(1,597)	(1,943)	(346)	(1,697)
People	124	123	(7,455)	(7,330)	125	(7,319)
Information Communication Technology	194	172	(24,665)	(24,269)	396	(24,894)
Clinical Directorate	176	168	(13,505)	(12,917)	588	(13,881)
Research & Development	34	40	(3,982)	(4,864)	(881)	(5,037)
Change Programme	0	23	(14,026)	(5,554)	8,472	(9,051)
Miscellaneous and Capital Charges			(3,196)	(1,803)	1,392	(3,517)
Blood and Group Expenditure			(273,610)	(261,797)	11,812	(280,568)
Blood and Group Total	3,452	3,403	(25,069)	(9,802)	15,267	(8,787)
Diagnostic and Therapeutic Services						
Income						
Programme Funding			3,826	3,815	(11)	4,675
Diagnostic and Therapeutic Services Income			70,223	70,540	316	76,592
DTS Income			74,049	74,355	306	81,267
Expenditure						
Cost of Sales - Tissues Stock Movement			0	(386)	(386)	(153)
Operational Expenditure	869	866	(61,929)	(61,819)	110	(67,718)
Change Programme	0	4	(610)	(410)	200	(330)
DTS Expenditure			(62,539)	(62,615)	(76)	(68,201)
DTS Total	869	870	11,510	11,740	230	13,066
Organ Donation & Transplantation Income						
Income						
Programme Funding			57,629	57,143	(486)	62,337
Programme Funding - Opt Out			8,586	5,001	(3,585)	0
Organ Donation & Transplantation Other Income			13,182	12,136	(1,045)	11,984
ODT Income			79,398	74,280	(5,117)	74,321
Expenditure						
Operational Expenditure	451	476	(57,214)	(58,588)	(1,374)	(60,346)
Change Programme	12	41	(15,426)	(8,091)	7,335	(5,525)
ODT Expenditure			(72,640)	(66,679)	5,961	(65,871)
ODT Total	463	517	6,757	7,601	844	8,450

Contribution Report – February 2020

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 28 FEBRUARY 2020

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB			
Income													
Prices	244.5	13.8	11.5	1.7	1.3	13.8	8.7	-	3.6	1.1	10.4	-	310.3
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	10.8	10.8
Grant in Aid	-	-	-	-	-	-	-	-	1.8	2.0	-	57.1	61.0
Other	8.1	0.5	0.4	-	0.4	0.0	0.5	2.3	0.1	0.0	0.3	5.9	18.5
Total Income	252.6	14.3	11.8	1.7	1.7	13.8	9.3	2.3	5.4	3.2	10.7	73.8	400.6
Expenditure													
Variable Costs													
Consumables	(35.0)	(1.2)	(3.4)	(0.4)	(0.3)	(1.9)	(1.8)	(0.5)	(0.6)	(0.3)	(3.5)	(3.5)	(52.5)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(35.0)	(1.2)	(3.4)	(0.4)	(0.3)	(1.9)	(1.8)	(0.5)	(0.6)	(0.3)	(3.5)	(3.5)	(52.5)
Variable Contribution	217.7	13.1	8.4	1.3	1.4	11.9	7.4	1.8	4.9	2.9	7.1	70.3	348.1
Direct Costs													
Pay	(81.9)	(7.6)	(6.0)	(0.7)	(1.2)	(6.4)	(4.5)	(0.9)	(1.3)	(1.4)	(3.1)	(26.5)	(141.7)
Non Pay	(20.6)	(0.6)	(0.6)	(0.1)	(0.1)	(2.6)	(1.0)	(0.2)	(0.9)	(0.3)	(0.8)	(29.0)	(56.9)
Total Direct Costs	(102.5)	(8.2)	(6.6)	(0.9)	(1.3)	(9.0)	(5.5)	(1.1)	(2.3)	(1.7)	(3.9)	(55.6)	(198.6)
Direct Contribution	115.2	4.9	1.8	0.5	0.1	2.9	1.9	0.7	2.6	1.2	3.2	14.7	149.6
Direct Support													
Operational Directorate costs	(9.7)	(0.7)	(0.5)	(0.1)	(0.2)	(0.8)	(0.7)	(0.1)	(0.2)	(0.2)	(0.3)	(2.3)	(15.8)
Logistics	(18.2)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(18.6)
Clinical	(8.0)	(0.4)	-	-	-	(0.1)	(0.1)	-	(0.2)	(0.1)	(0.2)	(0.9)	(10.0)
Attributable Estates costs	(21.5)	(1.2)	(1.0)	(0.1)	(0.4)	(1.4)	(1.3)	(0.2)	(0.2)	(0.2)	(0.2)	(1.2)	(28.8)
Attributable IT costs	(11.2)	(0.7)	(0.7)	(0.1)	(0.2)	(0.5)	(0.4)	(0.0)	(0.1)	(0.1)	(0.2)	(3.8)	(18.1)
Depreciation / Cost of Capital	(1.6)	(0.2)	(0.4)	(0.1)	(0.1)	(0.2)	(0.4)	(0.1)	(0.1)	(0.1)	(0.2)	(0.5)	(3.9)
Total Direct Support	(70.2)	(3.3)	(2.7)	(0.4)	(0.9)	(3.0)	(2.9)	(0.4)	(0.7)	(0.7)	(1.2)	(8.8)	(95.2)
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	(0.8)	-	-	-	-	(0.4)	-	-	-	-	-	-	(1.1)
Contribution to Unallocated Costs	43.3	1.6	(0.0)	0.2	(0.6)	(0.5)	(1.0)	0.3	1.6	0.5	2.0	5.9	53.2
Total Allocated Costs	(209.3)	(12.7)	(11.8)	(1.5)	(2.3)	(14.3)	(10.2)	(2.0)	(3.8)	(2.7)	(8.6)	(67.9)	(347.4)
Unallocated Costs Apportioned													
Directorate costs	(11.0)	(0.7)	(0.7)	(0.1)	(0.1)	(0.8)	(0.6)	(0.1)	(0.2)	(0.2)	(0.5)	(4.7)	(19.6)
Estates costs	(4.6)	(0.3)	(0.2)	(0.0)	(0.0)	(0.3)	(0.2)	(0.0)	(0.1)	(0.1)	(0.2)	(1.7)	(7.6)
Depreciation / Cost of Capital	(1.3)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.5)	(2.1)
Total Unallocated Costs	(16.8)	(1.0)	(0.9)	(0.1)	(0.2)	(1.1)	(0.8)	(0.2)	(0.3)	(0.2)	(0.7)	(6.8)	(29.4)
Operating Net Surplus / (Deficit)	26.5	0.5	(1.0)	0.1	(0.8)	(1.6)	(1.8)	0.1	1.3	0.2	1.3	(0.9)	23.8
Transformation Costs	(5.6)	-	-	-	-	-	-	-	-	-	-	(8.3)	(14.3)
Total Allocated Costs Inc Transformation	(214.9)	(12.7)	(11.8)	(1.5)	(2.3)	(14.3)	(10.2)	(2.0)	(3.8)	(2.7)	(8.6)	(76.2)	(361.7)
Net Surplus / (Deficit) Inc Transformation	20.9	0.5	(1.0)	0.1	(0.8)	(1.6)	(1.8)	0.1	1.3	0.2	1.3	(9.2)	9.5

RAG STATUS (Actuals V Plan)	G	G	R	G	G	R	R	G	R	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 – February 2020

	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	Actual Jan-20 £k	Actual 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	72,307	71,569	28,444
<u>Receipts</u>													
Debtors & Other Receipts	26,527	32,433	31,036	29,165	41,978	31,689	34,496	38,118	32,469	30,320	29,805	35,309	393,344
Revenue Cash Limit	0	0	0	0	27,708	5,542	5,542	5,542	0	11,083	5,542	5,543	66,501
Revenue Cash Limit - Opt Out Project	0	0	0	2,490	0	0	0	2,490	0	0	2,490	2,590	10,060
Capital Cash Limit	0	0	0	0	0	0	0	0	12,500	2,500	1,000	6,600	22,600
Total income	26,527	32,433	31,036	31,655	69,686	37,230	40,038	46,149	44,969	43,903	38,837	50,042	492,505
<u>Payments</u>													
Staff Expenses	10,779	18,166	17,767	17,754	17,692	17,773	17,916	18,037	18,125	18,031	18,389	25,511	215,941
Other Revenue Payments	11,772	16,309	13,054	17,884	16,046	15,445	17,022	22,372	19,749	14,353	20,337	38,554	222,897
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	1,452	849	6,790	22,600
Total costs	23,477	34,721	33,319	36,977	35,492	33,369	37,354	50,360	40,858	33,836	39,575	79,611	478,949
Closing bank balance	31,494	29,206	26,922	21,600	55,795	59,656	62,341	58,130	62,241	72,307	71,569	42,000	42,000

Split by:	
Blood	29,202
DTS	5,057
ODT	7,741

Debtor Days (Target is 22 days)	25	24	26	25	19	19	24	21	18	22	26
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%	94.9%	94.7%
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%	94.0%	93.8%

Overdue Debtors NBS/ODT £000's	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
Total Overdue Debtors	7,534	1,638	1,260	1,128	11,560

	Jan-20		Feb-20		Comments
Top 5 > 90 days Overdue Debtors £000's	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's	
LEEDS TEACHING HOSPITALS NHS TRUST	132	424	157	392	£74k received in March - remainder invoices not authorised
SOUTH TYNESIDE AND SUNDERLAND NHS FOUNDATION TRUST	92	194	131	232	Invoice queries now resolved - payment expected by end of March
KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	107	359	95	259	Invoices now authorised - payment expected in March
THE HILLINGDON HOSPITALS NHS FOUNDATION TRUST	92	200	89	269	Invoices now authorised - payment expected in March
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRU	78	96	86	211	Invoices not authorised - awaiting payment
Total 5 Overdue Debtors	501	1,274	558	1,364	
Other Debtors	682	10,430	571	10,196	
Total Overdue Debtors	1,183	11,704	1,128	11,560	

>90 DAYS OVERDUE	Profile by Month											
Target £0.5m for over 90 days by 31 Mar 2020	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	Actual Jan-20 £000s	Actual Feb-20 £000s	Forecast Mar-20 £000s
Ledger Balance at month end	924	1,321	1,777	1,849	1,750	1,292	1,027	936	1,060	1,183	1,128	
Target	1,400	950	800	850	1,350	700	800	700	950	1,100	900	500