

NHSBT Board Performance Report

April 2020

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Performance Headlines

Note: Divisional RAG reporting (versus pre-Covid-19 targets) suspended

<div>Blood Supply</div> <div><p>Stock of red cells fell from around 40k at the start of April to 32k by mid month as a result of sharply increased hospital demand post Easter. Demand has, however, settled back at around 24k units (versus pre Covid-19 expectations of 27k/week) with red cell stocks stable at 32k, and all groups in a good position, through to date.</p><p>Collection capacity is currently constrained through the impact of social distancing on session and the high number of collection staff that are sick/isolating. At current collection and demand levels stock would move into red status in 9 weeks. If demand increases to pre Covid-19 levels it would be 5 weeks. Attention is therefore focused on increasing the sizes of sessions, securing new, larger venues and actions to increase / improve availability of staff, including additional recruitment.</p></div>	<div>Organ and Tissue Donation & Transplantation</div> <div><p>There were 40 deceased donors in April 2020 versus 118 in April 2019 and 100 deceased transplants versus 291 in April 19. The last time the monthly number of deceased donor transplants was below 100 was in 1984.</p><p>However, although activity is significantly reduced this was the first month ever where there were no ODR overrides. In addition at least one organ was transplanted from every proceeding donor.</p><p>In TES, overall activity is approximately 60% of normal, reflecting the cancellation of elective surgery. In Ocular, only emergency operations are taking place and hence demand is only 5% of normal. A stock build of serum for Serum Eye Drops has been completed to ensure that supply to patients is maintained. This is unaffected by Covid-19 and activity is 15% higher than plan.</p></div>
<div><div>Clinical Services</div><div>(Diagnostics, Therapeutic Apheresis and Stem Cells)</div></div> <div><p>A material and variable reduction in service demand has been seen across the portfolio of services. Despite increased staff absence, above normal levels service to customers has been fully maintained. Although this has continued into May, some increase in demand has been seen as hospitals start to consider recovery.</p><p>As a result of the decline in activity, income was £1.1m worse than plan in-month but taking costs into account the net contribution loss was £0.6m.</p></div>	<div>Corporate</div> <div><p>NHSBT recorded a surplus of £0.6m in April, £1.0m ahead of a budgeted £0.4m deficit. This is largely driven by lower than planned spend on activity related variable costs and the change programme, offset by lower than planned income, particularly in Clinical Services. The cash position is strong and reserves are being maintained.</p><p>The Executive Team continues to act as the NET and is leading the NHSBT response to Covid-19.</p><p>There are currently ten high scoring risks within NHSBT of which nine have had their score increased as result of Covid-19.</p><p>Covid-19 related sickness peaked at 14% (end March) and has since fallen to 7% (6 May), albeit this excludes staff who are self isolating.</p></div>

BLOOD SUPPLY - Director Report – April 2020

Key Issues / Action for attention:

CUSTOMER SERVICES

- Collection's NPS score was 90.2 against a target of 83, highest ever score !
- Donor Satisfaction was at 87.1% against a target of 75%
- Complainants per million were at 0.41% against a target of 0.59%
- OTIF in April was above target at 98.62%

SAFETY & COMPLIANCE – All metrics were at Green in April with the exception of near miss reporting in Collections which was slightly below plan

STOCK & COLLECTIONS Overall stock in April ranged between 7.8-11.1 days at or above our stock targets supported by stronger collections in early April above the level of issues. Collections performance has been lower than issues in the last few weeks and stock has fallen to c8 days. Given NHS stated intention to restart vital care, scenario modelling of different levels of collections and issues depending on social distancing impact and hospitals. Recovery plans for after COVID-19 have been completed to support resource planning. Despite O neg demand remaining high and representing 14.9% of all red cells in April, O neg stocks were above our targets at 7.8-9.6 days as a result of the continued success of the "First Responders" programme and high attendance rate of donors during COVID19.

APPOINTMENT CANCELLATIONS - Percentage of NHSBT led short notice appointment cancellations 8.47% in April, against a target of 1.15%. Up from 6.29% in March. Indirect Covid-19 restrictions is the highest cause for Short Notice Appt cancellations in April, mostly due to Social Distancing and Staff Shortages.

WASTAGE – Overall component loss rate increased significantly to 7.95% from pre-Covid levels below 3% driven primarily by rises in Platelet and Red Cell expiries related to high stock levels.

PRODUCTIVITY – All four measures of productivity (Collections, Manufacturing, Hospital Services and Testing) were significantly below pre-pandemic levels, broadly in line with the Covid-19 related reduction in volumes

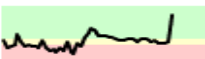
Developments re strategic risk:

Covid-19: All high-level risks have been updated to show the Covid-19 effect. The long term recovery plan is being managed by BOLT. Actions have been taken to monitor government guidelines regarding social distancing and working practice, both on and off session.

PROJECTS

Convalescent Plasma – Project is operational and scaling up, high levels of Blood Supply resources are committed to the project. The majority of non Covid-19 related projects have been paused.

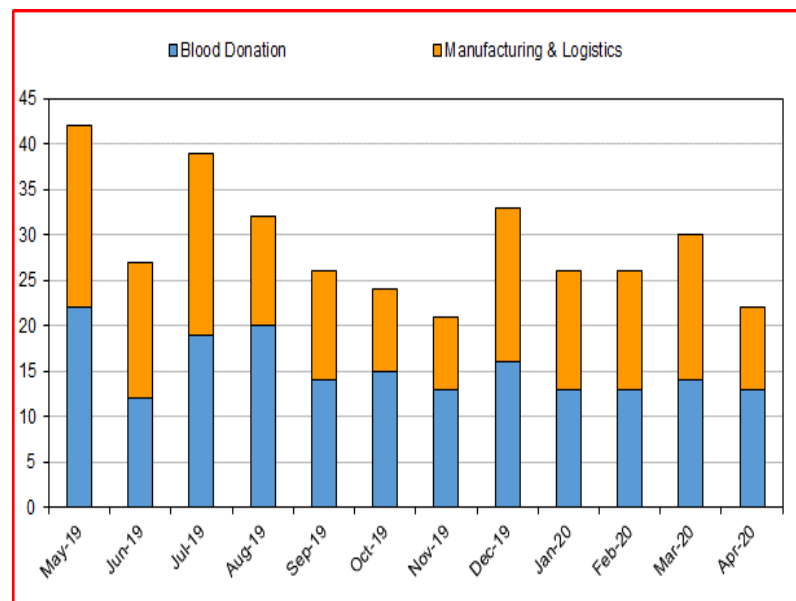
BLOOD SUPPLY – Safety & Compliance

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	G		No Chart	0 reported YTD v NIL Target.
		Blood Supply Serious Incidents Target = 0	G		No Chart	0 reported YTD v NIL Target.
		H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	G			82.3% YTD v 75% target.

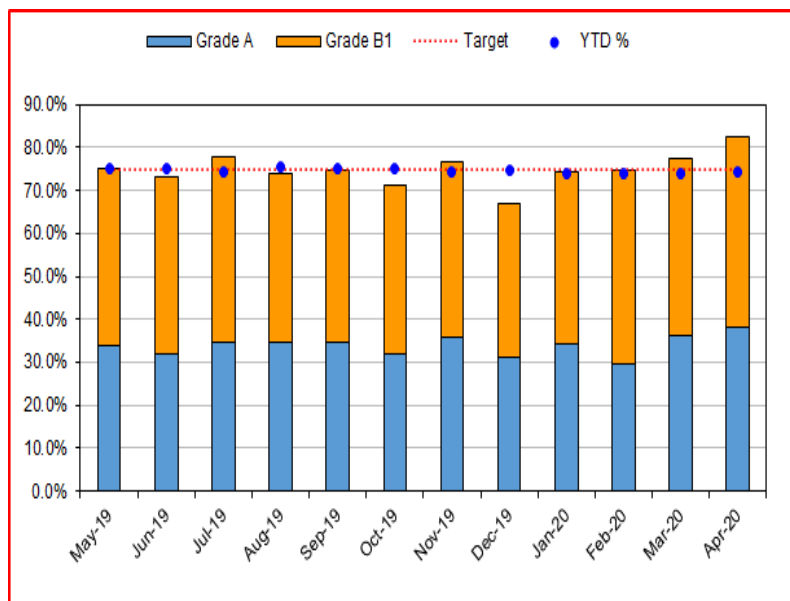
Key Messages / Issues for Attention:

- No SABRE's reported by NHSBT in April 2020
- An additional SABRE was reported for March (in Blood); a total of 29 SABRES were reported across NHSBT for 2019/20 (11 in Blood, 14 in DTS and 4 in Clinical) - **chart 3**
- MHRA inspection of Basildon due 1st - 2nd April was postponed. Inspections now moving to desk top reviews of documentation.

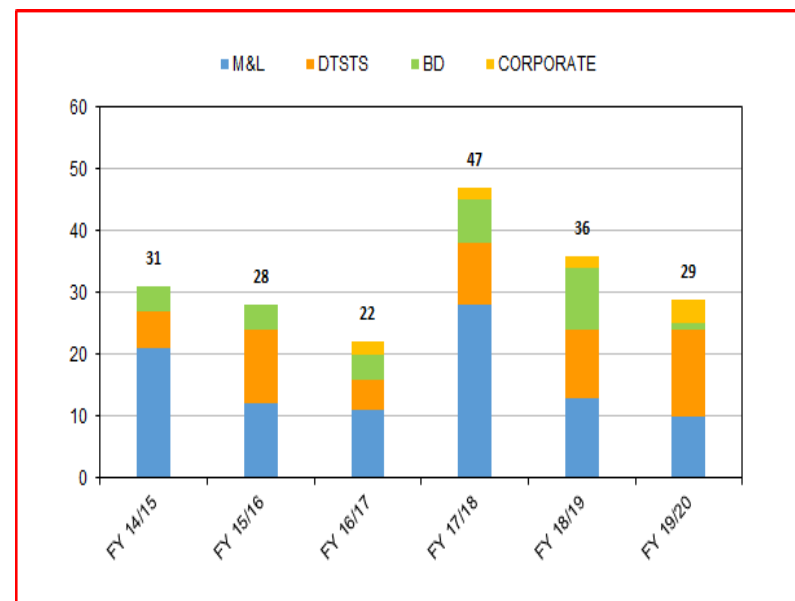
1. Major QIs raised per month - Blood Supply



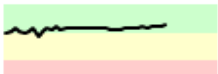

2. % of Patients Receiving Grade A or B1 HLA Matched Platelets



3. Reports to SABRE



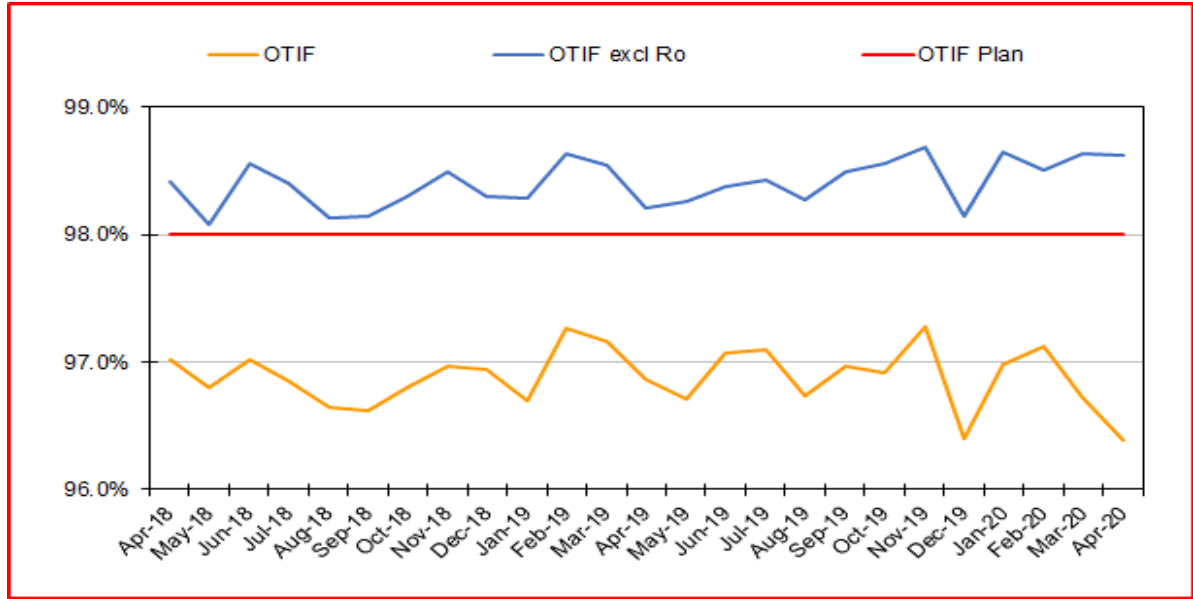
BLOOD SUPPLY – Customer Service

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 YTD Target = 98%	G			OTIF 98.6% YTD v 98% target - chart 4.
		M&L Hospital Satisfaction Score >= 9 or 10 Target = 70%	-			77% for 6 months to September 19 - chart 5 March 2020 survey cancelled due to Covid-19.

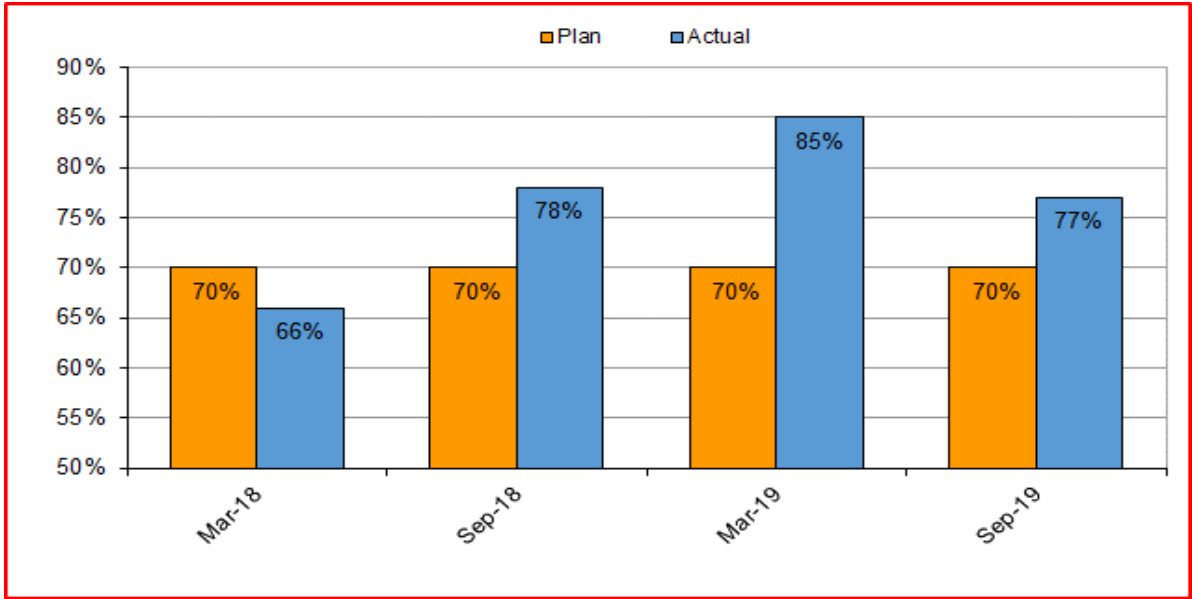
Key Messages / Issues for Attention:

- OTIF in April, excluding R_o 'in full' fails, remains strong at 98.6% and above the target of 98% - **chart 4**
- Including R_o OTIF declined as a result of reduced availability (hence substitution was higher) due to lower collection (**chart 10** - next page)

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



5. Hospital Satisfaction



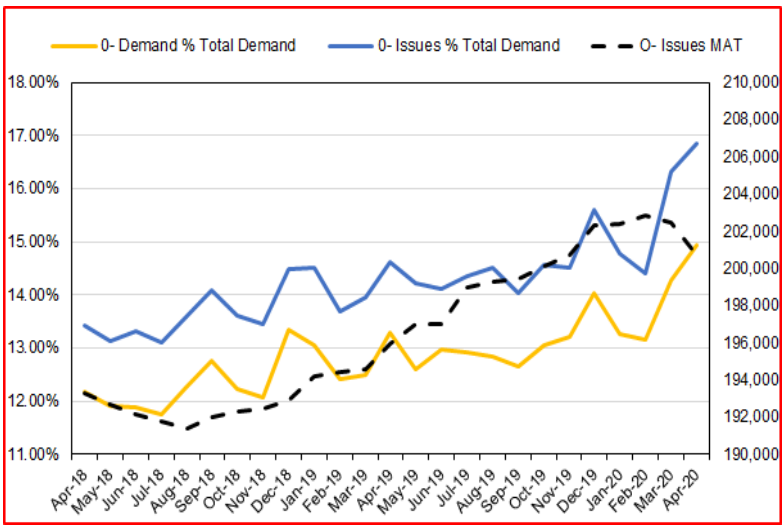
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

BLOOD SUPPLY – Red Cell Demand

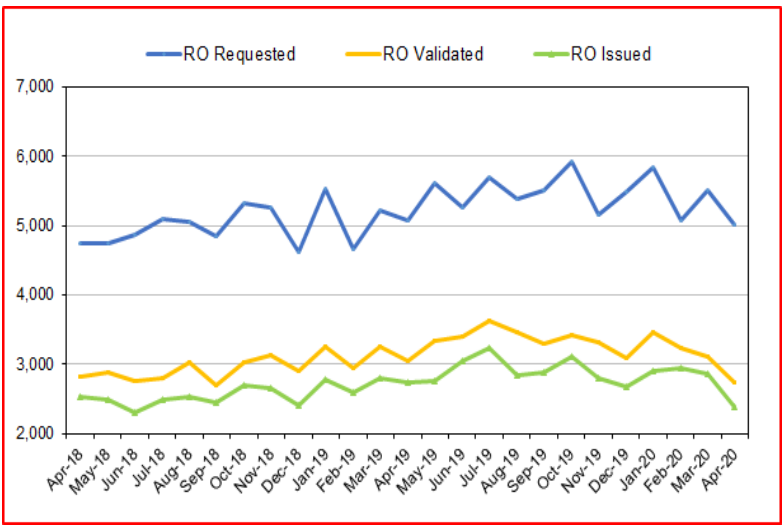
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD April 2020	2019/20 - YTD April 2019	Change
A Neg	7,805	9,161	-14.8%
A Pos	24,783	33,290	-25.6%
AB Neg	554	761	-27.2%
AB Pos	1,677	2,349	-28.6%
B Neg	2,680	3,008	-10.9%
B Pos	7,331	8,849	-17.2%
O Neg	15,277	16,965	-9.9%
O Pos	30,409	41,401	-26.6%
Total	90,517	115,784	-21.8%

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



10. Ro Red Cells Demand, Validated and Issued

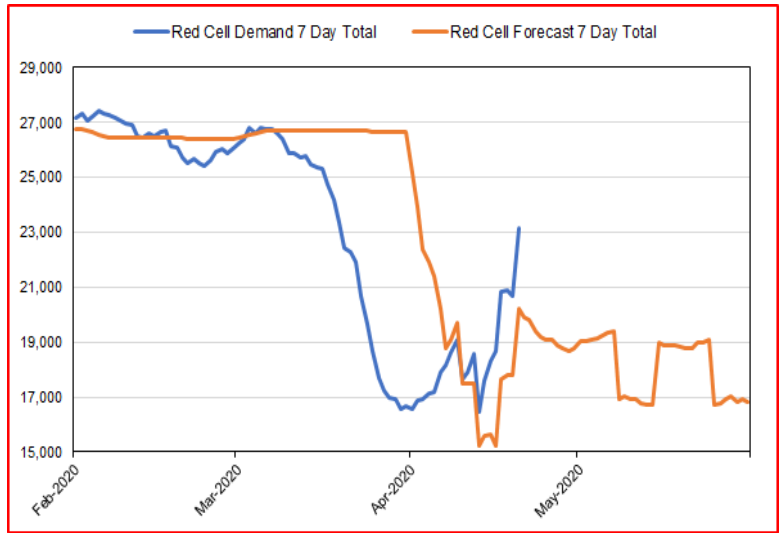


Key Messages / Issues for Attention:

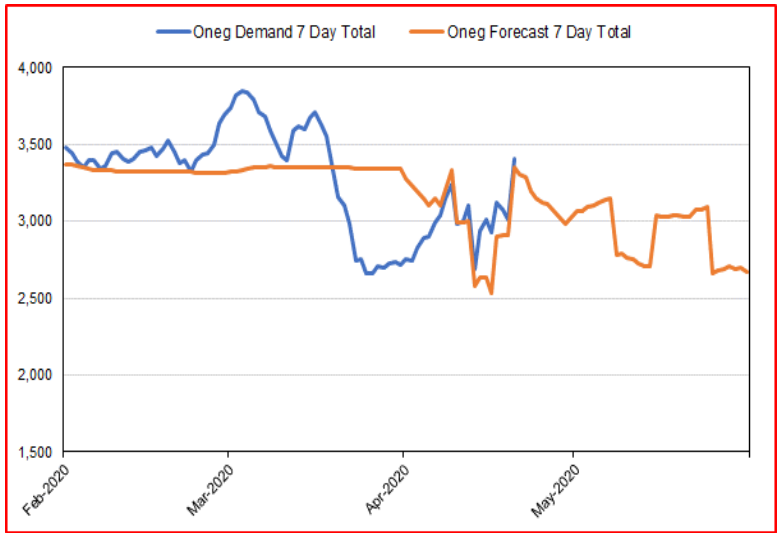
- Red cell issues for April were 21.8% lower than in April 2019 – **table 6**. Issues are approximately 24k/week versus the pre-Covid plan of 27k/week. Demand for Ro, universal components and neonates is only, however, around 5-10% lower than plan (additional demand trends follow on the next page).
- Although O negative demand is lower in absolute terms, the proportion of total demand is increasing sharply, reaching 14.9% in April. During Covid-19 hospitals are ordering disproportionately more universal groups in order to maintain flexibility while they hold lower stock levels and minimise waste.
- Whilst overall demand is lower this does not present a challenge for collection/stocks, but NHSBT would need to revert back to plan levels post Covid-19 to avoid future pressure on supply.
- R_o collections were 48% of that required to meet total demand, down from 52% in March. The gap between R_o requested and issued therefore widened in the month with a consequent increase in O negative substitution. In addition to demand the share of O negative issues therefore increased to nearly 17% of total issues in the month – **charts 9 and 10**.

BLOOD SUPPLY – Demand (additional data – actual trends versus pre-covid-19 business plan) as at 14 May 2020

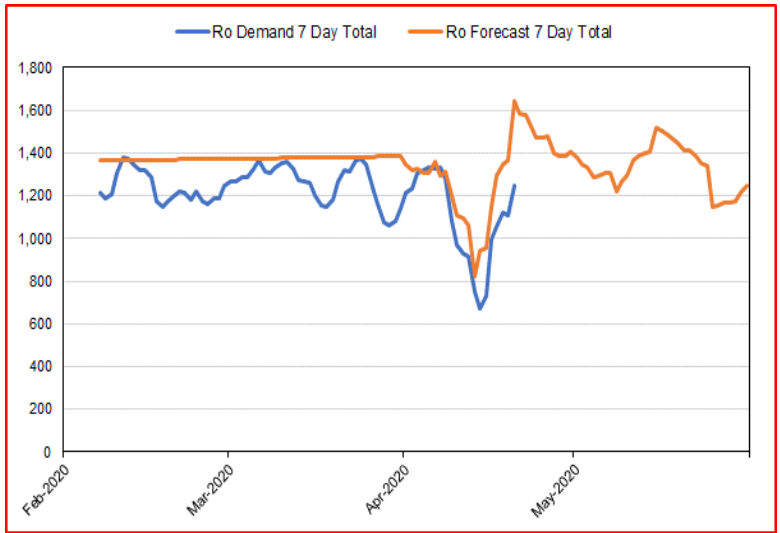
Red Cell 7 Day Moving Demand



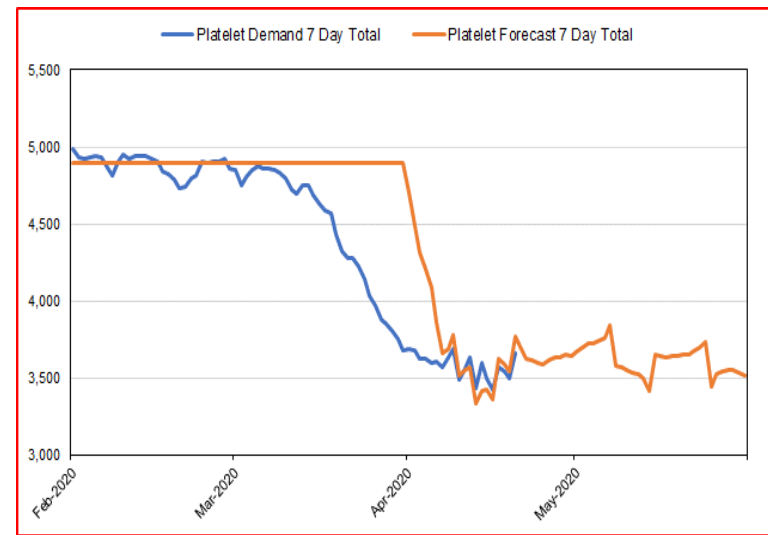
Red Cell O negative 7 Day Moving Demand



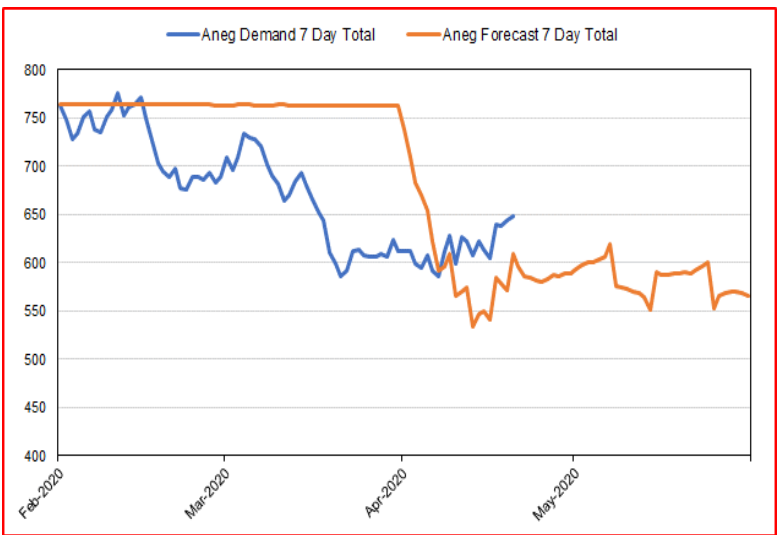
Red Cell Ro 7 Day Moving Demand



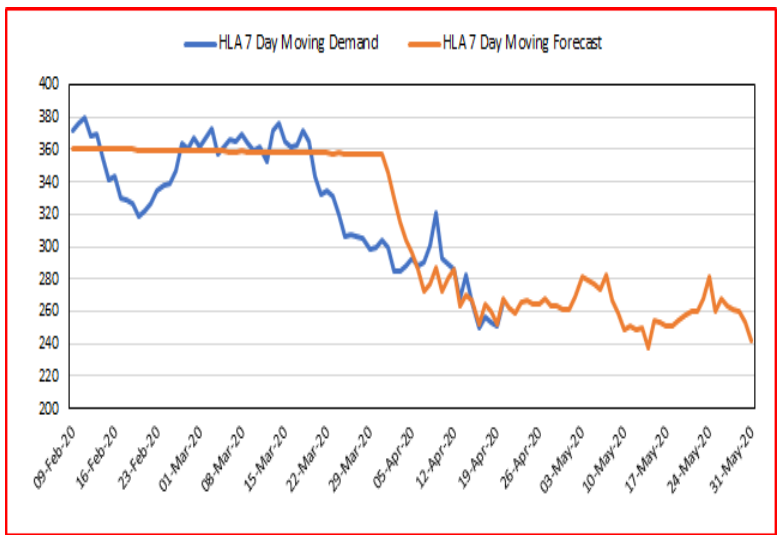
Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand



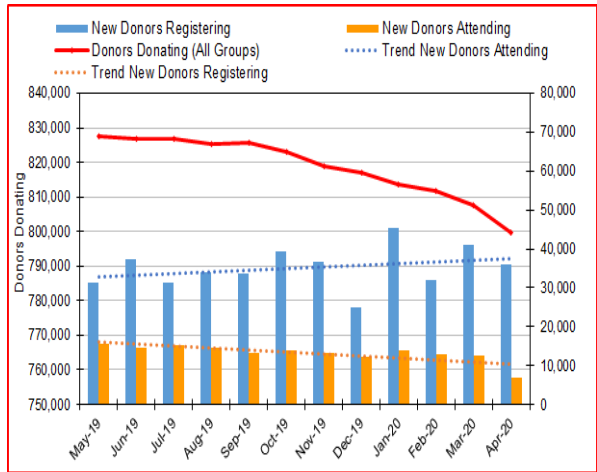
BLOOD SUPPLY – Whole Blood Donor Base

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 = 807,336	A			799.8k YTD v 813k target – chart 19.
		Donation Frequency All Groups Target = 1.80	G			1.783 YTD v 1.80 target - chart 19.
		Blood Donors Donating in Last 12 Months O Negative Target = 117,124	A			113k YTD v 114k target - chart 20.
		Donation Frequency O Negative Target = 1.83	R			1.901 YTD v 1.83 target – chart 20.
		Blood Donors Donating in Last 12 Months Ro Kell Negative Target = 26,881	R			22.7k YTD 23.9k target - chart 22.
		Blood Donors Donating in Last 12 Months B Negative Target= 21,750	R			21k YTD 21.5k target - chart 75.

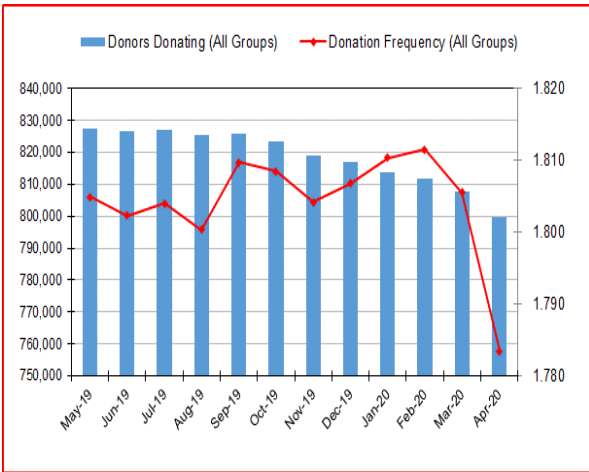
Key Messages / Issues for Attention:

- The number of active blood donors fell by 1.5% in the month. Although registrations are increasing the number of active donors will naturally fall as a result of the reduced appointment opportunities (due to reduced staffing and to accommodate social distancing on session) - **chart 20**.
- Within this, the number of O neg and Ro Kell neg donors is proportionately better, but the number of O neg donors is 4,000 donors below plan and the Ro Kell neg donor base is also marginally down – **charts 21 and 22**.

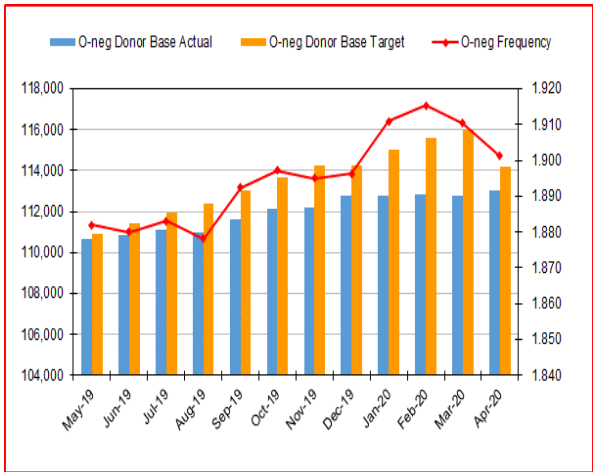
19.Donor Base All Groups



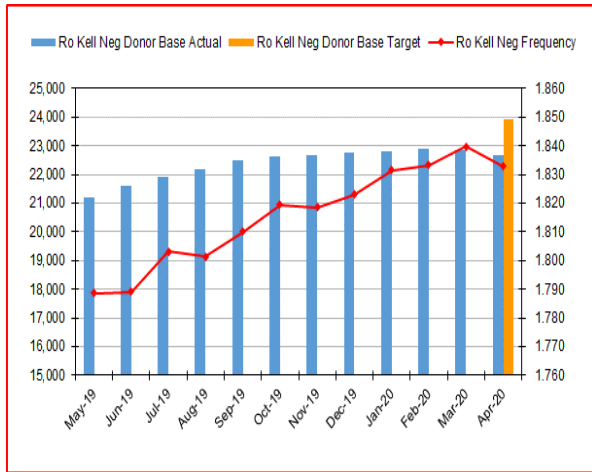
20. Total Donor Base and Donation Frequency



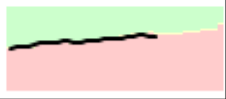
21. O - Donor Base and Donation Frequency



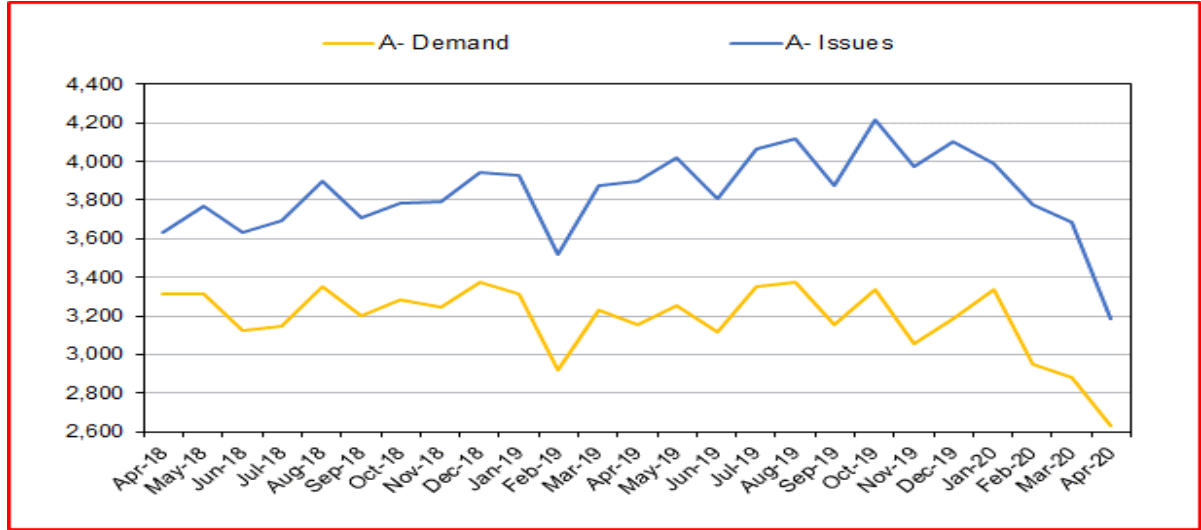
22. Ro Kell Neg Donor Base and Frequency



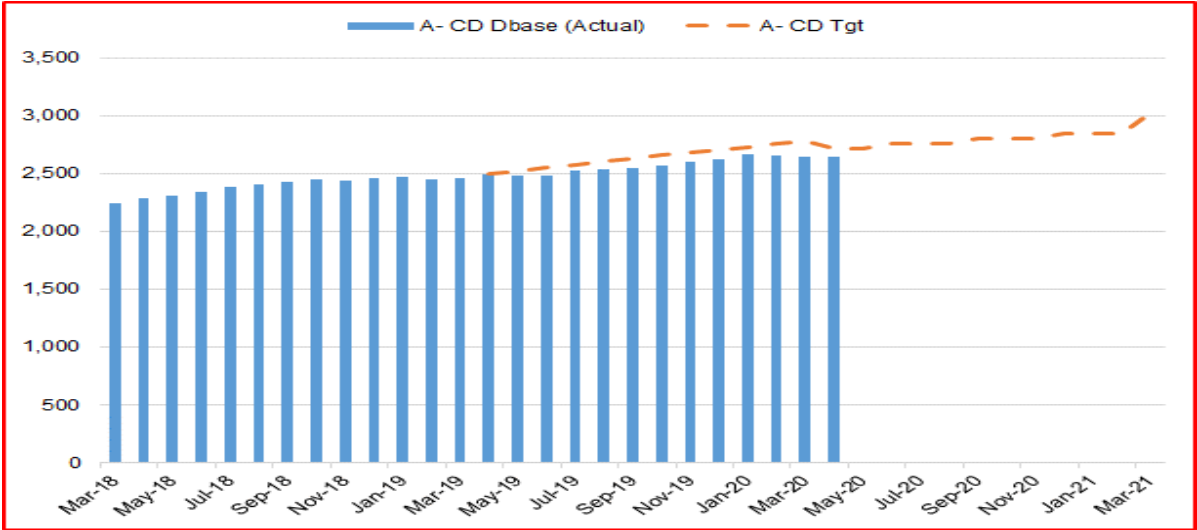
BLOOD SUPPLY – Platelet Demand & Donor Base

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 = 3,033	R			2,640 YTD v 2,713 target - chart 23.

12. A neg Platelet Demand and Issues




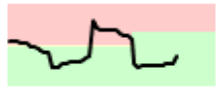
23. A- CD Donor Base



Key Messages / Issues for Attention:

- Platelet demand has remained broadly unchanged since an initial fall in orders. However, with some hospitals restarting cardiac surgery and cancer care, platelet demand is starting to increase.
- There is also a notable uptake in demand for HLA matched platelets (which will reduce the number of slots offered to Convalescent Plasma collection over the coming weeks). See additional demand trend charts.
- The number of A- CD donors continues to run below target. Additional A- CD donors are required to remove the pressure on pooling / wastage of A- and AB- red cells – chart 23.

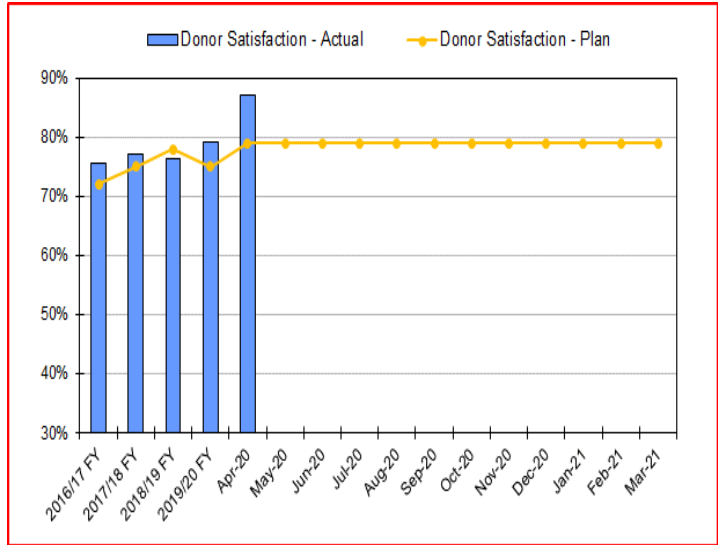
BLOOD SUPPLY – Collection Performance

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Blood Donation and the Donor Experience	YTD Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G			87.1% satisfaction YTD v 75% target - chart 13
		Complaints per Million Whole Blood Donations YTD Target = 0.59%	G			0.41% complaints YTD v 0.59% target - chart 14

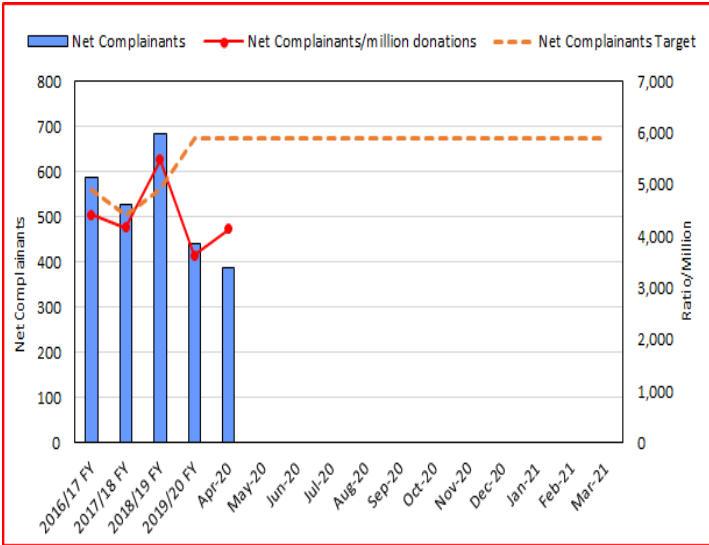
Key Messages / Issues for Attention:

- Collection forecasts have been revised downwards and appointments have been removed from the grid to reflect staff availability and the introduction of social distancing within collection sessions - **chart 24**.
- Plans are focused on increasing venue sizes and improving staff availability.
- Donor satisfaction increased to 87% in April, well above target of 75% – **chart 13**.
- Complaints have remained low and stable over the last twelve months (0.41% in April 20 versus 0.35% in April 19) – **chart 14**.

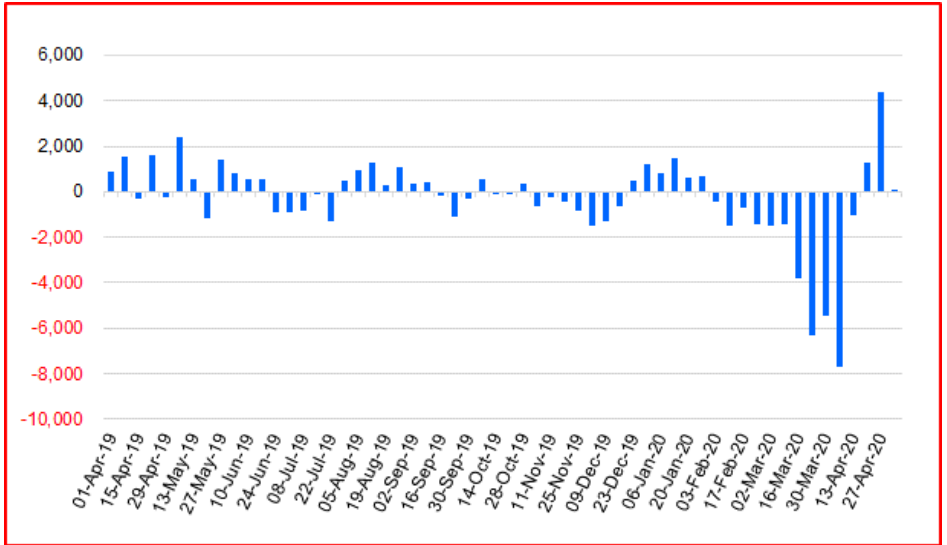
13. Donor Satisfaction



14. Donor Complaints





24. Overall Weekly Collection Variance to Plan



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

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	G			0 red cell stock alerts YTD v Nil target - chart 17.
		Platelet Stock Alert < 1 days Target = 0	R			2 Platelet stock alerts YTD v Nil target - chart 18. B negative on 15/16 & 25/26 April

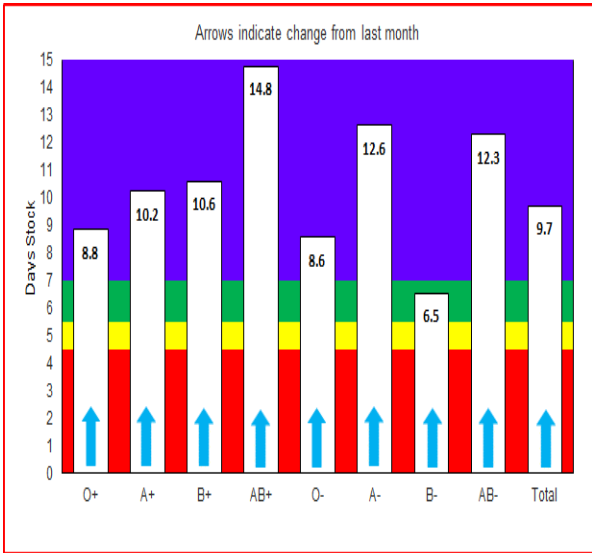
Key Messages/Performance/Issues for Attention:

- Overall red cell stock levels remained above target throughout April with all groups at green or above target – **chart 16**.
- In mid April, demand increased and started to exceed collection levels, resulting in stock falling to 32k going into May. Forecasts are being updated on a weekly basis to assess the impact of fast moving changes to demand alongside the introduction of social distancing on sessions (from 1 April) and the impact of the convalescent plasma project.
- Platelet stocks are good although two stock alerts relating to B negative platelets were recorded in April.

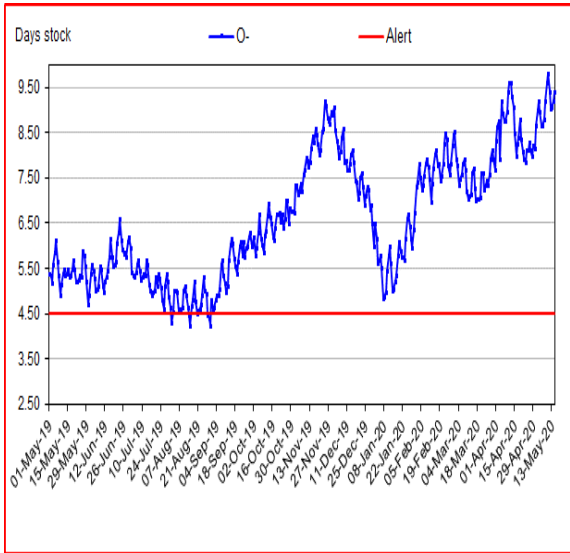
15. Red Cell - Blood Stocks (Units)



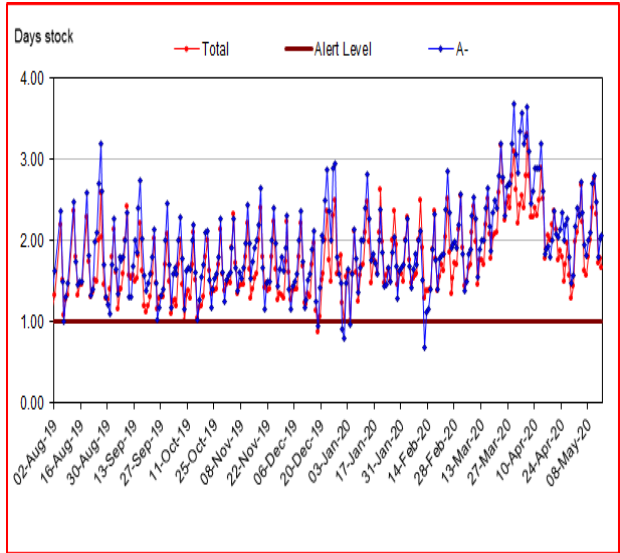
16. Average Red Cell Stock by Blood Group



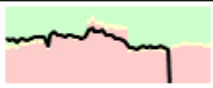
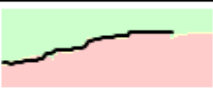
17. Red Cell - O neg : weekday stock levels



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



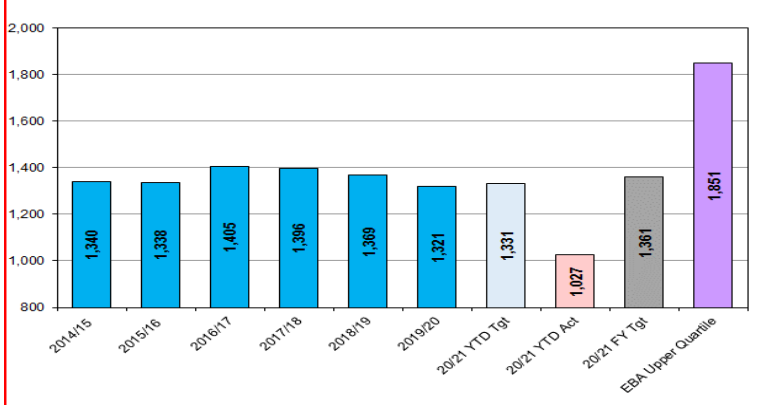
BLOOD SUPPLY – Blood Donation Productivity

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 = 1,361				YTD 1,321 v 1,331 target - charts 30 & 31.
		% Whole Blood Collected in Donor Centres YTD Target = 24.4%				24.39% YTD v 23.13% target

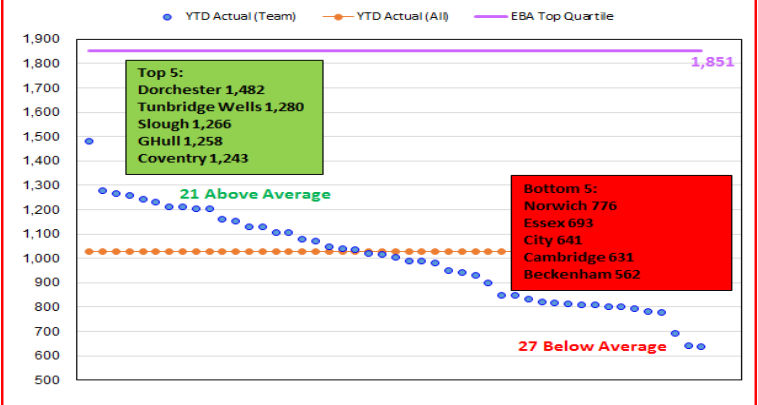
Key Messages / Issues for Attention:

- Productivity and capacity utilisation will now be impacted by the low activity levels arising from Covid-19. Outcomes will be reported but not commented upon during this time.
- WTEs in Blood Collection for April 2020 are 1,215 versus budget of 1,159 (WTEs per the productivity calculation).
- Capacity utilisation in donor centres and mobile sessions are severely impacted by staff availability and the introduction of social distancing measures at collection sites.

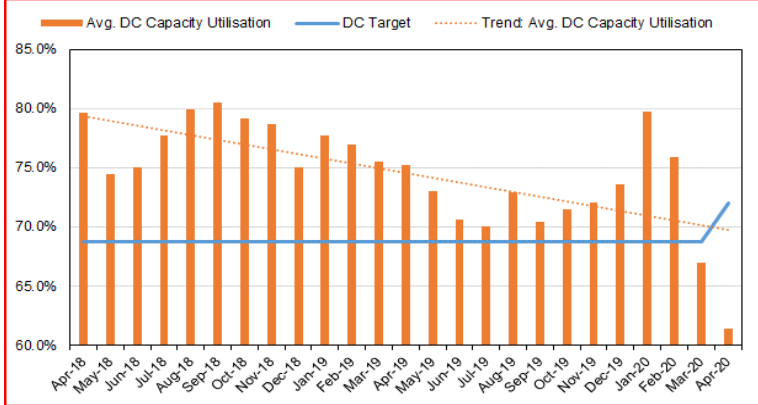
30. Blood Donation Productivity



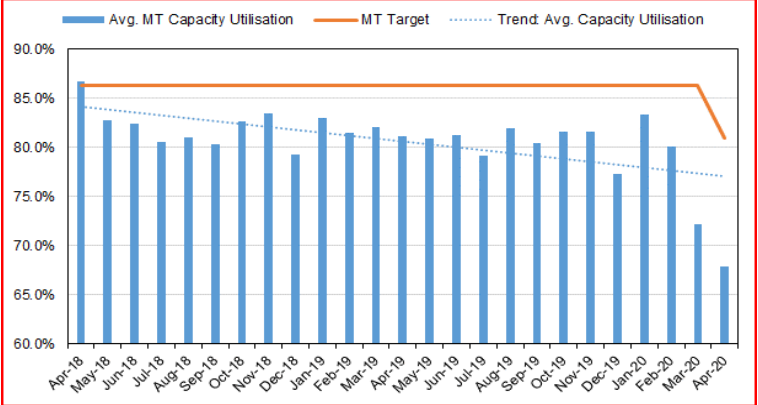
31. Blood Donation Productivity Mobile Teams YTD



26. Capacity Utilisation - Donor Centres (DC)



27. Capacity Utilisation – Mobile Teams



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

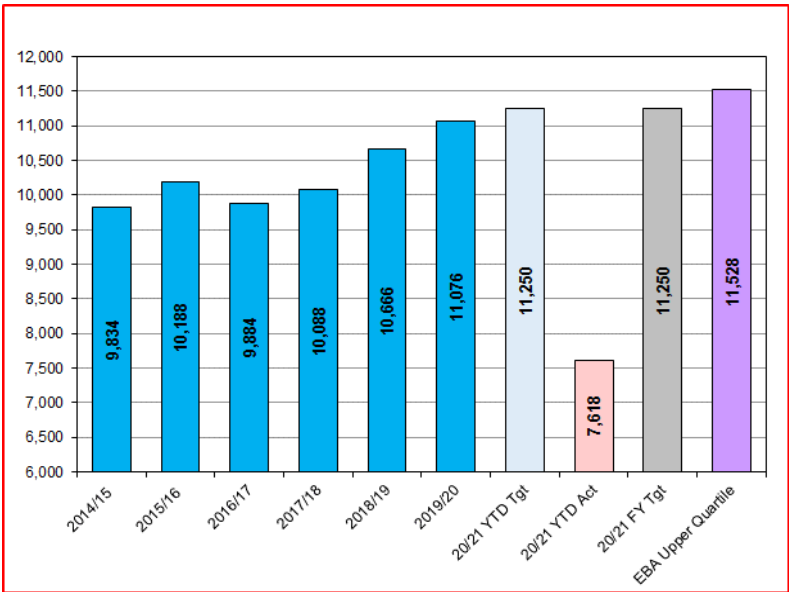
BLOOD SUPPLY – M&L Productivity

DIVISION	PILLAR	BLOOD 2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
BLOOD SUPPLY	Supply Chain Operations	Manufacturing Productivity YTD Target = 11,750				Productivity 7,618 YTD v 11,298 target - chart 32.
		Testing Productivity YTD Target = 33,700				Productivity 28,128 YTD v 33,844 target - chart 33.
		Hospital Services Productivity YTD Target = 36,500				Issues Productivity 28,243 YTD v 36,284 target - chart 34.

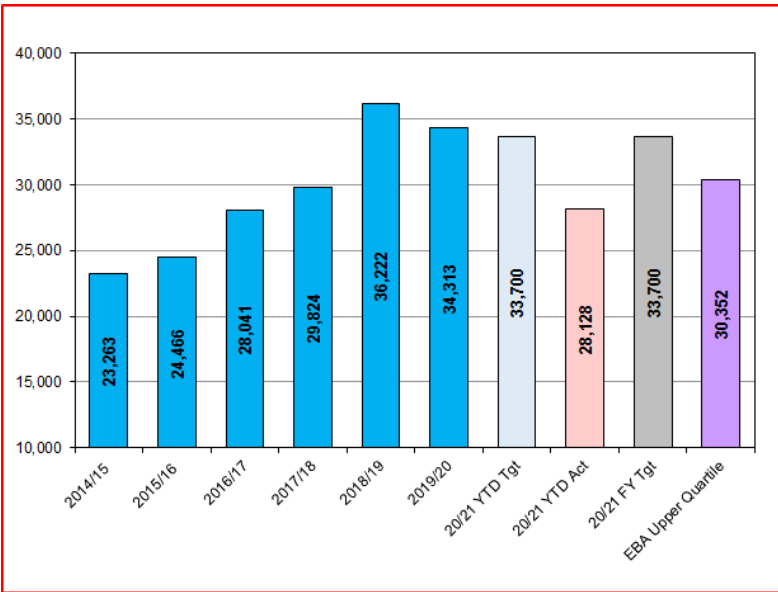
Key Messages / Issues for Attention:

- Productivity is impacted by the low activity levels arising from Covid-19. Outcomes will be reported but not commented upon during this time.

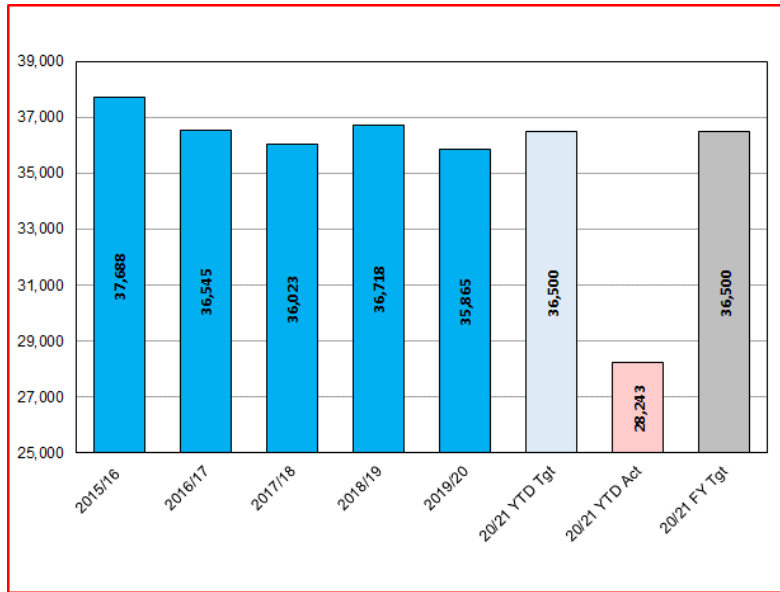
32. Manufacturing Productivity : YTD and Current Month



33. Testing Productivity : YTD and Current Month



34. Hospital Services Productivity : YTD and Current Month

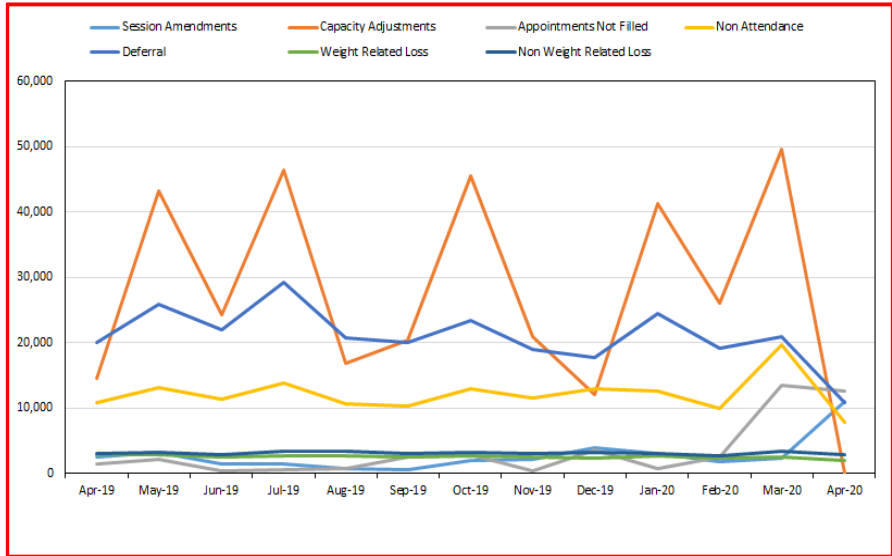


RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

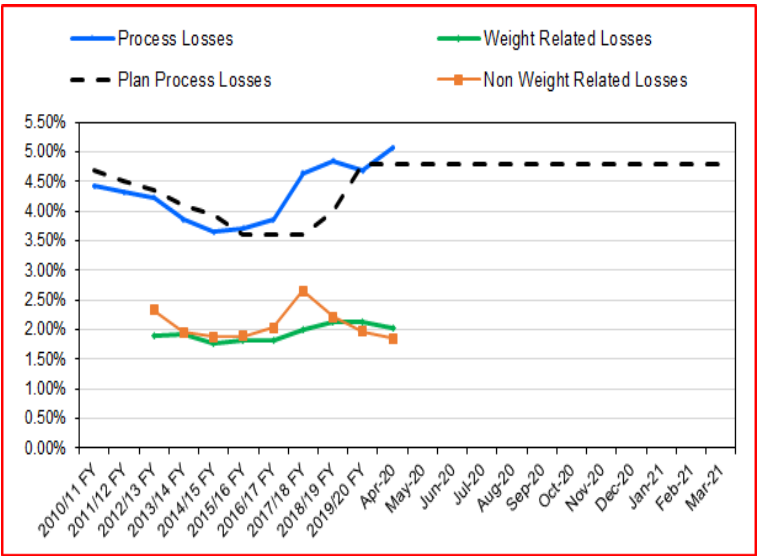
YTD RAG status will be reinstated post COVID-19.

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

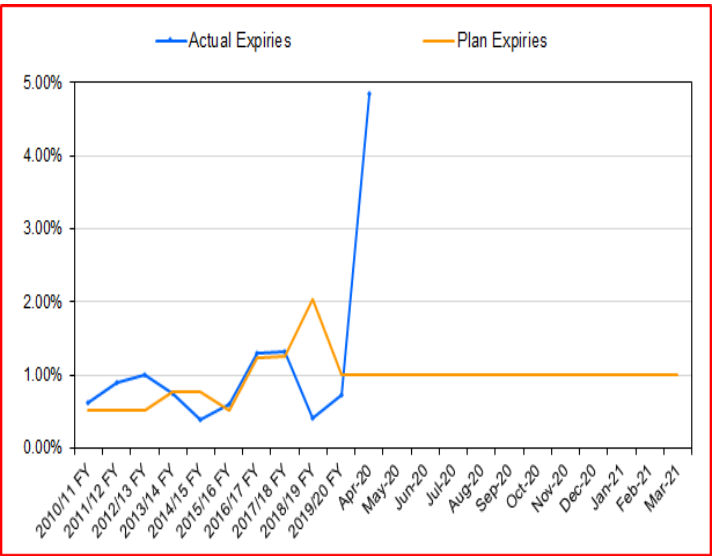
75. Appointment Slots Not Resulting in a Validated Red Cell



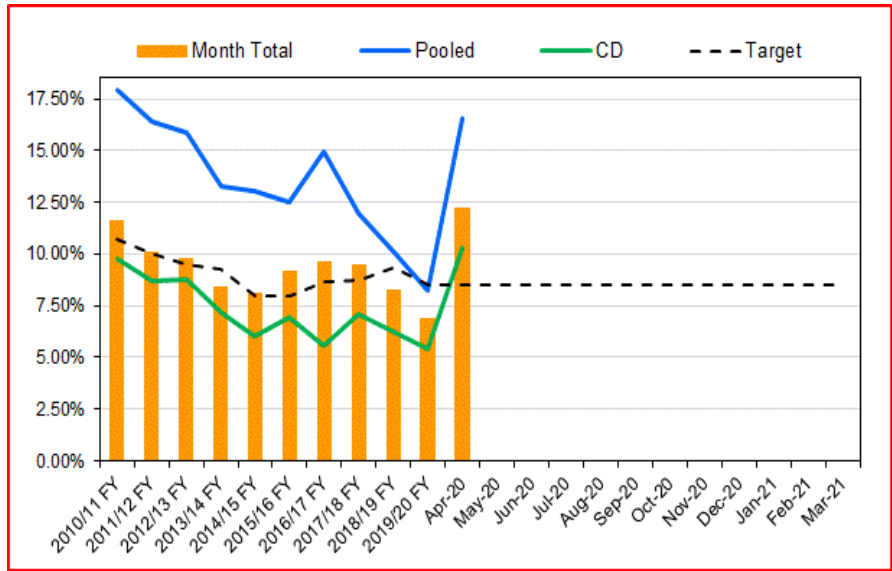
35. % Donations NOT Converted to Validated Red Cells



36. Red Cell Expiries



37. Percentage of Platelets Produced NOT Issued



Key Messages / Issues for Attention:

- Covid-19 is impacting “losses”, as noted elsewhere, with 35% (47k) of bookable appointments lost in April 2020; 24% due to NHSBT session amendments, 23% due to deferrals and 17% due to non-attends and 27% appointments not filled – **chart 75**.
- Expiries of red cells and platelets are increasing sharply as a result of low demand / high stocks – **charts 36 and 37**.

Clinical Services: Director Report – April 2020

Key Issues / action for attention:

- The COVID-19 pandemic continued to impact during April, with a material reduction in service demand seen across the portfolio, along with staff absence above normal levels.
- Service to customers has been, and continues to be, maintained, however the reduced demand has had a significant adverse impact on sales income across our business units.
- Income was -£1.1m worse than plan in-month; expenditure was £0.4m better than plan predominantly as a result of lower non-pay costs from reduced activity levels.
- The overall net income and expenditure position was -£0.6m below budget for April.
- The reduced level of service demand has continued into May, although we have seen demand starting to increase as Hospitals begin to restore some of their elective surgical activity that was suspended in order to respond to the COVID-19 pandemic.
- **H&I** was most affected in April by the reduced demand levels; income was -£0.6m adverse and only partially offset by savings in variable costs of £0.2m, to give an income and expenditure position of -£0.4m worse than plan in-month.
- **RCI** was -£0.1m below plan in April, again driven by reduced income streams. As we move forward the focus on electronic requesting and reporting are essential developments to underpin further growth in RCI activity.
- **TAS** income and expenditure was close to plan in April with income -£0.2m below plan and expenditure under spends broadly off-setting this. During the COVID-19 pandemic TAS are providing extra resilience support to services in London, Birmingham, Manchester, Leeds and Oxford.
- **CMT** was -£0.1m below plan (again) driven by reduced service activity levels and consequently income; the number of stem cell transplants supported was much lower than plan (66 v 142) due to the COVID-19 pandemic; Advanced Cell Therapy and CBC income where both just above plan in-month.
- **SCDT** income was £0.1m below plan in-month; the number of BBMR adult donors was below target, with a lower number of UK patients being matched (7 actual v 13 plan). Cord blood issues were equal to plan, with three of the four units issued to UK patients. The strategy for cord blood banking has been revised, given changes in medical practice in stem cell transplantation and implementation will be progressed during 2020/21.
- **R&D** have continued to support several clinical trials in response to COVID-19, including Public Health England's seroprevalence study, the REALIST ATMP study and convalescent plasma, with support from across the Clinical Services team.

Developments re strategic risk:

- The **COVID-19 pandemic** will drive an adverse impact on the level of service demand in Q1 and potentially beyond, with a matching adverse impact on income and financial contribution.
- Moving to block contracts to mitigate this risk was considered, in line with wider NHS policy, but was not implemented due to the relative complexity of the different funding and contracting arrangements in DTSCS services, however, the anticipated impact is believed to be manageable within NHSBT's overall financial position. This will be kept under review as we move forward.
- Risks relating to staff absence, maintaining a sustainable supply of PPE, access to equipment maintenance engineers and consumables supply are also currently being effectively managed at this point.

Major transformation projects:


CBC new build / Filton extension

- The project currently remains on track with the team adapting to the limitations of working remotely and social distancing caused by the ongoing pandemic response.
- Foundations for the new building were completed by 9 April and work on the steel frame for the building has been completed.
- The project has been moved to AMBER status given the potential risk of both delay to milestones and additional costs posed by the COVID-19 pandemic response.

Stem Cell UK Oversight Committee

- NHSBT are playing a key role in multiple delivery workstreams, including being proposed co-chairs of 'Stem Cell Supply' and 'Fit for Purpose Infrastructure'.
- The Stem Cell Oversight Committee intent is to progress delivery workstreams (where feasible) during the ongoing pandemic. An update will be provided to the July ET and Board.

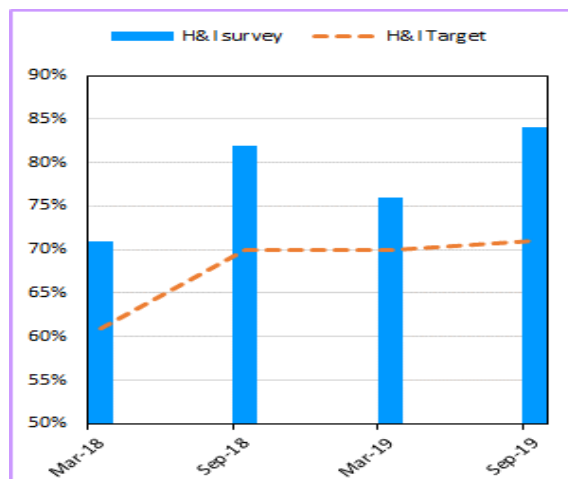
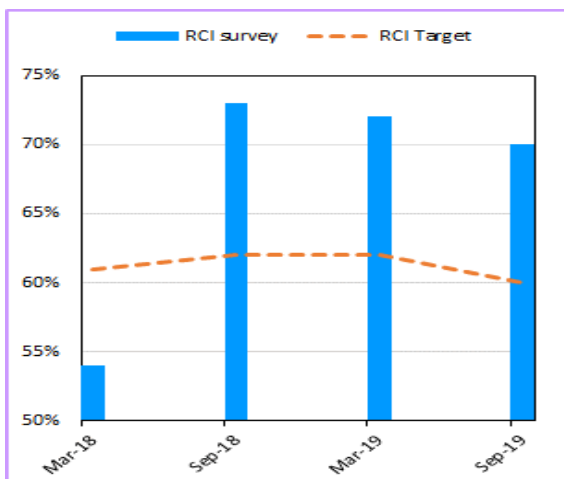
DTSCS – Group Level Indicators

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Group Targets	DTS Sales Income £000 Full Year Target = £71.04m				£4.5m v £5.6m plan YTD
		DTS Number of Serious Incidents Target = 0	G		No Chart	None reported YTD v zero target
		DTS Number of Critical Regulatory Non Compliance Target = 0	G		No Chart	None reported YTD v zero target
		DTS Number of Major Regulatory Non Compliance Target = 0	G		No Chart	None reported YTD v zero target

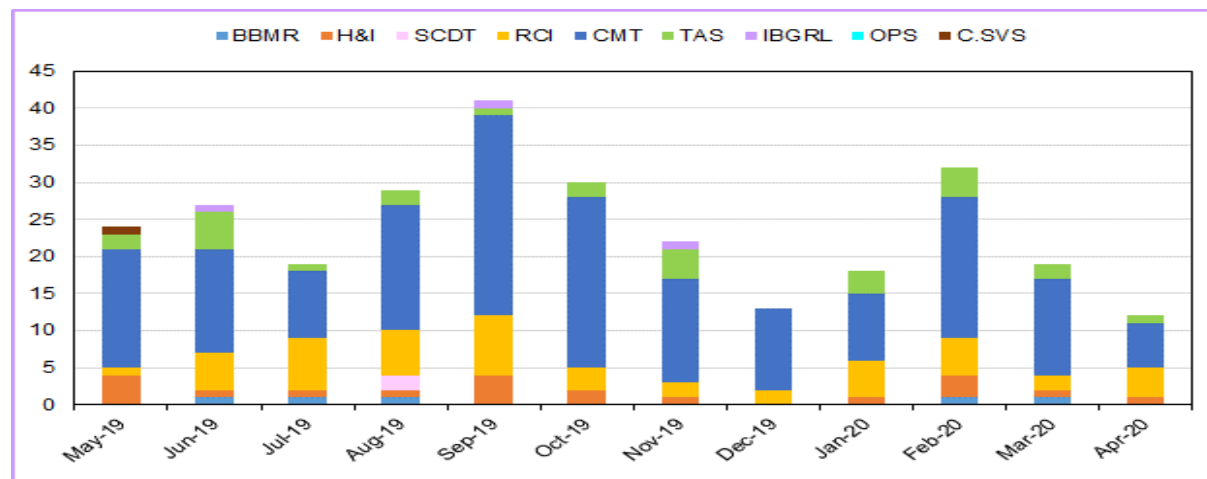
Key Messages / Issues for Attention:

- Income £1.1m adverse in April with Covid-19 having a significant adverse impact on hospital demand. H&I particularly badly impacted with income £0.6m adverse.
- Lower activity drives a favourable expenditure variance of £0.4m so contribution £0.6m net adverse.
- Sickness absence fell back to 3.1% in April.
- No Serious Incidents, external majors or SABRE's raised in month.

48. Hospital Satisfaction



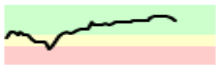


49. Major QI's raised per month – DTSCS



NOTE: YTD RAG status will be reinstated post COVID-19.

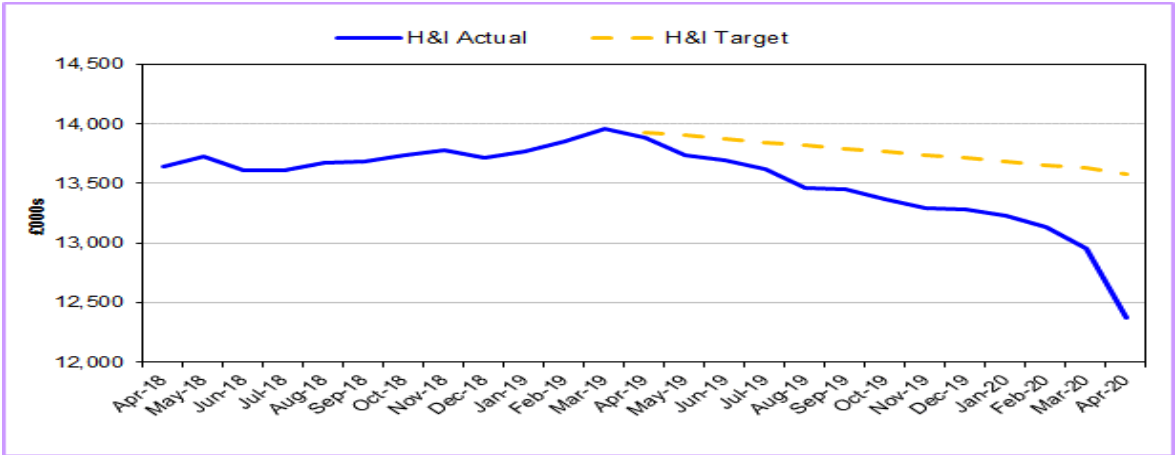
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

Division	Pillar	DTSCS – Strategic Targets	YTD RAG	RAG Δ	Trend April 17 On	Performance
DTSCS	H&I	H&I Sales Income £000 Target = £13.58m				£433k income YTD v £1,072k plan – chart 39
		H&I Time to Type DBD and DCD Organ Donations Target = 80%	G			93% YTD v 80% target.
		H&I Sample Turnaround v SLA YTD Target = 95%	G			97.4% YTD v 95% target - chart 47.

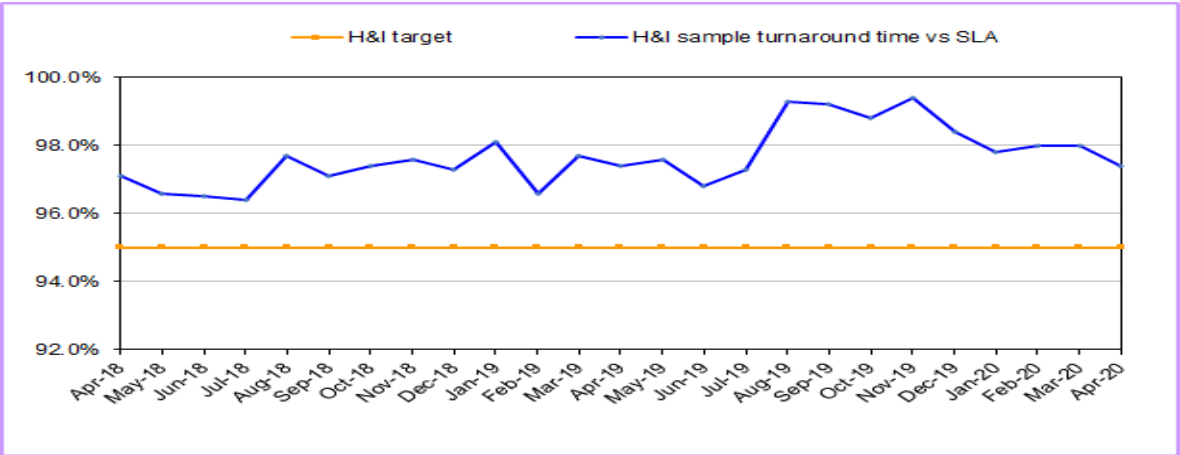
Key Messages / Issues for Attention:

- H&I would expect to carry out c 5,000 tests per month; In April c 1,800 tests were undertaken vs 5,100 tests for the same period last year, a decrease of c 65% driven by the cessation of elective activity in hospitals impacting transplant programmes.
- Forecast is suggesting that we will see a series of incremental improvements to activity as the broader NHS recovery plan takes shape and gets into gear, i.e. May, expected to be 10% higher than April and so on.
- Later in the year, the forecast is anticipating that as hospitals return back to normal and catch up with patient treatment, activity in the second half of the year, will potentially be higher than the pre COVID 19 plan.
- Income was £0.6m (60%) adverse – **chart 39** and only partially offset by £0.2m (16% behind plan) savings in variable costs linked to reduced activity.
- Overall H&I is reporting an I&E position of deficit of £0.4m worse than plan in April 20.

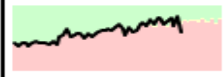
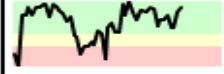
39. H&I Income (MAT)



47. Turnaround Time vs SLA (H&I)



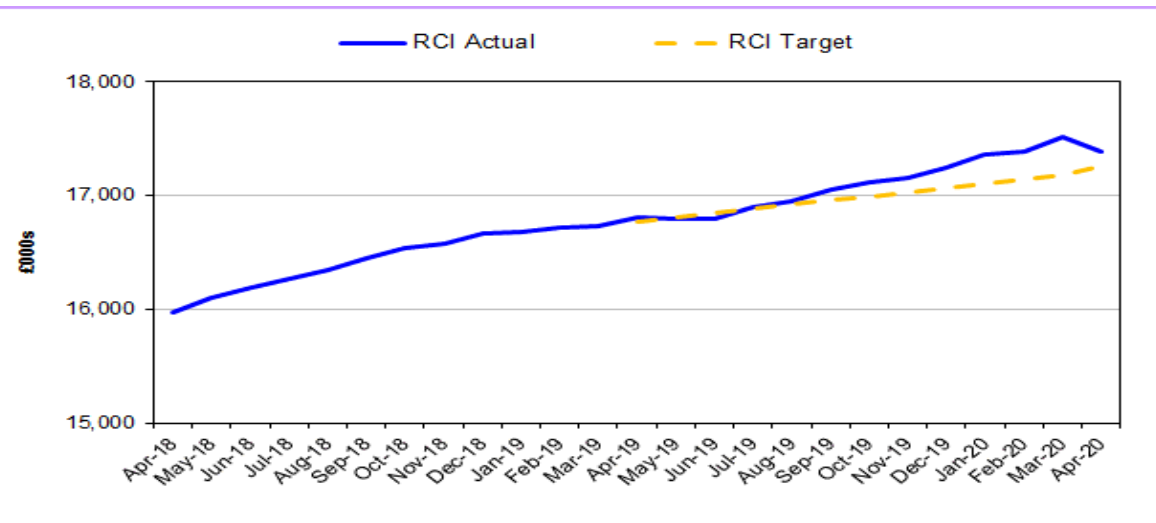
DTSCS - RCI

DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	RCI	RCI Sales Income £000 Target = £17.83m				£1.3m income YTD v £1.456m plan - chart 40.
		RCI Sample Turnaround v SLA Target = 95%	G			99.2% YTD v 95% target - chart 46

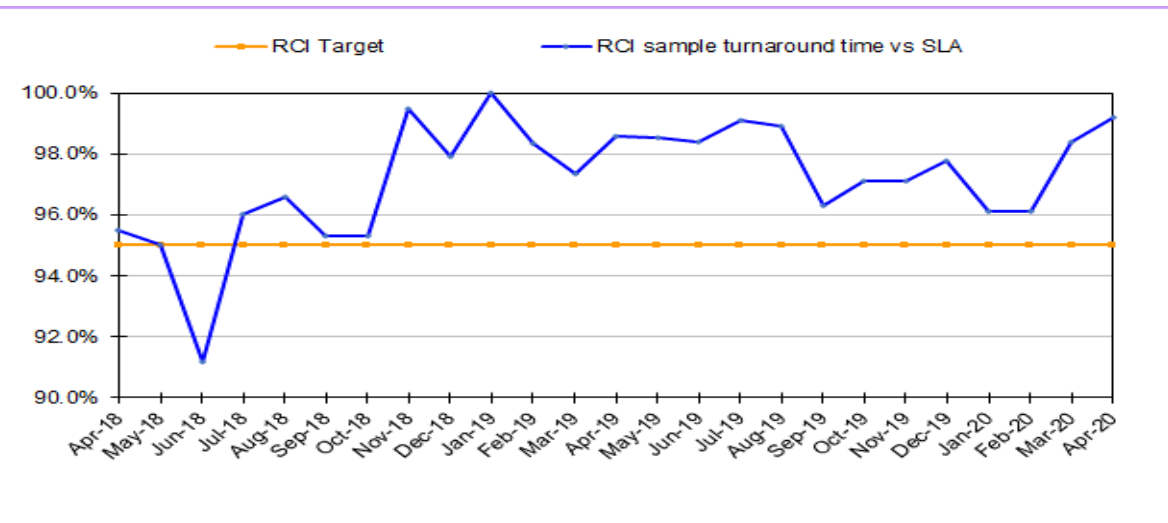
Key Messages / Issues for Attention:

- Income in the month was 9.1% behind April 2019 – **chart 40**
- Adverse income across all income streams, but particularly Red Cell Reference services.
- This is partially mitigated by expenditure close to plan at £49k favourable, resulting in an I&E deficit of £0.1m
- Sample turnaround times remain higher than plan at 99.2% vs 95% target – **chart 46**
- RCI continues to deliver a full service to patients including testing samples referred from Covid-19 positive patients.
- The Foetal RHD screening laboratory expansion to accommodate a rapidly increasing workload is ongoing, although some site work is on hold due to Covid-19.

40. RCI Income (MAT)



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

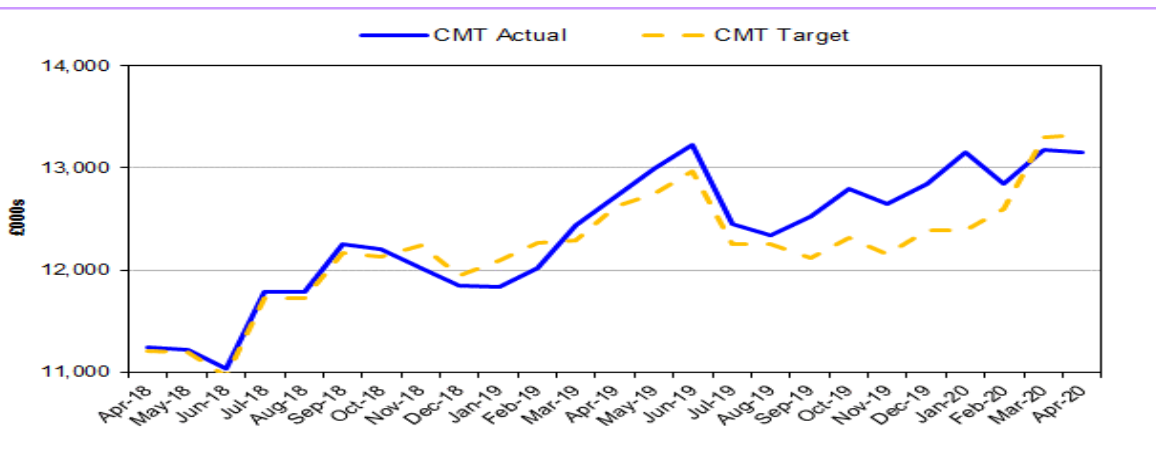


DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	CMT	CMT Total Sales Income £000 Target = £14.08m				£931k income YTD v £920k plan - charts 41 & 42.
		CBC Sales Income £000 Target = £2.61m	G			£56k income YTD v £40k plan - charts 41 & 42.
		CMT Hospital Satisfaction % Scoring >= 9 or 10 Target = 62%	-		No Chart	Date of next survey to be confirmed
		CMT On Target in Full (OTIF) Target = 100%	G		No Chart	CMT OTIF performance continues at 100%

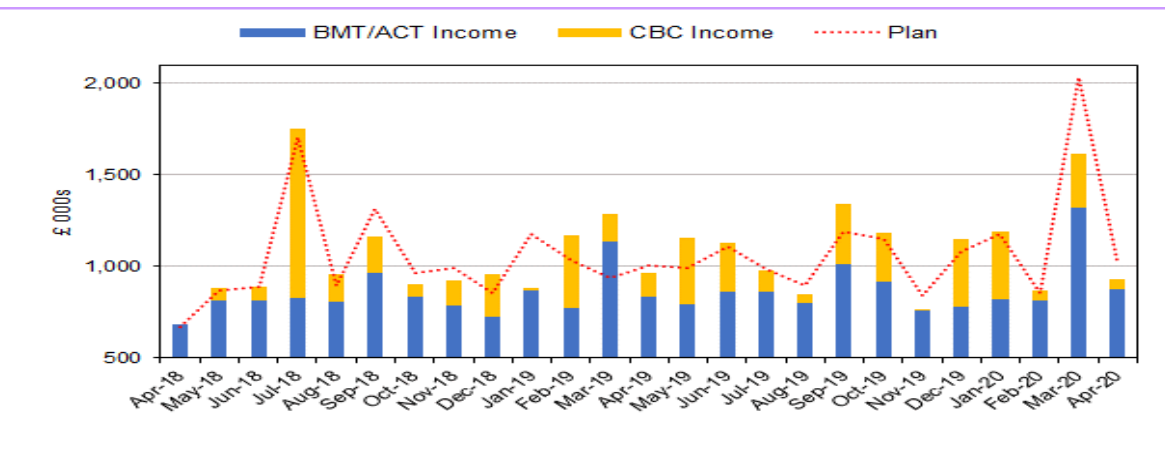
Key Messages / Issues for Attention:

- Overall, CMT income was 3% lower than in April 2019 - **charts 41 & 42**.
- Service income is down 15% due to Covid-19 impacts, with the number of stem cell transplants in April lower than expected at 66 versus 142 planned.
- ACT income and CBC project income were both just above plan in month.
- Overall CMT reporting an I&E deficit of £43k assisted by lower than expected pay expenditure as recruitment to new posts fell behind schedule.
- Several plasmid manufacturing contracts are confirmed for 2020/21. Whilst Covid-19 has caused delays to delivery of plasmid media, there has been no impact on contract delivery timescales.

41. CMT Total Income (MAT)



42. CMT Income – ACT, BMT & CBC

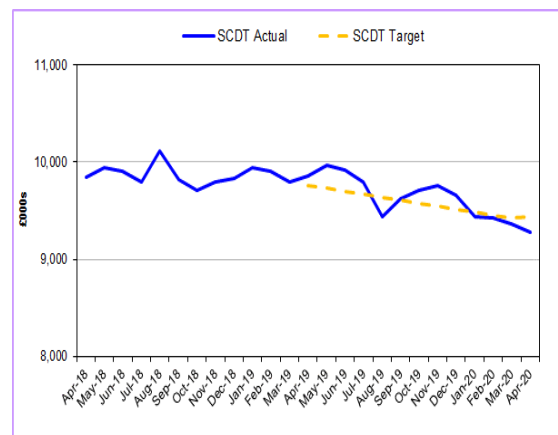


DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	SCDT	SCDT Sales Income £000 Target = £9.58m				£707k income YTD v £792k plan - chart 43.
		SCDT Increase in Banked Cords TNC > 140 Target = 372				0 additions to banked cords YTD v 31 target.
		SCDT BAME Cord Blood Additions to Bank Target = 40%				0% BAME additions YTD v 40% target.
		SCDT Cord Blood Issues Target = 54	G			4 issues YTD v 4 target - charts 51 & 53.
		SCDT Adult Donor Provisions Target = 240	R			13 bone marrow provisions YTD v 17 plan - chart 50.
		SCDT FIT Donors Added to Bank Target = 10,000	R			11 FIT donors added YTD v 833 target

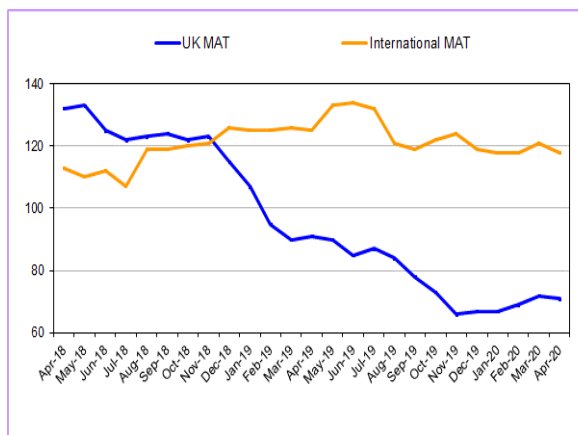
Key Messages/Issues for Attention:

- CBB ceased collections in March 2020 due to Covid-19. BBMR donor recruitment was suspended to reduce pressure on front line blood donation teams.
- BBMR provision is impacted by delay to stem cell transplants during Covid-19 – **page 19**
- Cord blood issues were equal to plan, with three of the four units issued to UK patients – **charts 51 & 53**
- BBMR harvests (donor provisions) were 4 behind plan in month with a lower number of UK patients being matched (7 actual v 13 plan) – **chart 50**.
- Consequently, income was £0.1m below plan in-month.
- Overall SCDT reporting a small I&E deficit of £27k as lower than expected expenditure partially offsets the income deficit.

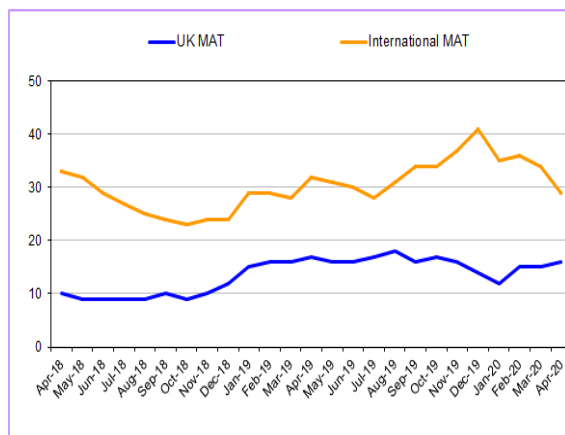
43. Stem Cells - SCDT Income (MAT)



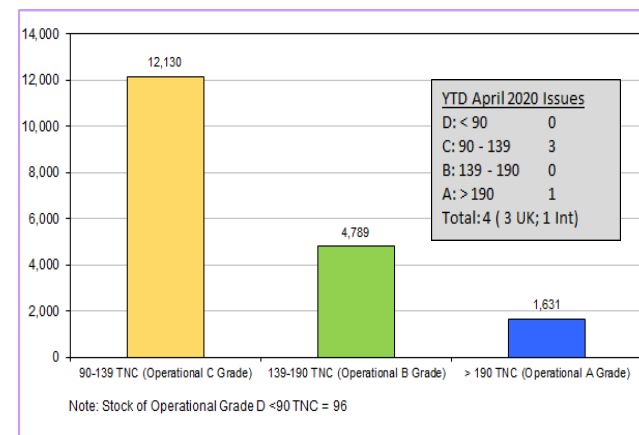
50. Adult donor provisions : UK & International MAT






51. Cord blood units issued : UK & International MAT



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

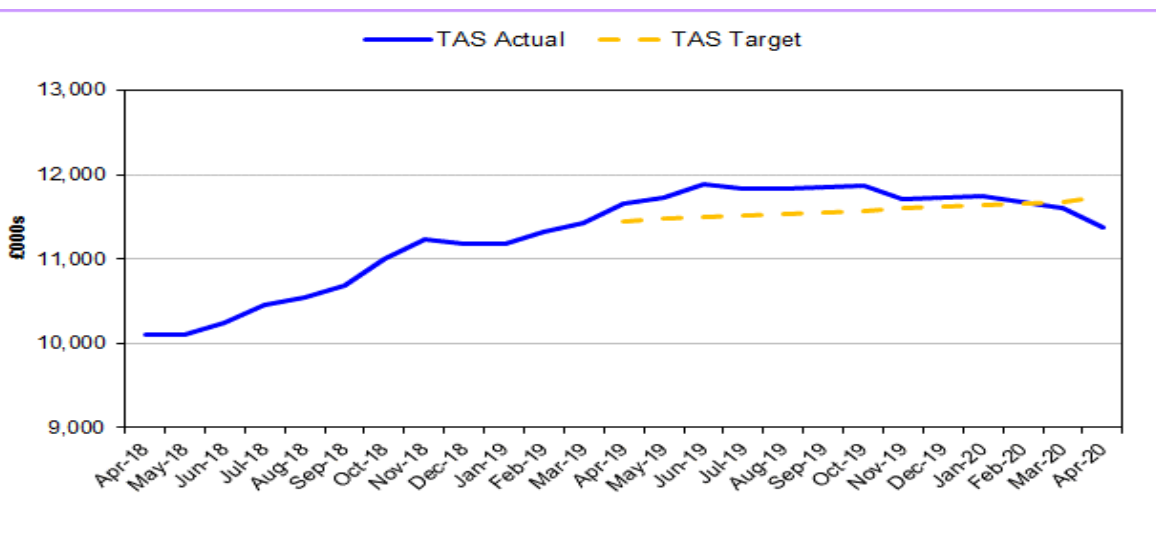


DIVISION	PILLAR	DTSCS – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
DTSCS	Therapeutic Apheresis Services	TAS Sales Income £000 Target = £11.97m				£798k income YTD v £952k plan - charts 44 & 45.
		TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-			75% v target of 68% for year to September 2019. Next survey for year to September 2020.
		TAS Patient Experience % Scoring >= 9 or 10 Target = 90%	-			92% v target of 90% for year to December 2019. Next survey for year to December 2020.

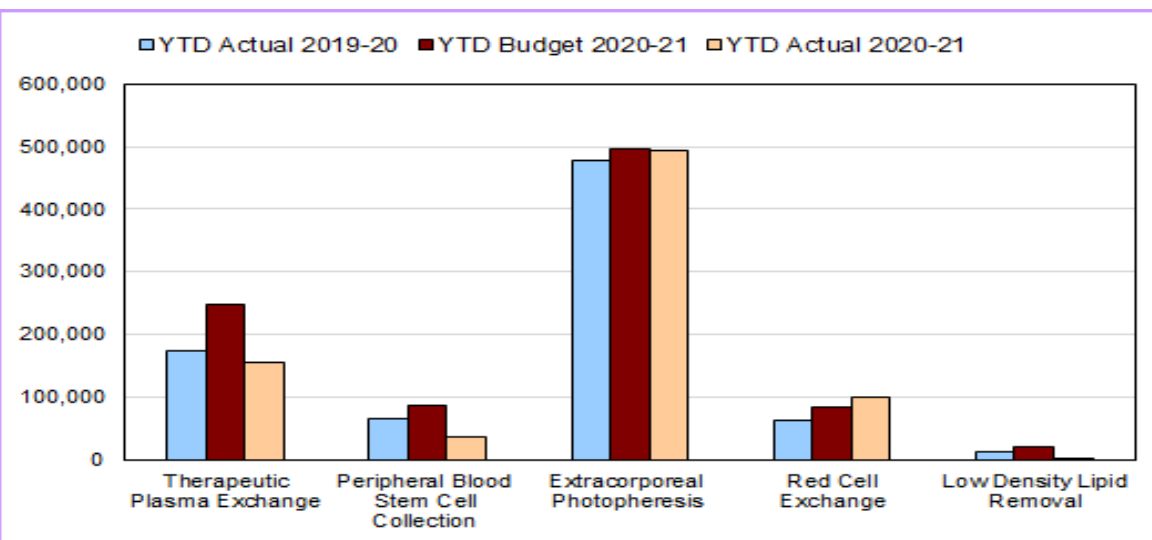
Key Messages / Issues for Attention:

- 249 fewer referrals than expected in April, largely Plasma Exchange (102), ECP (66) and PBSC (62)
- Activity 32% behind budget and 26% (187 procedures) lower than in April 2019 – **chart 45**.
- Income in month was 22% lower than in April 2019 – **chart 44**.
- During Covid-19 pandemic TAS are providing extra resilience support to services in London, Birmingham, Manchester, Leeds and Oxford.

44. Therapeutic Apheresis Services Income (MAT)



45. TAS YTD Income Activity v Target



Key Issues / Action for attention:

ODT

- The Covid-19 pandemic continued to have an impact on donation and transplantation activity in April 2020.
- There was a 20% increase in the number of patients on mechanical ventilation in April 2020 compared with April 2019. However, at the same time, there was a 13% decrease in the number of patients who met the DBD or DCD referral criteria (from 630 in April 2019 to 550 in April 2020).
 - Of the 550 patients who met the referral criteria, 351 were referred to NHSBT. This represents a 41% decrease in referrals when compared with April 2019. Consequently, there were 199 missed referral opportunities (198 were DCD), which is 6 times more than the 32 in April 2019. The referral rate was 64%.
- **Eligible Donors:** 206 patients were classed as 'eligible' donors. This represents a 55% decrease on the 460 patients who met these criteria in April 2019. Consequently, this meant fewer families were approached for a decision about organ donation. There were 71 discussions in April 2020 compared with 252 in April 2019. This represents a 72% decrease in the number of formal organ donation discussions with families (approaches).
 - Of the 71 discussions with families, there were just two occasions where a SNOD or Specialist Requester (SR) were not involved. This equates to a SNOD/SR presence rate of 97%. Although the numbers are a lot smaller than usual, the DBD SNOD/SR presence rate was 100% for the first time ever (54/54).
- **Families Approached:** 48 of the 71 families approached for a formal organ donation discussion consented to or supported their loved ones' decision to be an organ donor, ie there were 48 consented eligible donors. Although this represents a 71% decrease in the number of consents compared with April 2019 (167), this is in line with the 72% decrease in discussions with families (approaches).
 - **Consent:** The overall consent rate was 68%, therefore the annual 68% consent rate achieved in 2019/20 has been maintained into April 2020.
 - Broken down into the different eligible donor types, the DBD consent rate was 74% (40/54) compared with 72% in April 2019. However, the DCD consent rate was 47% (8/17) compared with 61% in April 2019.
 - There were 21 occasions in April 2020 where families were asked to support their loved ones' opt-in decision recorded on the ODR. Although numbers are a lot smaller than usual, this is the first month ever where there were no ODR overrides.
- **Consented Eligible Donors:** Of the 48 patients for whom consent was ascertained, 40 (DBD: 32, DCD: 8) proceeded to solid organ donation (71%). Although these numbers are a lot smaller than April 2019, the same proportion of consented eligible donors proceeded to donation.
 - At least one organ was transplanted from every proceeding donor, ie the number of utilised donors matched the number of actual donors. The conversion from 'actual' to 'utilised' donors was 92% during 2019/20, so although the numbers are low, this 100% conversion is worthy of note.
 - However, with 40 proceeding deceased donors, this is the lowest monthly number of proceeding donors since February 2002.
 - In addition to the 40 proceeding donors, there were 9 non-proceeding donors (the ratio of proceeding to non-proceeding donors was 82:18). A much higher proportion proceeded than usual in April (ie the 2019/20 ratio was 69:31).
- **Deceased Donor Transplants:** There were 100 deceased donor transplants from the 40 proceeding donors. However, there was an upward trend from the extremely low numbers at the start of April to 47 transplants in the last week of April.
 - The last time the monthly number of deceased donor transplants was below 100 was in 1984.
- **Research:** There were only 2 organs accepted for research (out of an available 12 organs), equating to 17%. For comparison, in April 2019, 34 organs were accepted for research from 60 available organs (57%).
- **Living Donors:** The number of living donors are reported a month in arrears. At the end of February we were 1% ahead of the equivalent 11 months last year, but due to the impact of Covid-19, we ultimately saw a 4% decrease in living donations, from 1045 in 2018/19 to 1001 in 2019/20.

TES

Following another record year of sales in 2019/20, the impact of Covid-19 has resulted in April's activity being £734k behind target.

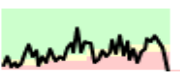


The impact on the segmented portfolios are:

Tissues – all elective surgery has been cancelled (Bone income 84% behind target / Cardiovascular income 42% ahead of target / Skin income 15% above target),

Ocular – only emergency operations are taking place (income 95% behind target), and

Serum Eyedrops – we have completed a stock build of serum to ensure that the supply to patients is maintained (income 15% above target).

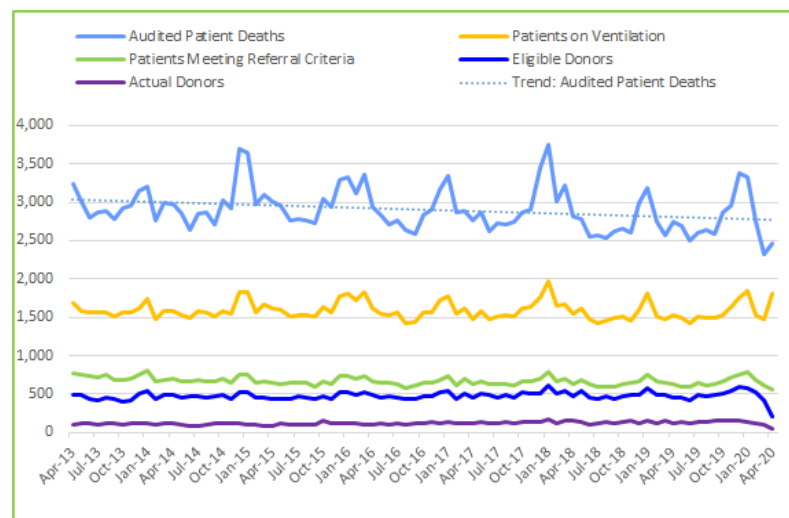
OTDT – Deceased Donors (All)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	Number of Deceased Donors				40 deceased donors April 20 – chart 54 118 deceased donors April 19 v 145 target
		Deceased Organ Donors per million population (pmp)				Q4 19/20: 23.9 pmp v 26.0 pmp plan Next report end Q1 20/21
		% Consent/Authorisation Rate (Total)				68% consent April 20 – chart 56. 66% consent April 19 v 80% target.

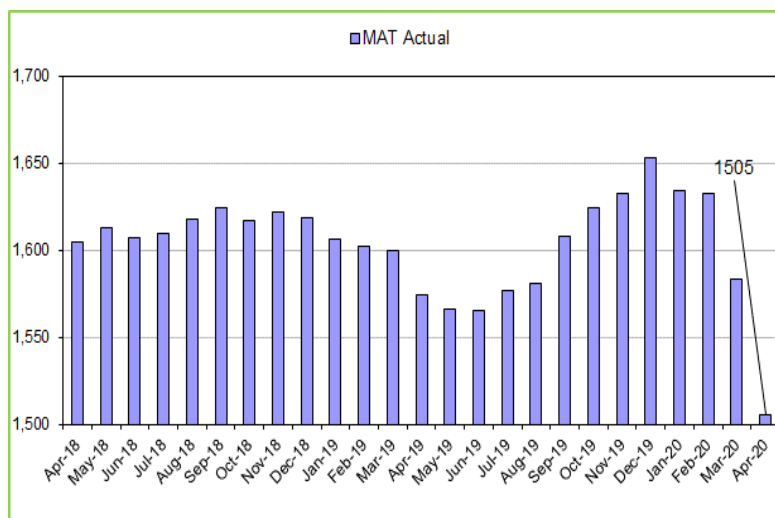
Key Messages / Issues for Attention:

- There were 40 deceased donors in April (32 DBD and 8 DCD), down from 95 in March. The moving annual total fell to 1,505 – **chart 54**.
- Covid-19 has seen the closure of transplant centres, significantly reducing activity to all but the most urgent cases; although these are starting to reopen in May.
- As an indicator there were 118 deceased donors in April 2019 compared with 40 in April 2020.
- The pool of eligible donors, which improved through latter 2019/20 ended at 5,685 eligible donors in 2019/20 versus 5,814 in 2018/19.
- Overall consent was 68% in April – **chart 56**.

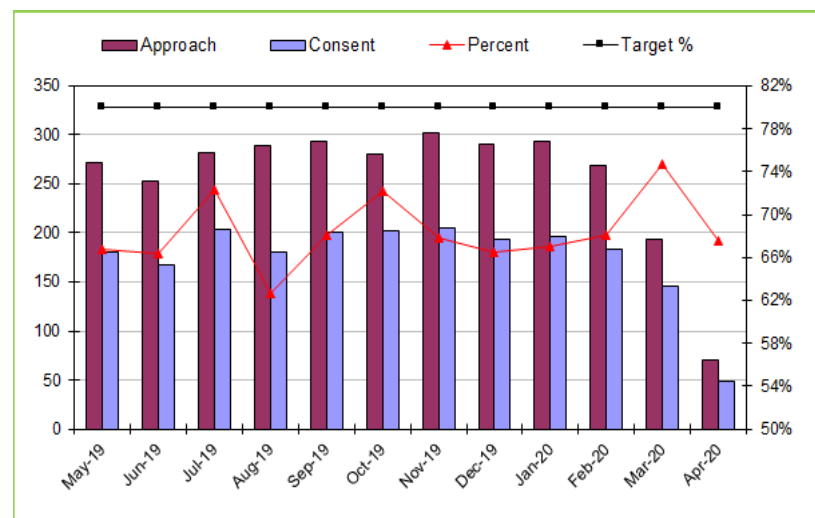
74. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards



54. MAT number of Deceased Organ Donors



56. Consent / Authorisation rate (DBD & DCD)



ODT Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

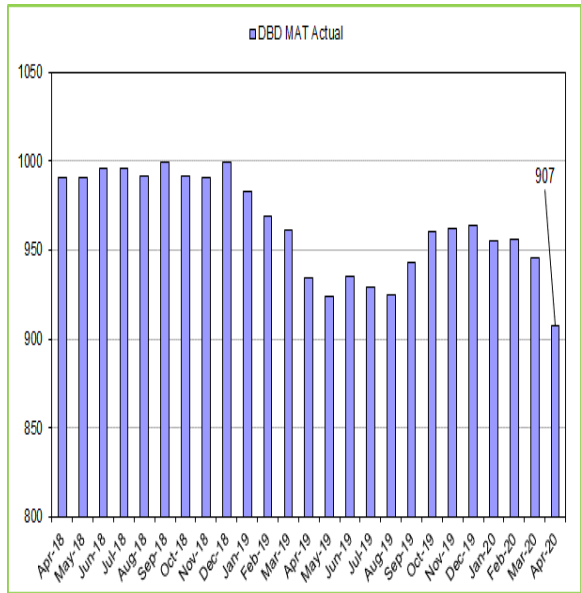
OTDT – Deceased Donors (DBD and DCD)

DIVISION	PILLAR	TOT2020 – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	TOT 2020 Key Outcome Measures	% Consent/Authorisation Rate (DBD)				74.1% consent April 20 - chart 61. 72% consent April 19 v 83% target
		% Consent/Authorisation Rate (DCD)				47.1% consent April 20 - chart 65. 62% consent April 19 v 77% target.

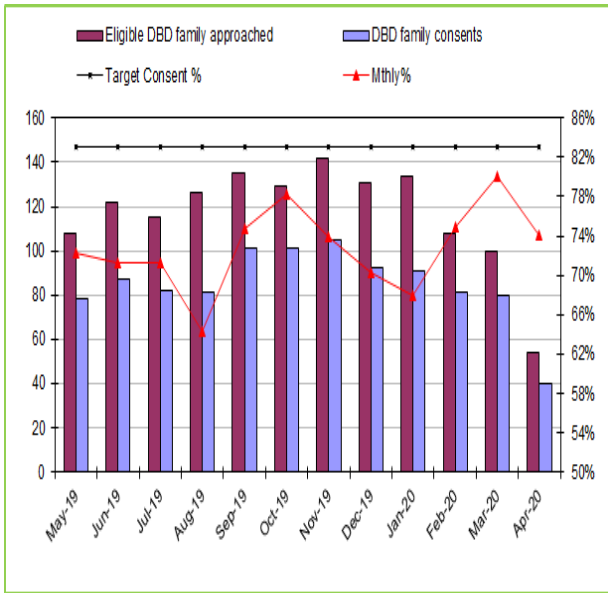
Key Messages / Issues for Attention:

- There were only 32 DBD donors in the month (compared with 71 in April 2019) – **chart 58**.
- The consent rate for DBD was 74% in April - **chart 61**.
- The number of DCD donors fell to just 8 in April (compared with 47 in April 2019). The MAT fell to 598 – **chart 62**.
- Consent for DCD donors decreased to 47% in April - **chart 65**.

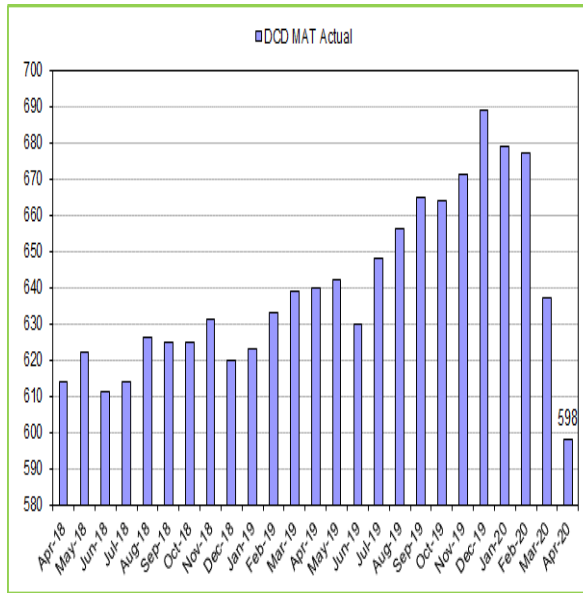
58. MAT No. of Deceased Organ Donors (DBD)





61. Consent/Authorisation rate (DBD) per month



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



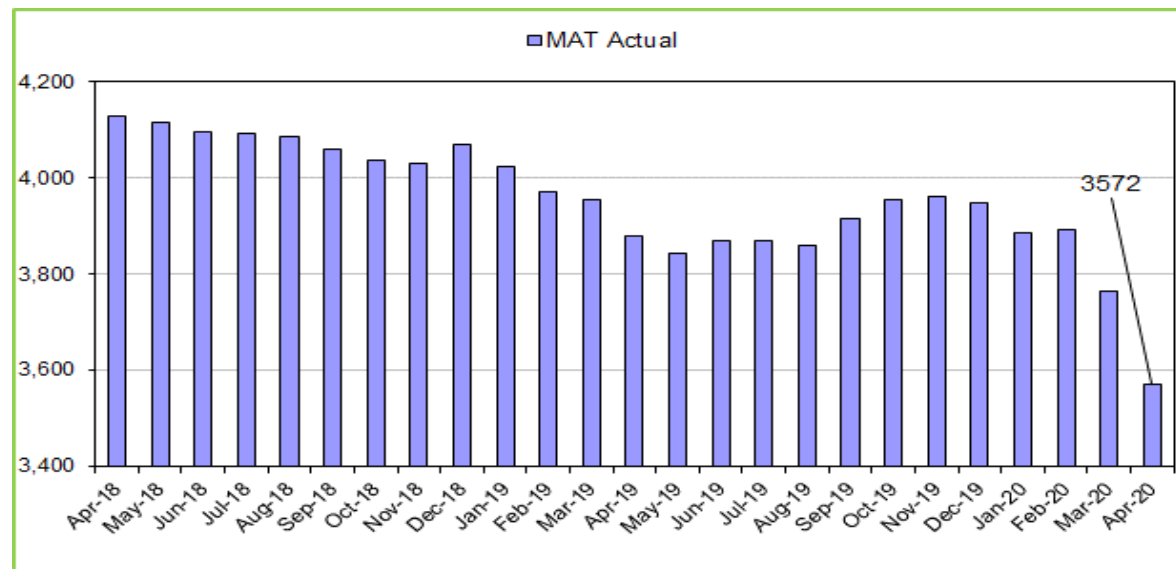
OTDT – Deceased Donor Transplants

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				100 deceased donor transplants in April 20 - chart 55. 291 deceased donor transplants in April 19 v 413 target
		Deceased Donor Organ Transplants pmp				End Q4 19/20: 56.77 pmp vs 74.00 pmp plan. Next report end June 2020.

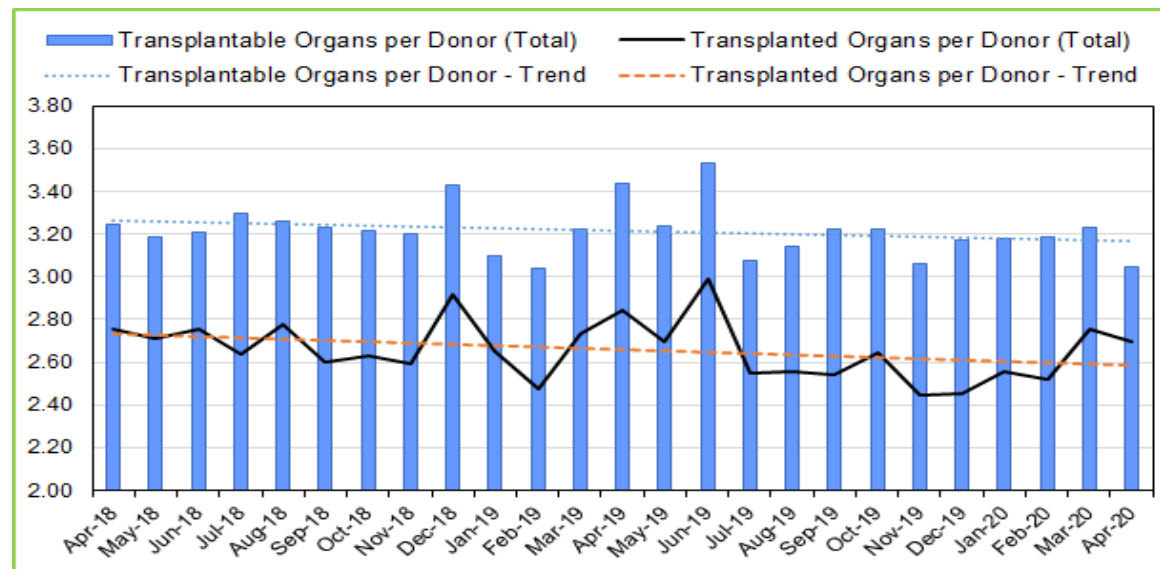
Key Messages / Issues for Attention:

- 100 deceased donor transplants were recorded in April compared with 291 in April 2019; the MAT has fallen to 3,572 transplants – **chart 55**.
- Transplantable organs per donor have decreased year on year falling from 1.21 in April 2019 to 1.13 in April 2020 – **chart 66**.
- Transplanted organs per donor, have fallen similarly from 2.85 organs per donor in April 2019 to 2.70 in April 2020 - **chart 66**.

55. MAT number of Deceased Donor Organ Transplants



66. Transplantable v Transplanted Organs per Donor



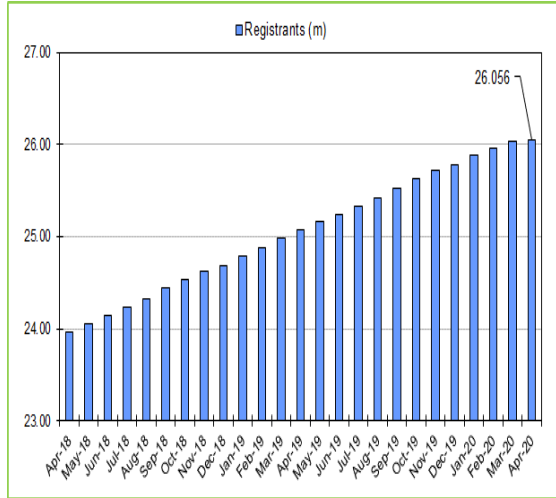
OTDT – Corporate Level Indicators

Division	Pillar	TOT2020 – Strategic Targets	YTD RAG	RAG Δ	Trend April 17 On	Performance
OTDT	TOT 2020 Key Outcome Measures	Cost per Transplant £000				End Q4 19/20 £19.08k v £16.62k budget. Next report end Q1 20/21
		% of Population Having Had Conversation re Donation Decision			No Chart	Bi-Annual Measure; 41% v 51% target at November 19
		Number of Living Donors (one month in arrears)				1,001 living donors to March 2020 v 1,740 plan - chart 57.
		Number of Living Donors pmp (reported one month in arrears)				End Q4 19/20: 15.1 pmp vs 26.0 pmp plan. Next report end July 2020.
		ODT Major & Critical Regulatory Non Compliances Target = 0			No Chart	None reported YTD v Zero target.
		ODT Serious Incidents Target = 0			No Chart	None reported YTD v Zero target.

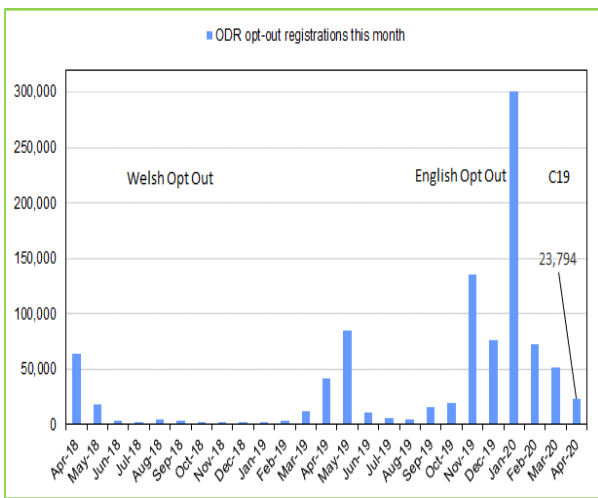
Key Messages / Issues for Attention:

- There were 28k new opt in registrations in April, bringing the Organ Donor Register to ca 26m registrations - **chart 67**.
- Opt out registrations dropped to ca 24k in April, the lowest since October 2019 – **chart 68**.
- 25 living donors were recorded for March resulting in 1,001 living donors for the year to March 2020. This compares with 1,045 for the year to April 2019 – **chart 57**.
- The living donor programme is currently suspended.

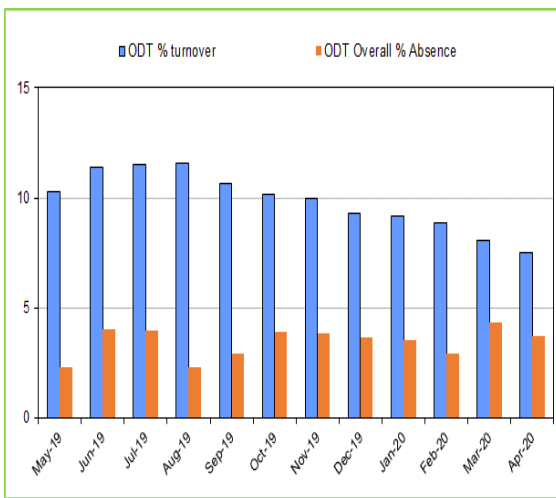
67. No. of People Registered on the ODR (Opt-Ins)



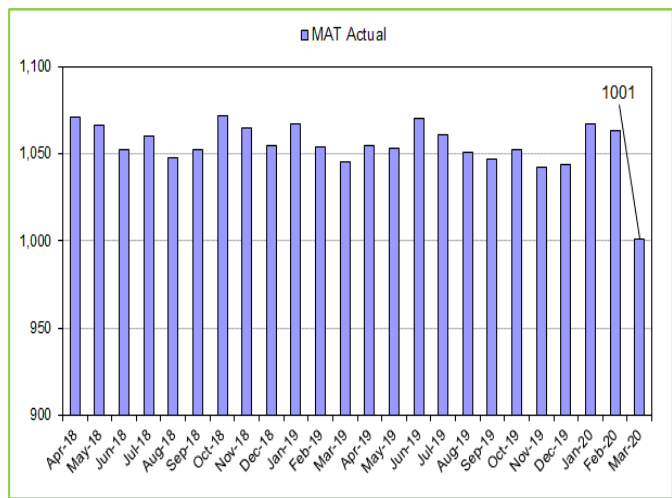
68. No. of People De-registering from ODR (Opt-Outs)



69. ODT Employee Turnover & Absence Rates (%)



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



ODT Metrics/Targets yet to be finalised for FY 20/21. FY 19/20 Scorecard rolled forward.
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

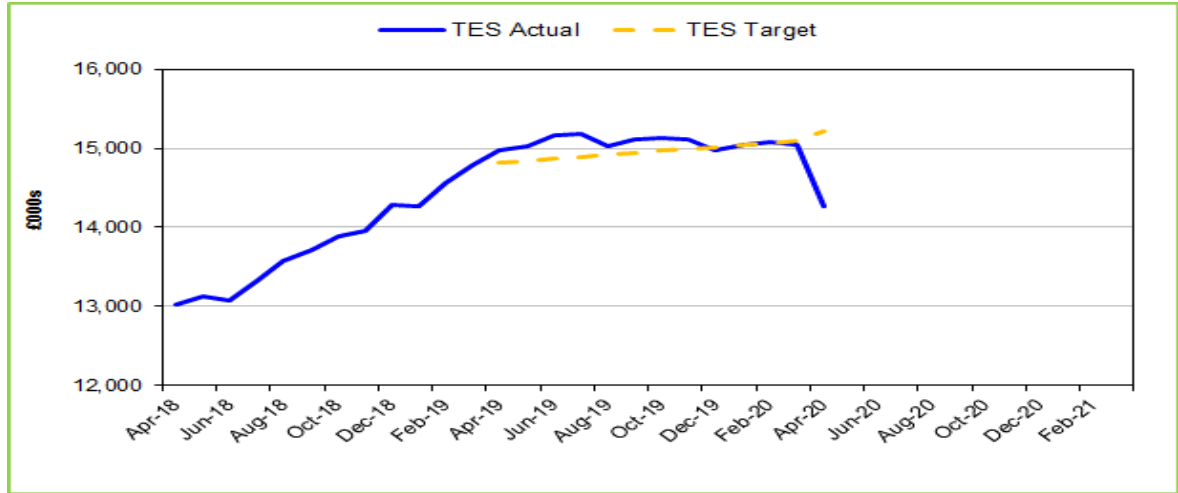
OTDT – Tissue & Eye Services (TES)

DIVISION	PILLAR	TES – STRATEGIC TARGETS	YTD RAG	RAG Δ	Trend April 17 On	PERFORMANCE
OTDT	Tissue & Eye Services	TES Sales Income £000 Target = £16.13m				£485k income YTD v £1,234k plan – chart 38
		TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	-			84% top box scores for 6 months to September 2019. March 2020 survey cancelled due to Covid-19.
		TES On Time in Full (OTIF) Target = 98%	G			99.1% OTIF YTD v 98% target.
		TES Cornea Stocks at End of Month Target = 300	R			53 corneas in stock at end of April v 300 target - chart 52
		TES Major & Critical Regulatory Non Compliance Target = 0	G			None reported YTD v Zero target.
		TES Serious Incidents Target = 0	G			None reported YTD v Zero target.

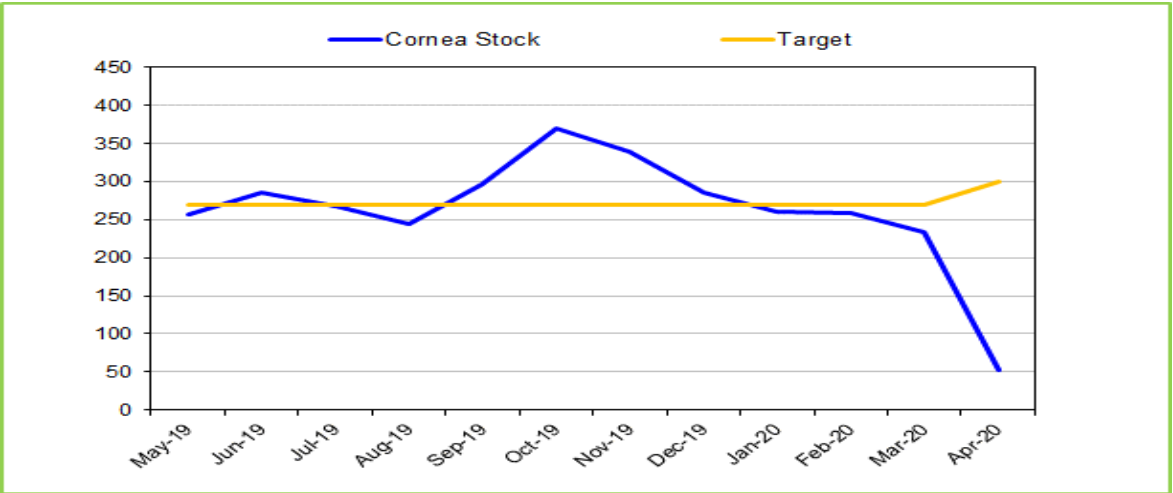
Key Messages / Issues for Attention:

- Cornea stocks dropped back to 53 at the end of April (versus plan of 300).
- Cornea stock is being managed down due to Covid-19 and corneas are only being issued for emergency procedures.
- Income was £0.7m adverse in April, with £0.5m due to low corneal activity – **chart 38**.
- Expenditure was £127k favourable in April, also as a result of lower overall activity than planned.
- Serum eyedrops demand will not be impacted by Covid-19, and a stock build of serum has been completed.

38. Tissue and Eye Services Income (MAT)



52. Suitable Cornea Donations - Cornea stocks



RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

YTD RAG status will be reinstated post COVID-19.

GROUP SERVICES

Corporate

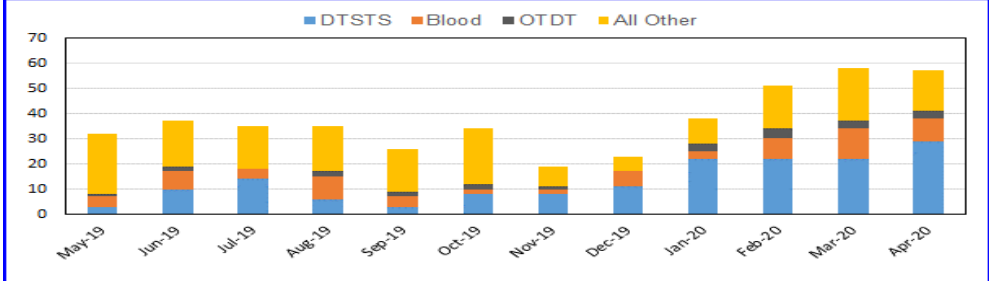
- Sickness absence remained high in April due to Covid-19. There are no current impacts on service delivery due to reduced demand / activity.
- Quality management system overdue (>30 days) remained at 58 in April - **chart 72**.
- IT performance (measured as server availability) was steady in April, the exception being TMS with one period of significant down time on 12th April - **chart 70**.
- The H&S Incidence Rate (12 months to March 2020) for all work related incidents fell slightly to 1.7 – **chart 71**.

70. IT system performance

System availability	Period Target	Period Actual	Period RAG	RAG Trend
Donor Portal	99.95%	99.88%	A	-
Pulse	99.95%	100.00%	G	Better
OBOS	99.95%	100.00%	G	-
Hematos	99.95%	100.00%	G	-
EOS	99.95%	100.00%	G	-
NtXD	99.95%	100.00%	G	-
TMS	99.95%	99.37%	R	Worse

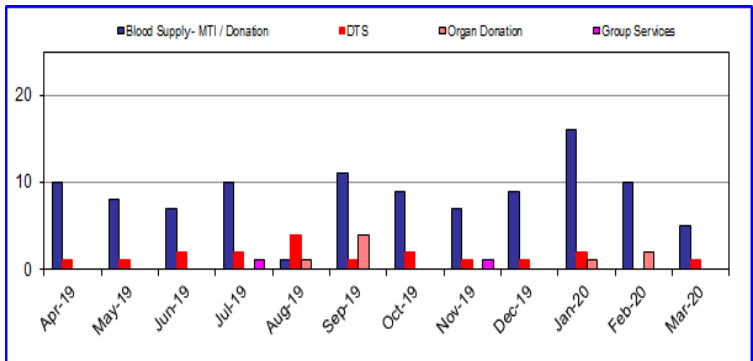
72. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	2	8	0	4	2	16
DTSTS	3	8	0	2	14	27
OTDT	0	0	0	0	3	3
BD	3	4	0	2	0	9
M&L	0	2	1	0	0	3
Total	8	22	1	8	19	58

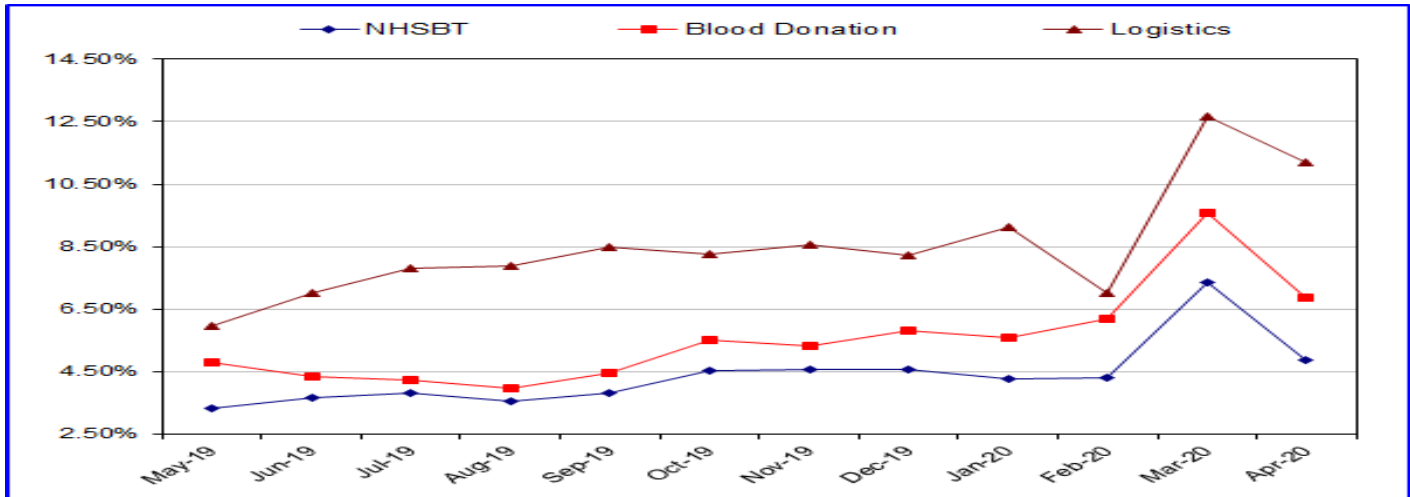


71. Health and Safety - Accident Reporting (one month in arrears).

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	5
Clinical	<=1	2	<=2	1
OTDT	0	3	<=2	0
Donor Experience	0	0	0	0
Group Services	0	2	0	0
NHSBT	<=18	33	<=17	6

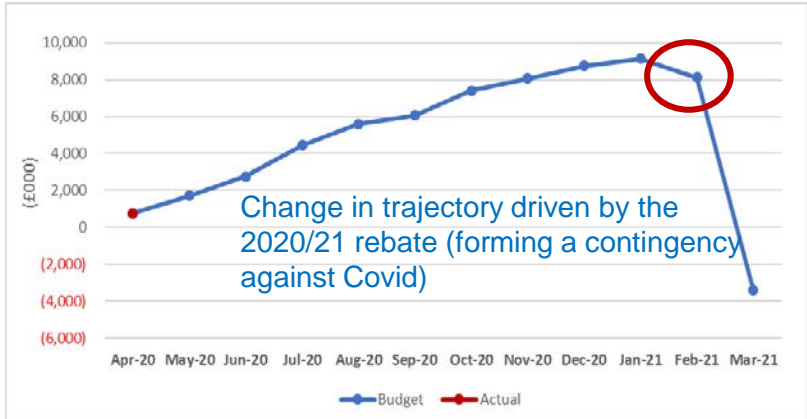


73. Sickness Absence



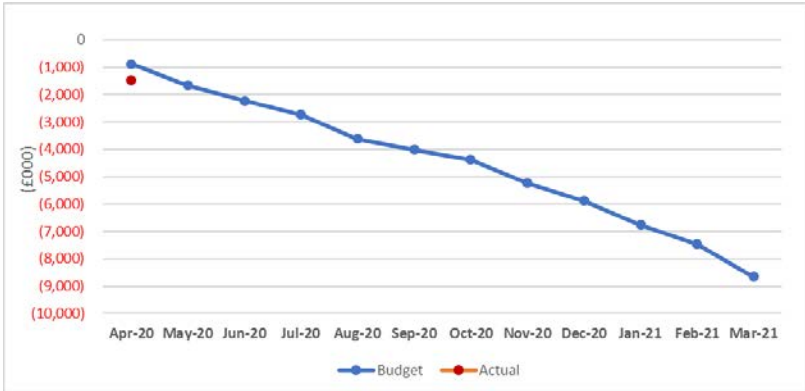
2020/21 Financial Performance - Summary

Blood and Group: Gross Margin (excl. Transformation Programme)



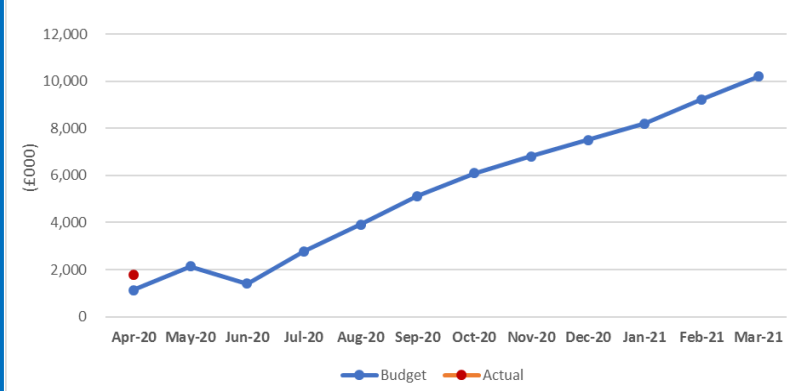
Broadly in line with plan

Clinical Services: Gross Margin



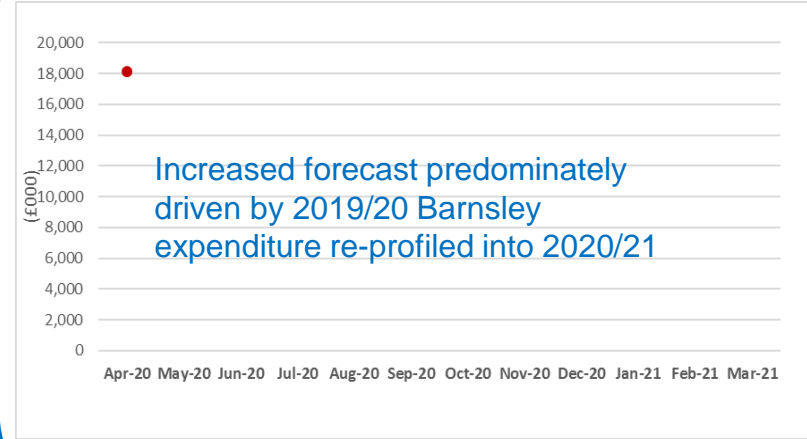
£0.6m behind plan due to reduced activity

OTDT: Gross Margin



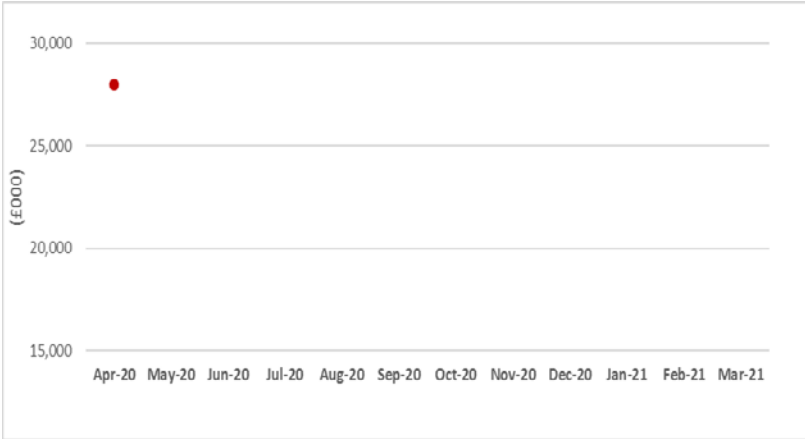
£0.6m ahead of plan

Blood and Group Change Programme: Forecast Outturn 2020/21



Early forecast of £18.1m versus £17.6m budget.

NHSBT Cash Flow: Forecast Outturn 2020/21



Forecast cash balance at the end of March 2021 is £28m

NHSBT I&E: Forecast Outturn 2020/21



Formal forecast will be provided end Q1

Budget deficit -£19.5m.

YTD Financial Performance – April 2020

April surplus of +£0.6m (versus a budget deficit £0.4m)

Indicative forecast suggesting a deficit position -£22.3m against planned deficit of £19.5m. First formal reforecast at end Q1.

Covid-19 impact

Debtor days for April 2020 at 18. Over 90 days debtors fell to £0.75m

Capital requested to DHSC of £30.4m.

- Blood and Group** (+£0.9m) ahead of plan;
 - Blood Supply (+£0.6m) favourable cost variance on consumables driven by B&C lower demand.
 - Change Programme (+£0.8m), a number of projects paused to prioritise NHSBT’s response to COVID.
 - Blood and Components fixed cost movement in stock due to lower red cell stocks
 - Clinical Services** (-£0.6m) behind plan;
 - Diagnostics & Therapeutic Apheresis income (-£1.2m) behind plan as a direct result of COVID. This is partially offset by lower consumable spend (+£0.6m)
- Organ and Tissue Donation & Transplantation** (+£0.6m) underspend against plan;
 - ODT £1.3m ahead of plan as a result of activity being at 20% of normal levels.
 - Tissue and Eye Services reporting an adverse variance of £0.7m, driven by reduced activity.

- Blood and Group** (-£0.8m)
 - Change Programme (-£0.5m), 2019/20 Barnsley expenditure re-profiled into 2020/21
 - Covid-19 Expenditure (-£1.5m) as NHSBT’s response to the pandemic, to be offset against the cash contingency.
 - ITC + (£0.7m) and Quality + (0.2m) attributable to vacancies
- Clinical Services** (-£1.7m)
 - £1.9m lost contribution as a result of lower activity in Q1,
- Organ and Tissue Donation & Transplantation** (-£0.3m)
 - ODT forecast (+£2.2m) ahead of plan attributable to reduced variable expenditure relating to activity. Forecast assumes that normal activity will resume in Q2.
 - TES expecting lost contribution (-£2.5m), driven by reduced demand in the first half of 2020/21.

- Blood & Component income protected by block contracts (now approved)
- £12m contingency created through the 2019/20 and 2020/21 rebate as a response to additional expenditure and lost contribution
- True up process expected later on in the year.
- DHSC to be billed in arrears for expenditure attributable to Convalescent Plasma

- Debtor days have significantly fallen to 18 days - 4 days ahead of target
- 90+ overdue has reduced to £0.8m (vs £1.0m at the end of March 2020)
- Cash at the end of April 2020 was £62m

- Planned but not yet confirmed by DHSC; ITC Renewal £12.8m, Routine Replacement £7.0m, CBC Extension £6.2m, Estates £3.5m and Barnsley £0.9m

YTD Financial Performance – April 2020

	Plan WTE (Ave YTD)	Actual WTE at period end	Year to date			Full year	
			Budget £k	Actual £k	Variance £k	2019-20 Actual £k	Latest Budget £k
NHSBT Summary							
Income			37,498	35,719	(1,779)	441,092	448,107
Expenditure			(37,849)	(35,120)	2,729	(434,799)	(467,599)
NHSBT Surplus/(Deficit)	4,917	4,795	(351)	599	950	6,293	(19,492)
Blood and Group							
Income							
Programme Funding			0	558	558	0	0
Blood & Components Income			23,013	23,203	191	267,960	267,961
Blood Supply Other Income			261	216	(45)	3,448	3,285
Group Services Other Income			138	127	(10)	2,141	1,692
Blood and Group Income			23,411	24,104	693	273,548	272,938
Expenditure							
Cost of Sales - Blood Component Stock Movement			(557)	(1,197)	(640)	(881)	0
Donor Experience	190	187	(1,709)	(1,686)	23	(23,208)	(24,936)
Blood Supply: Blood Donation	1,340	1,343	(5,076)	(4,983)	93	(60,134)	(61,597)
Blood Supply: Manufacturing, Testing & Issue	758	757	(5,331)	(4,821)	510	(66,251)	(65,159)
Blood Supply: Logistics	335	321	(1,709)	(1,664)	45	(20,367)	(19,824)
Chief Executive and Board	5	6	(64)	(53)	11	(667)	(767)
Quality	95	85	(494)	(440)	54	(5,428)	(5,995)
Estates & Facilities	77	76	(3,210)	(3,052)	158	(42,183)	(41,267)
Finance	100	97	(492)	(462)	30	(5,890)	(5,860)
Strategy and Transformation	14	10	(93)	(89)	4	(602)	(1,120)
Business Transformation Services	29	26	(153)	(175)	(22)	(2,052)	(1,843)
People	129	127	(714)	(690)	24	(8,104)	(8,901)
Information Communication Technology	226	183	(2,671)	(2,357)	314	(26,054)	(34,477)
Change Programme	12	14	(1,347)	(458)	889	(6,918)	(17,625)
Miscellaneous and Capital Charges	0	9	(385)	(1,679)	(1,294)	(3,654)	(4,620)
Blood and Group Expenditure			(24,005)	(23,807)	198	(272,393)	(293,990)
Blood and Group Total	3,309	3,240	(594)	298	892	1,155	(21,052)
Clinical Services							
Income							
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells			347	347	0	4,162	4,162
Diagnostic and Therapeutic Services Income			5,099	3,926	(1,173)	62,619	64,974
Clinical Services - Research & Development			73	170	97	2,248	875
Clinical Services Income - Medical			86	92	6	1,143	1,033
Clinical Services Income			5,605	4,535	(1,070)	70,173	71,044
Expenditure							
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	726	702	(4,793)	(4,242)	551	(56,131)	(58,275)
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	0	2	(95)	(56)	39	(875)	(2,495)
Clinical Services: Research & Development	34	39	(350)	(466)	(116)	(5,458)	(4,204)
Clinical Services: Medical	172	162	(1,252)	(1,239)	13	(13,887)	(14,716)
Clinical Services Expenditure			(6,490)	(6,003)	487	(76,351)	(79,691)
Clinical Services Total	932	904	(885)	(1,468)	(583)	(6,178)	(8,647)
Organ and Tissue Donation & Transplantation							
Income							
Programme Funding - Organ Donation & Transplantation			5,194	5,194	0	62,338	62,327
Programme Funding - Organ Donation and Transplantation - Opt Out			860	316	(545)	6,501	10,462
Organ Donation & Transplantation - NHSE Income			204	101	(104)	1,261	3,333
Organ Donation & Transplantation - UKHDs & Other Income			989	984	(5)	12,230	11,872
Tissue & Eye Services Income			1,234	485	(749)	15,041	16,130
OTDT Income			8,482	7,080	(1,402)	97,371	104,125
Expenditure							
Cost of Sales - Tissues Stock Movement			(63)	(150)	(88)	(540)	(750)
OTDT - Organ Donation and Transplantation	452	466	(5,240)	(3,897)	1,343	(64,013)	(65,805)
OTDT - Organ Donation and Transplantation Change Programme	76	42	(1,080)	(419)	661	(10,466)	(15,653)
OTDT - Tissue and Eye Services	147	143	(971)	(844)	127	(11,036)	(11,710)
OTDT Expenditure			(7,354)	(5,311)	2,043	(86,055)	(93,918)
OTDT Total	676	651	1,128	1,769	641	11,316	10,207

Contribution Report – April 2020

NHSBT HIGH LEVEL ABC CONTRIBUTION ANALYSIS FOR THE PERIOD ENDED 30 APRIL 2020

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				TES	Stem Cells				TAS	DTS Mgt	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL		CMT	CBC	BBMR	CBB				
Income														
Prices	23.3	1.1	0.4	0.2	0.1	0.5	0.8	-	0.3	0.1	0.8	-	-	27.4
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	1.0	1.0
Grant in Aid	0.6	-	-	-	-	-	-	-	0.2	0.2	-	-	5.4	6.3
Other	0.6	0.0	0.0	-	0.0	-	0.1	0.1	-	-	-	-	0.2	1.0
Total Income	24.4	1.1	0.4	0.2	0.1	0.5	0.9	0.1	0.5	0.3	0.8	-	6.6	35.7
Expenditure														
Variable Costs														
Consumables	(2.4)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.2)	-	(0.1)	(3.3)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(2.4)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.2)	-	(0.1)	(3.3)
Variable Contribution	22.0	1.1	0.3	0.1	0.1	0.3	0.8	0.0	0.4	0.2	0.6	-	6.5	32.4
Direct Costs														
Cost of Sales	(1.2)					(0.2)	-	-	-	-	-	-	-	(1.3)
Pay	(7.7)	(0.7)	(0.6)	(0.1)	(0.0)	(0.6)	(0.4)	(0.1)	(0.1)	(0.1)	(0.3)	-	(1.9)	(12.5)
Non Pay	(1.7)	(0.0)	(0.1)	(0.0)	(0.0)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.0)	-	(1.9)	(4.2)
Total Direct Costs	(10.5)	(0.7)	(0.6)	(0.1)	(0.0)	(0.9)	(0.5)	(0.1)	(0.2)	(0.1)	(0.4)	-	(3.8)	(18.1)
Direct Contribution	11.5	0.3	(0.3)	0.0	0.1	(0.6)	0.2	(0.1)	0.2	0.1	0.2	-	2.7	14.4
Direct Support														
Operational Directorate costs	(1.2)	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.2)	(1.9)
Logistics	(1.6)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(1.7)
Clinical	(0.8)	(0.0)	-	-	-	(0.0)	(0.0)	-	(0.0)	(0.0)	(0.0)	-	(0.1)	(1.0)
Attributable Estates costs	(1.2)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(1.6)
Attributable IT costs	(1.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(2.1)
Depreciation / Cost of Capital	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	0.0	(0.0)	(0.4)
Total Direct Support	(6.3)	(0.3)	(0.2)	(0.0)	(0.2)	(0.2)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	0.0	(0.7)	(8.6)
Notional Internal Income Uplift	(0.2)	(0.0)	0.2	0.0	0.0	0.0	0.0	(0.0)	(0.0)	0.0	-	-	(0.0)	0.0
Contribution to Unallocated Costs	5.0	0.0	(0.3)	0.0	(0.1)	(0.8)	(0.0)	(0.2)	0.1	0.1	0.1	0.0	1.9	5.8
Total Allocated Costs	(19.4)	(1.1)	(0.7)	(0.1)	(0.2)	(1.3)	(0.9)	(0.2)	(0.3)	(0.2)	(0.7)	0.0	(4.7)	(29.9)
Unallocated Costs Apportioned														
Directorate costs	(2.5)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(3.3)
Estates costs	(0.4)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.7)
Depreciation / Cost of Capital	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.2)
Total Unallocated Costs	(3.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.6)	(4.2)
Operating Net Surplus / (Deficit)	1.9	(0.1)	(0.4)	0.0	(0.1)	(0.9)	(0.1)	(0.2)	0.1	0.0	0.1	(0.0)	1.3	1.6
Transformation Costs	(0.5)	-	-	-	-	-	-	-	-	-	-	(0.0)	(0.4)	(1.0)
Total Allocated Costs Inc Transformation	(19.9)	(1.1)	(0.7)	(0.1)	(0.2)	(1.3)	(0.9)	(0.2)	(0.3)	(0.2)	(0.7)	(0.0)	(5.1)	(30.9)
Net Surplus / (Deficit) Inc Transformation	1.4	(0.1)	(0.4)	0.0	(0.1)	(0.9)	(0.1)	(0.2)	0.1	0.0	0.1	(0.1)	0.9	0.6

Notes:
1 Report is indicative and subject to further amendments pending review/testing of 2020-21 budget increases and cost allocations.
2 Full review and reconciliation planned to be completed for Quarter 1 reporting cycle.
3 RAG Status will be reinstated post COVID-19.

Cash Flow – April 2020

	Actual Apr-20 £k	Actual May-20 £k	Forecast Jun-20 £k	Forecast Jul-20 £k	Forecast Aug-20 £k	Forecast Sep-20 £k	Forecast Oct-20 £k	Forecast Nov-20 £k	Forecast Dec-20 £k	Forecast Jan-21 £k	Forecast Feb-21 £k	Forecast Mar-21 £k	Total £k
Opening bank balance	50,549	62,092	70,324	67,907	70,265	71,029	72,275	89,585	74,148	76,891	79,173	67,290	50,549
Receipts													
Debtors & Other Receipts	35,581	28,029	32,362	32,532	32,067	32,001	33,747	32,360	32,764	29,661	29,158	36,839	387,100
Revenue Cash Limit	0	16,626	0	5,542	5,541	5,542	5,541	5,542	5,542	5,541	5,542	5,541	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	2,625	0	0	2,625	0	2,625	0	0	2,625	12,990
Revenue Cash Limit - Convelescent Plasma	0	600	2,300	3,600	7,000	3,600	0	0	0	0	0	0	17,100
Capital Cash Limit	4,100	0	0	0	0	0	14,000	0	4,000	5,000	0	7,400	34,500
Total income	42,171	45,255	34,662	44,299	44,608	41,143	55,913	37,902	44,931	40,202	34,700	52,405	518,190
Payments													
Staff Expenses	10,757	18,973	18,557	18,543	18,478	18,563	18,713	18,839	18,930	19,334	19,207	27,106	226,000
Other Revenue Payments	10,775	17,551	17,521	22,397	23,866	19,833	17,891	23,515	20,758	15,086	21,375	47,044	257,613
Capital Charges	8,756	0	0	0	0	0	0	8,985	0	0	0	8,985	26,726
Capital Payments	340	500	1,000	1,000	1,500	1,500	2,000	2,000	2,500	3,500	6,000	8,560	30,400
Total costs	30,628	37,024	37,078	41,941	43,844	39,897	38,604	53,338	42,188	37,921	46,582	91,695	540,739
Closing bank balance	62,092	70,324	67,907	70,265	71,029	72,275	89,585	74,148	76,891	79,173	67,290	28,000	28,000

Blood - £23m
Clinical Services – £4m
OTDT - £1m

Debtor Days (Target is 22 days)	18
YTD BPPC By Value % (Target is 95%)	91.8%
YTD BPPC By Number % (Target is 95%)	88.3%

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	2,078	1,789	1,142	751	5,760

Top 5 > 90 days Overdue Debtors £000's	Mar-20			Apr-20		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
LEEDS TEACHING HOSPITALS NHS TRUST	117	519		119	340	£115k received 07/05
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRU	88	96		88	124	Invoices approved - awaiting payment
ROYAL PAPWORTH HOSPITAL NHS FOUNDATION TRUST				63	91	Invoices in query
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST				46	93	Invoices not authorised
PORTSMOUTH HOSPITALS NHS TRUST				35	115	Invoices not authorised
SOUTH TYNESIDE AND SUNDERLAND NHS FOUNDATION TRUST	153	260				
KING'S COLLEGE HOSPITAL NHS FOUNDATION TRUST	102	887				
GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST	68	116				
Total 5 Overdue Debtors	528	1,877		351	763	
Other Debtors	512	6,976		400	4,997	
Total Overdue Debtors	1,039	8,853		751	5,760	

>90 DAYS OVERDUE	Profile by Month												
	Actual Apr-20 £000s	Forecast May-20 £000s	Forecast Jun-20 £000s	Forecast Jul-20 £000s	Forecast Aug-20 £000s	Forecast Sep-20 £000s	Forecast Oct-20 £000s	Forecast Nov-20 £000s	Forecast Dec-20 £000s	Forecast Jan-21 £000s	Forecast Feb-21 £000s	Forecast Mar-21 £000s	
Target £0.5m for over 90 days by 31 Mar 2021													
Ledger Balance at month end	751												
Target	750	750	750	750	750	750	500	500	500	500	500	500	