

# NHSBT Board Performance Report

August 2020

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# Performance Headlines

Divisional RAG reporting (versus pre-Covid-19 targets) currently suspended.  
Ongoing adverse trend in blood collection, and outlook for blood stocks, to be noted.

Blood Supply	
<p>Although demand during August was 4.1% lower than forecast, collection continued to be constrained by the impact of social distancing, and availability of staff, and we could not use the opportunity to build stock. Stocks therefore remained at around amber levels (25k units) increasing to low green status (27k units) at the end of the month.</p> <p>A “back to green” plan continues to be reviewed on a weekly basis, including temporary conversion of underutilised convalescent plasma (CP) collection capacity to whole blood collection. Based on current performance, and average demand over the last 4 weeks, stock would remain stable at low green levels (5.5 days) through October. This would be at risk, however, if demand returned to pre-Covid plan levels. This looks unlikely at present, albeit demand was only 0.5% below forecast in the last week.</p> <p>The plan indicates that collection will increase to offset the capacity that will be returned to CP at the end of October. This will be lower than needed to match demand, however, and insufficient to meet the requirement to get to 7 days stock by early December. Plans are being developed to further increase collection performance by that time (and also subject to a review of the demand forecast).</p>	

Clinical Services (Diagnostics, Therapeutic Apheresis and Stem Cells)	
<p>Demand has continued to improve through August, as hospitals restore elective activity. As an indicator of this, overall income was only 4% lower than plan in August, versus the 18% shortfall that was seen in Q1.</p> <p>Year-to-date income is now £3.0m adverse to budget but, due to a favourable position on expenditure the overall income and expenditure position is nett £1.3m worse than plan. The year-end I&amp;E forecast has improved by £0.2m to a deficit of £7.7m, £1.5m behind plan.</p>	

Organ and Tissue Donation & Transplantation	
<p>August was the best August month on record for ‘actual’ donors (140), ‘utilised’ donors (132) and deceased donor transplants (345).</p> <p>With 132 of the 140 donors resulting in at least one transplant, this indicates that careful consideration of the donor pool and appetite for risk has resulted in improved utilisation of donor organs.</p> <p>Living donor kidney transplantation has been slower to restart. By the end of August, all paediatric and 21/23 adult transplant centres had reopened with the remaining centres due to restart in September. The living kidney sharing scheme will resume with the October matching run.</p> <p>TES income in August was 13% behind plan with reduced cornea income continuing to be the major driver. The forecast for the year is a deficit of £4.0m which is £2.6m adverse to plan.</p>	

Corporate / Finance	
<p>Year to date NHSBT is reporting a surplus of £2.3m, £5.9m better than budget. This is largely driven by lower than planned spend on 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>At Q1, NHSBT forecast a full year I&amp;E deficit of £15m, £4.5m better than budget. However the COVID-19 contingency is now fully exhausted with £15m forecast costs versus £13.9m contingency, £1.1m adverse.</p> <p>The forecast for the spend on phase 1 of the Convalescent Plasma project continues to be £15.8m (separately funded by DHSC).</p>	

# BLOOD SUPPLY - Director Report – August 2020

## Key Issues / Action for attention:

### CUSTOMER SERVICES

- OTIF in August was above target at 98.47%
- NPS score was 84.4 against a target of 83.0
- Donor Satisfaction was at 80.6% against a target of 75%
- Complainants per million were at 0.49% against a target of 0.59%

**SAFETY & COMPLIANCE** – All metrics are within target YTD, with the exception of failed venepunctures in collections which are above target.

### COLLECTION & STOCK

Collections in August were 6.3% below plan, with demand also being below plan by 4.2%. As a result, stock declined and slipped into the high amber band in August. In month, stock fell below 4.5 days of stock for O pos and A pos a total of 4 times. Stock has improved slightly in the last 2 weeks and at present only O pos is in the red band.

Collection capacity remains constrained by a combination of social distancing on session and ongoing staff absence. A comprehensive plan is in place to increase collections towards Business Plan. If hospitals demand fully returns to pre-Covid levels in September, stock will further decline by about 0.5 days of stock. If, however, demand remains 4-5% below forecast, with hospitals not fully reverting to pre-pandemic demand levels, then overall stock would stabilize and potentially move to green status in October.

**SICKNESS ABSENCE** - M&L sickness was 3.6% against a target of 4.8% and Collections sickness was 4.2%. COVID related absence in collections was at 1.43%

**CANCELLATIONS PER MILLION APPOINTMENTS** - 7.80% in August compared to 7.18% in July against target of 1.15%. Staff shortage is the highest cause for Short Notice Appt Cancellations in August and has seen a 47.7% increase since July

**WASTAGE** – Overall component loss rate reduced to 3.0% from 3.2% in Jul and is now at levels comparable with those pre-COVID.

## Developments re strategic risk:

- Two red risks during August, BDOP01 Staffing shortages and BD (ThermoFisher) Alpha Labs – Pastettes. Both to be reviewed as actions on both risks have been completed.
- EU End of Transition workshops are starting to take place with regards to end of transition period by 31<sup>st</sup> December, as review and refresh of Brexit risks took place in July

## PROJECTS

- Role of Triage is evolving and work is ongoing to remove the independent Triage role on session
- 50 (WTEs) Donor Carers update: Large number of these recruits will start training in the coming weeks. Some are already in post and some are still awaiting clearances. All have been interviewed.
- 3 new pop up centres in London are open for WB, Bloomsbury will soon be open and Newcastle DC now have 1<sup>st</sup> floor bleeding WB

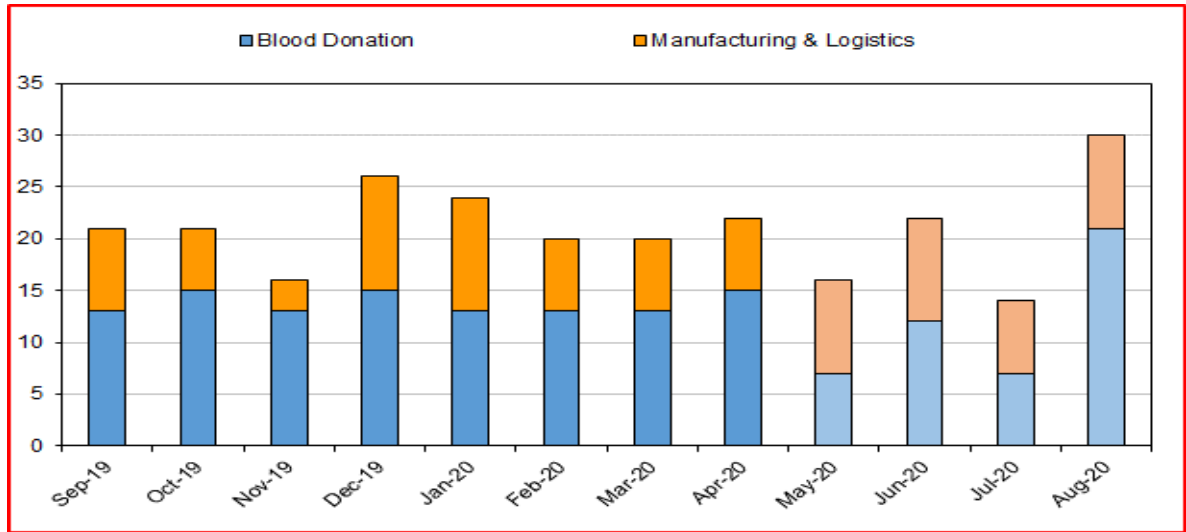
# BLOOD SUPPLY – Safety & Compliance

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Blood Supply Number of Critical & Major Regulatory Non Compliance Target = 0	G	G	G	↔	Q1: 0 reported YTD v NIL Target. AP05: None reported in August.
Blood Supply Serious Incidents Target = 0	G	G	G	↔	Q1: 0 reported YTD v NIL Target. AP05: None reported in August.
H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	A	A	A	↔	Q1: 73.7% YTD v 75% target AP05: Steady at 74% in August, but below target of 75%.

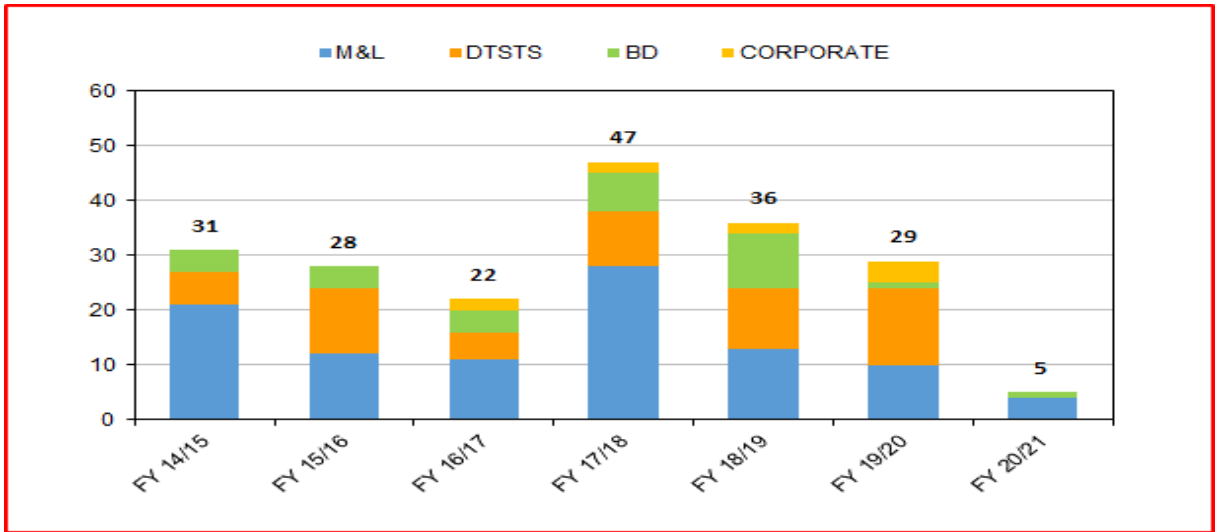
## Key Messages / Issues for Attention:

- One SABRE reported by NHSBT in August. Year to date SABREs are 5 (1 in BD and 4 in M&L) – **chart 3**.
- All on-site external inspections have been delayed until further notice due to the COVID-19 pandemic. Inspection continues with desk top reviews of documentation.
- A review of the increase of QIs in blood donation in the month does not indicate any root causes but will continue to monitored in case it is reflecting the impact of the high number of new/newly trained staff on session.

## 1. Major QIs raised per month - Blood Supply



## 3. Reports to SABRE



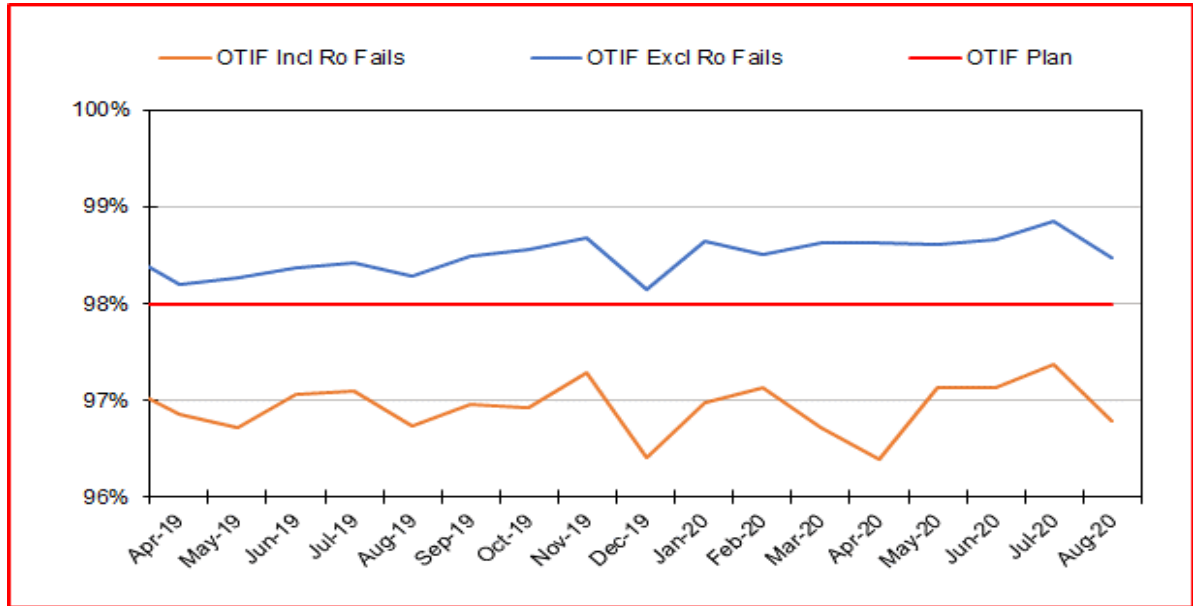
# BLOOD SUPPLY – Customer Service

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
On Time In Full (OTIF) Excluding Ro YTD Target = 98%	G	G	G	↔	Q1: OTIF 98.6% YTD v 98% target - chart 4.
M&L Hospital Satisfaction Score >= 9 or 10 Target = 70%	-	-	-	↔	AP05: OTIF stable at 98.7% v 98% target YTD August. 77% for 6 months to September 19 - chart 5 March 2020 survey cancelled due to Covid-19 AP05: Next survey for 6 months to September 2020.

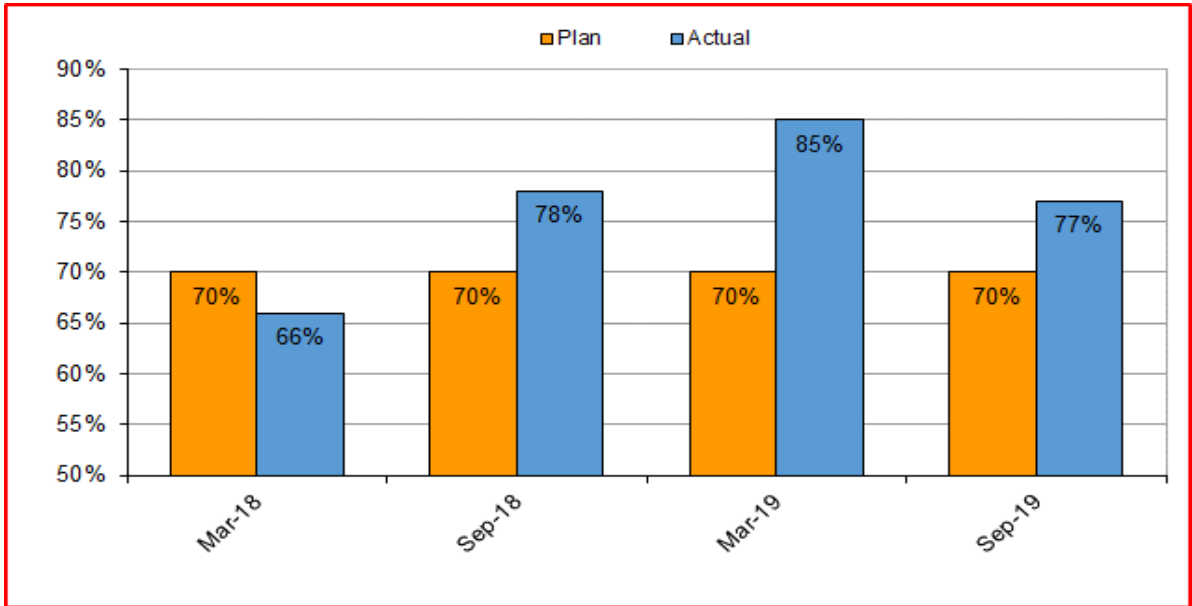
## Key Messages / Issues for Attention:

- OTIF in August, excluding Ro, 'in full' fails, was 98.5% (versus target of 98%) - **chart 4**
- The March 2020 Hospital Satisfaction survey was cancelled due to the impact on hospitals of Covid-19. The next survey is scheduled for September 2020.

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



### 5. Hospital Satisfaction

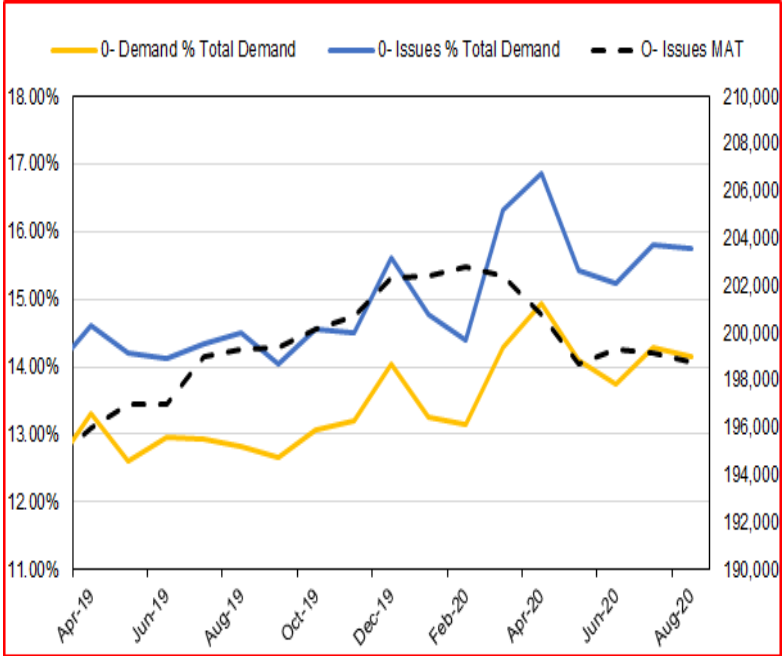


# BLOOD SUPPLY – Red Cell Demand

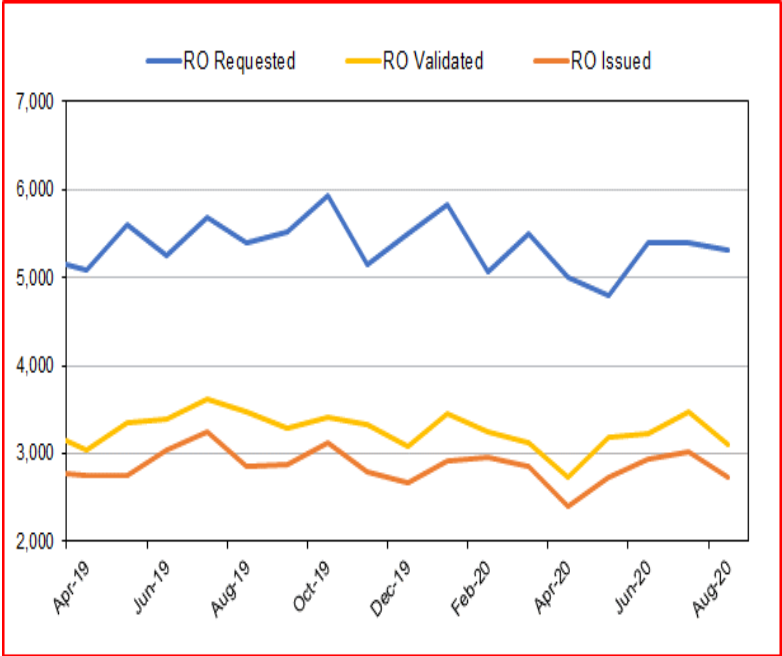
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD August 2020	2019/20 - YTD August 2019	Change
A Neg	42,150	47,128	-10.6%
A Pos	144,307	170,159	-15.2%
AB Neg	3,101	3,785	-18.1%
AB Pos	9,326	11,930	-21.8%
B Neg	14,787	15,583	-5.1%
B Pos	40,796	46,601	-12.5%
O Neg	81,093	84,800	-4.4%
O Pos	176,997	209,382	-15.5%
Total	512,556	589,367	-13.0%

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



10. Ro Red Cells Demand, Validated and Issued

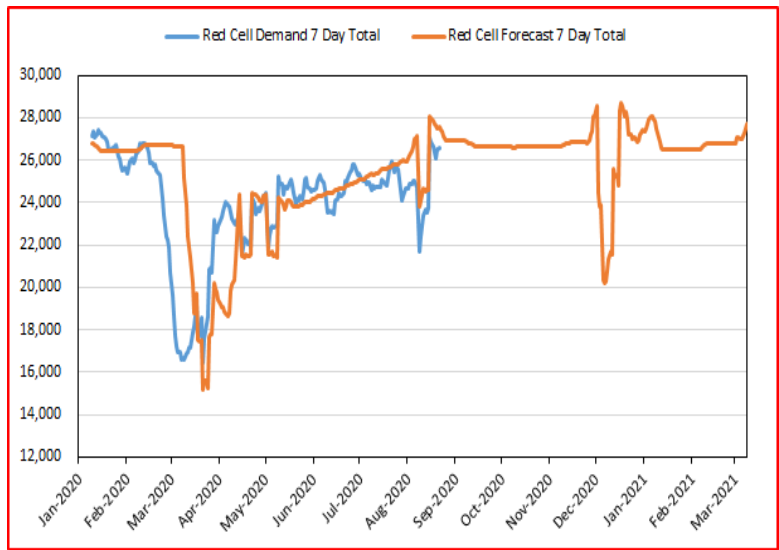


Key Messages / Issues for Attention:

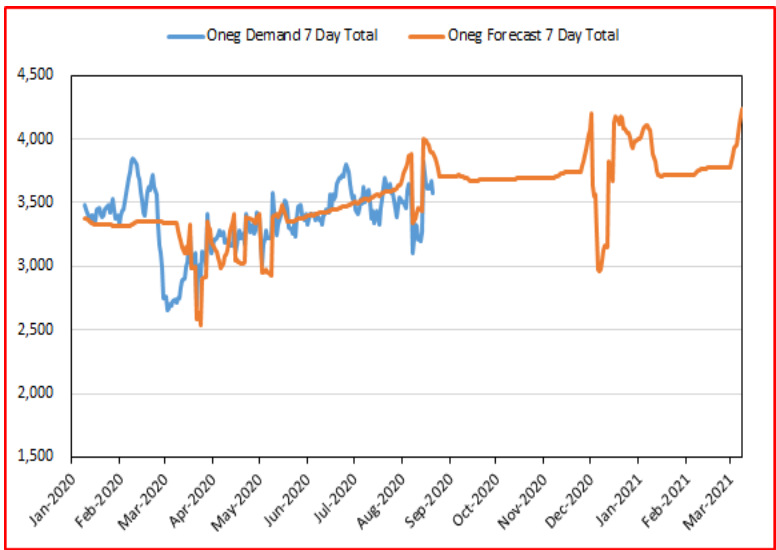
- Red cell and platelet demand trends during the Covid-19 period are provided on the following page.
- Red cell demand in August and early September was ca 3.5% lower than forecast. At the time of writing, however, demand was only 0.5% lower than demand in the last week.
- O negative demand in August was 3.5% lower than forecast, however the proportion of total demand remained high at 14.2%. Whilst overall absolute demand remains lower this does not present a challenge for collection/stocks, so long as collection reverts back to plan levels post Covid-19.
- Ro demand was 1.2% lower than forecast in August and Ro collections were 51% of that required to meet total demand in August, down from 56% in July. This required substitution of 2,600 units of O negative blood – **chart 10**.

# BLOOD SUPPLY – Demand trends during Covid-19 versus revised forecasts (as at 13 September 2020)

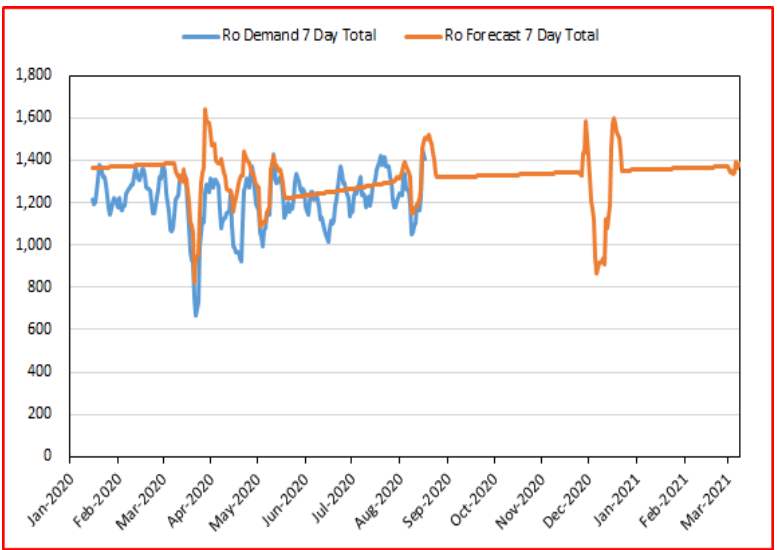
Red Cell 7 Day Moving Demand



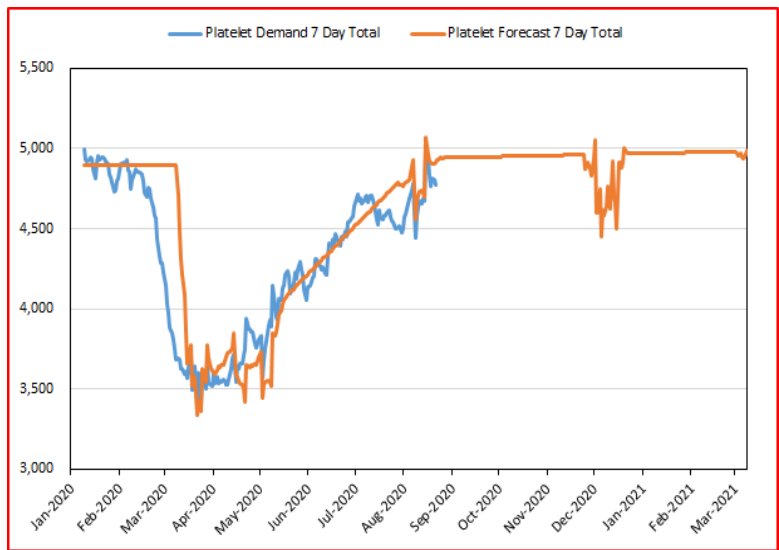
Red Cell O negative 7 Day Moving Demand



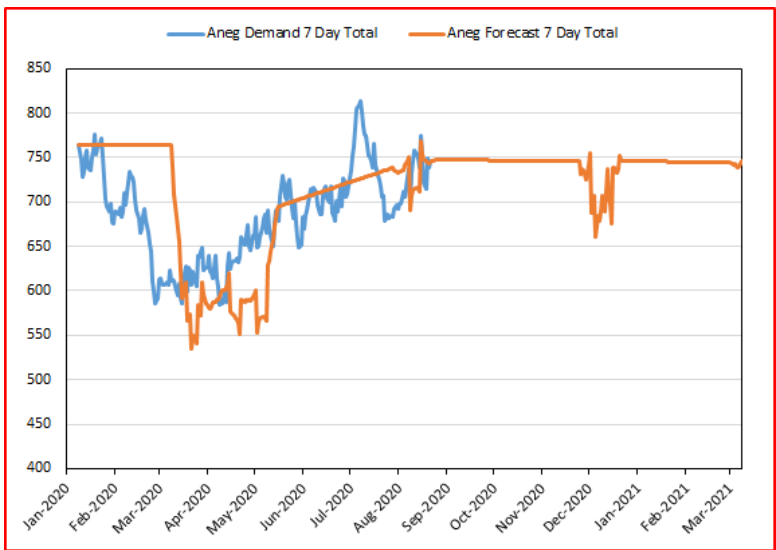
Red Cell Ro 7 Day Moving Demand



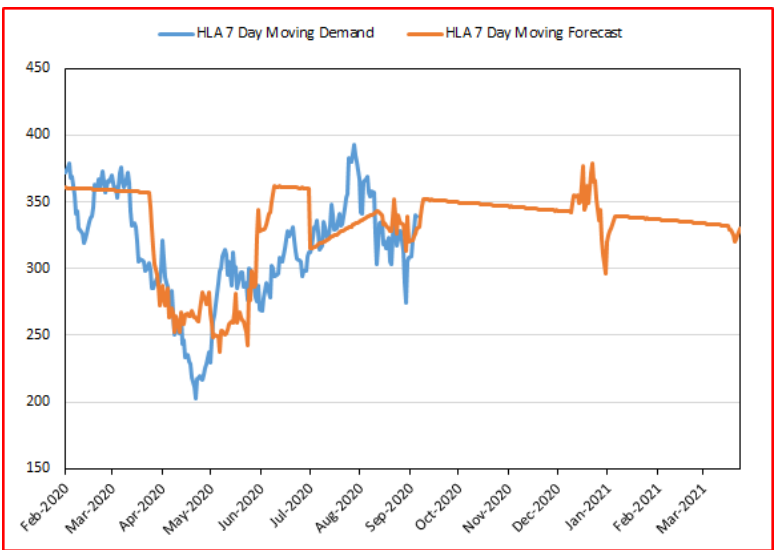
Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand



RAG THRESHOLDS: Green  $\geq$  Target; Amber 98% of Target; Red  $<$  98% of Target



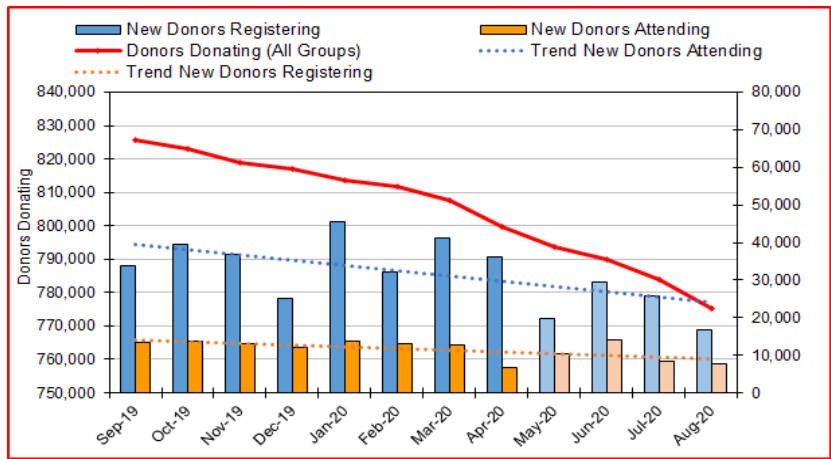
# BLOOD SUPPLY – Whole Blood Donor Base

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Blood Donors Donating in Last 12 Months - All Groups Target = 807,336	R	R	R	↔	Q1: 790k YTD v 812k target – charts 20 & 21 AP05: Further decrease in donor base to 775k v 811k target.
Donation Frequency All Groups Target = 1.80	G	G	G	↔	Q1: 1.77 YTD v 1.80 target – chart 20 & 21 AP05: Steady at 1.77 v 1.80 target.
Blood Donors Donating in Last 12 Months O Negative Target = 117,124	A	A	R	↓	Q1: 113k YTD v 114k target - chart 22. AP05: Donor base fallen further to 112.3k v 115k target.
Donation Frequency O Negative Target = 1.83	R	R	R	↔	Q1: 1.9 YTD v 1.83 target – chart 22. AP05: Stable but above target at 1.9 v 1.83 target
Blood Donors Donating in Last 12 Months Ro Kell Negative Target = 26,881	R	R	R	↔	Q1: 22.4k YTD 24.2k target - chart 23. AP05: Donor base continues to fall to 22.1k v 25k target.
Blood Donors Donating in Last 12 Months B Negative Target= 21,750	R	R	R	↔	Q1: 21k YTD 21.6k target - chart 24. AP05: Donor base fallen to 20.8k v 21.6k target in August.

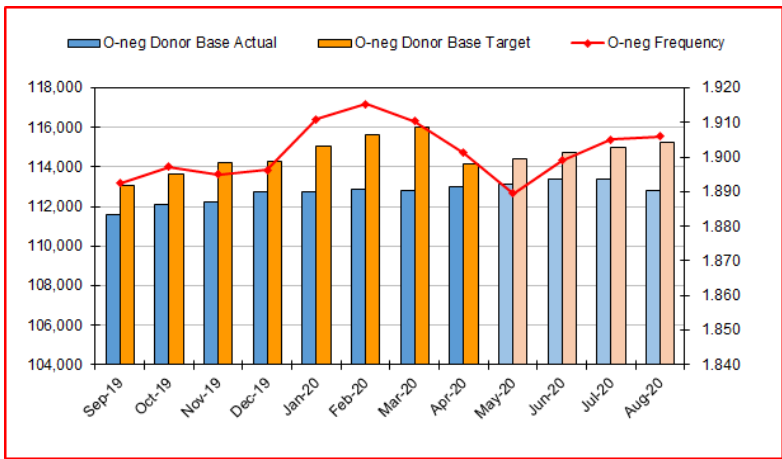
## Key Messages / Issues for Attention:

- The number of **active** blood donors, in total, and in the key target groups, continues to fall as a result of the reduction in appointment slots (due to reduced staffing and ongoing social distancing measures on session). Detailed modelling of the donor base, however, indicates that this should improve before any additional marketing action, given the number of registrations and as the number of appointments increases post Covid-19.
- The **active** Ro Kell neg donor base– **chart 22**, should improve due to the action plans generated by the RIDE (McKinsey ) review.

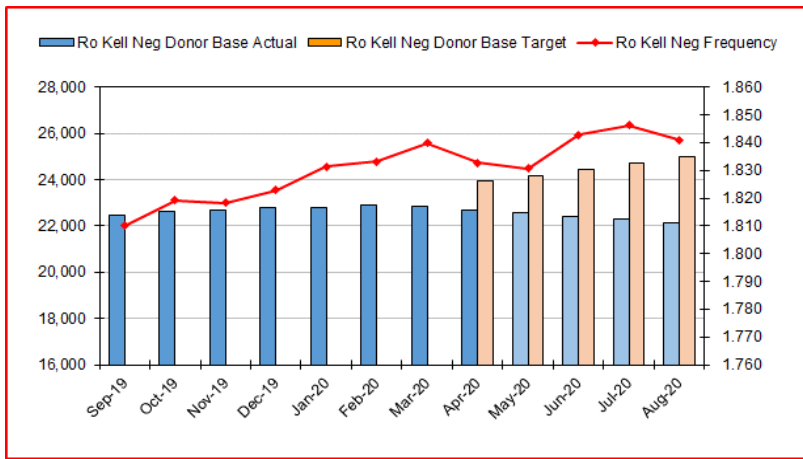
20. Donor Base All Groups



22. O - Donor Base and Donation Frequency



23. Ro Kell Negative Donor Base & Donation Frequency

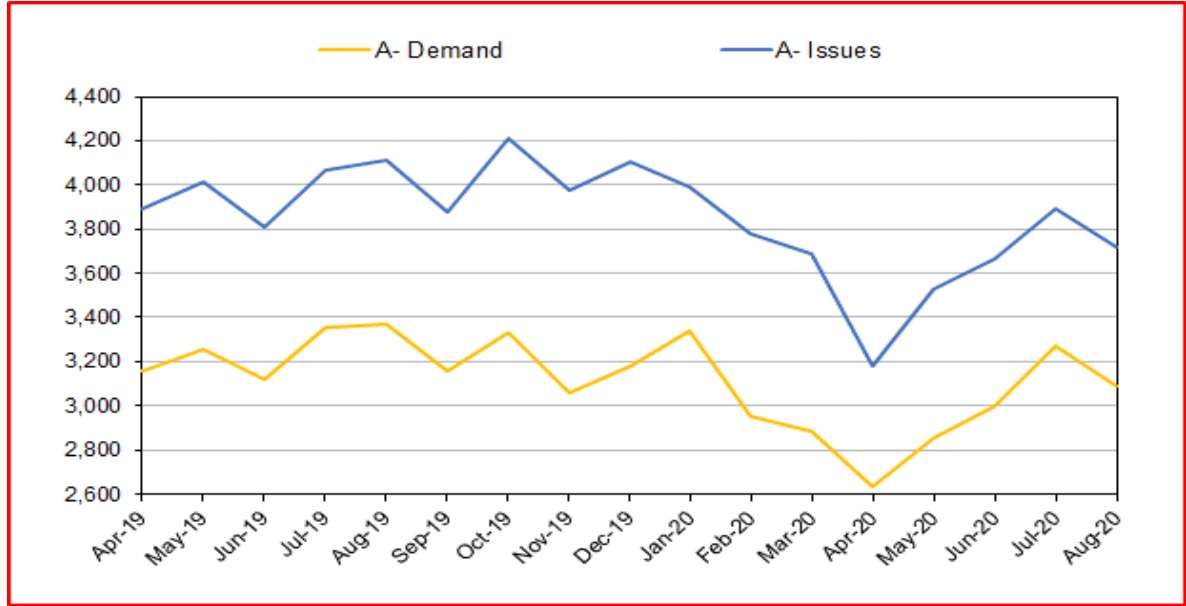




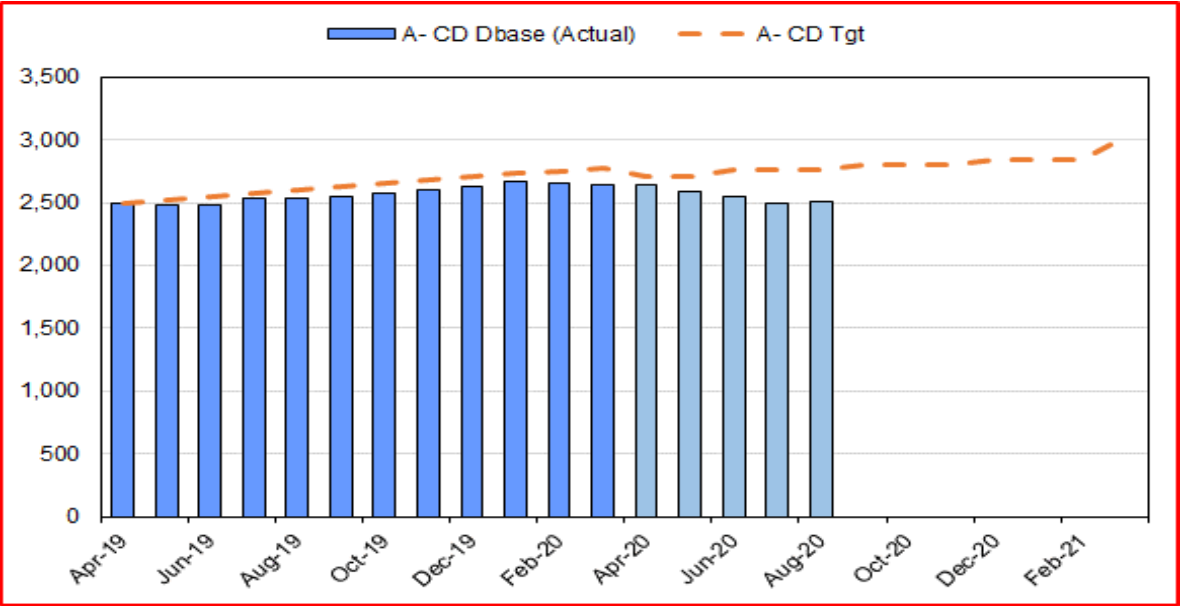
# BLOOD SUPPLY – Platelet Demand & Donor Base

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
A Negative Apheresis Donors Donating in Last 12 Months Target = 3,033	R	R	R	↔	Q1: 2,550 YTD v 2,756 target - chart 12. AP05: Donor base risen to 2,514 in August but remains below target of 2,756.

## 12. A neg Platelet Demand and Issues



## 13. A- CD Platelet Donor Base



Key Messages / Issues for Attention:

- Whilst overall platelet demand was 3.5% below forecast in August, platelet demand continues to increase, driven by non-HLA non- A – platelets and apheresis HLA matched platelets - **see page 7**.
- A neg + AB neg demand combined reached 17.4% of total demand in August.
- The number of A- CD donors continues to run below target. A- CD donors are required to relieve the pressure on pooling / wastage of A- and AB- red cells – **chart 13**.

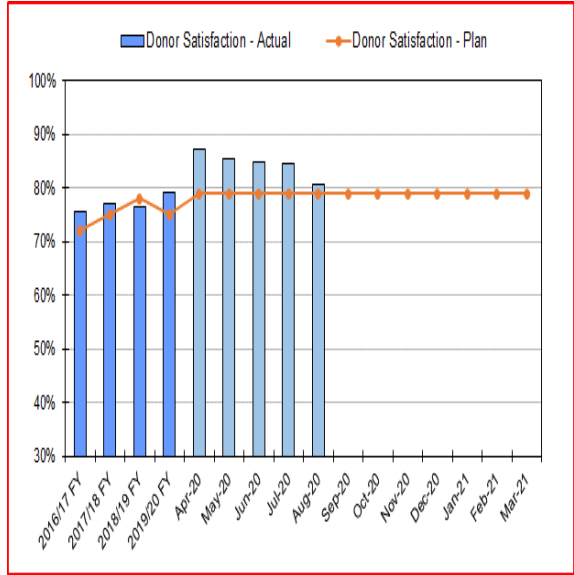
# BLOOD SUPPLY – Collection Performance

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
YTD Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G	G	G	↔	Q1: 86% satisfaction YTD v 75% target - chart 14 AP05: 85% in August v 75% target.
Complaints per Million Whole Blood Donations YTD Target = 0.59%	G	G	G	↔	Q1: 0.39% complaints YTD v 0.59% target - chart 15 AP05: Complaints increased to 0.49% in August v 0.59% target.

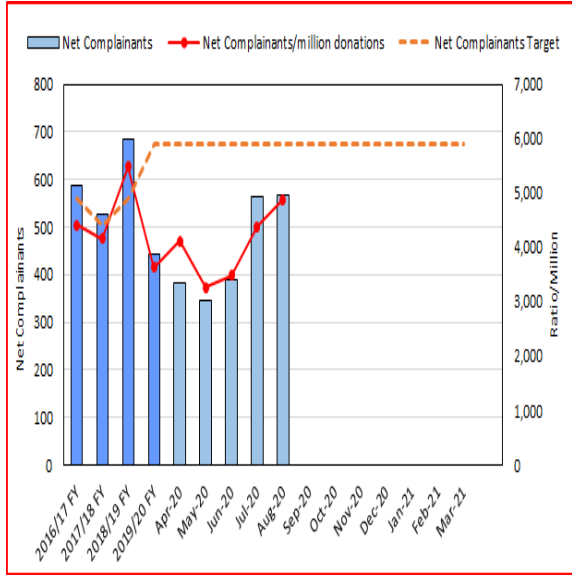
## Key Messages / Issues for Attention:

- Collection capacity continues ca 2k units/week lower than that required to meet forecast demand due to ongoing staff absence and social distancing measures on sessions.
- Overall red cell collection in August was ca 7,300 units lower than plan (**chart 25**) and O- ca 2,000 units lower than plan (**chart 26**).
- Donor satisfaction remained steady at 85% in August, well above target of 75% – **chart 14**
- August saw a further increase in complaints from donors not being informed of session changes or cancellations and complaints re Convalescent Plasma donation – **chart 15**.

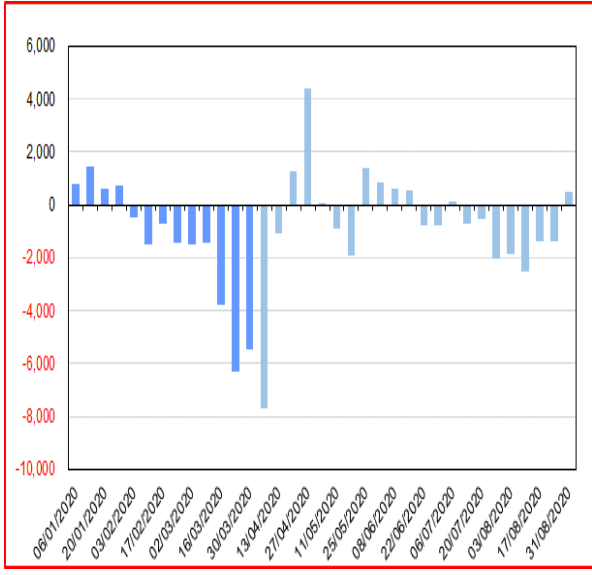
14. Donor Satisfaction



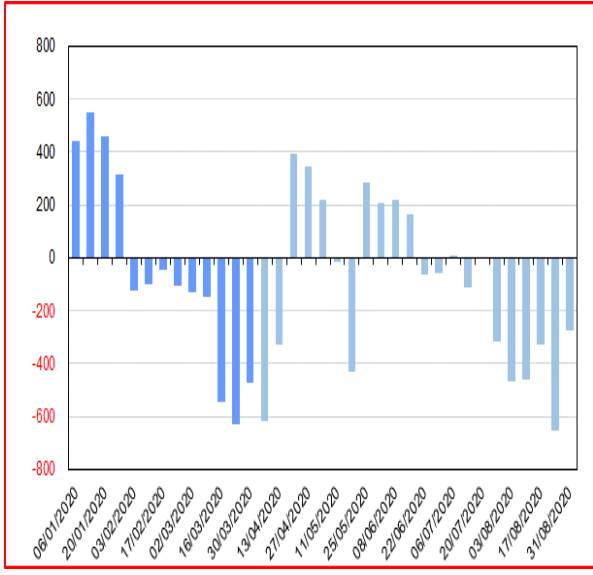
15. Donor Complaints



25. Weekly Collection Variance to Plan



26. Weekly Collection Variance to Plan O-



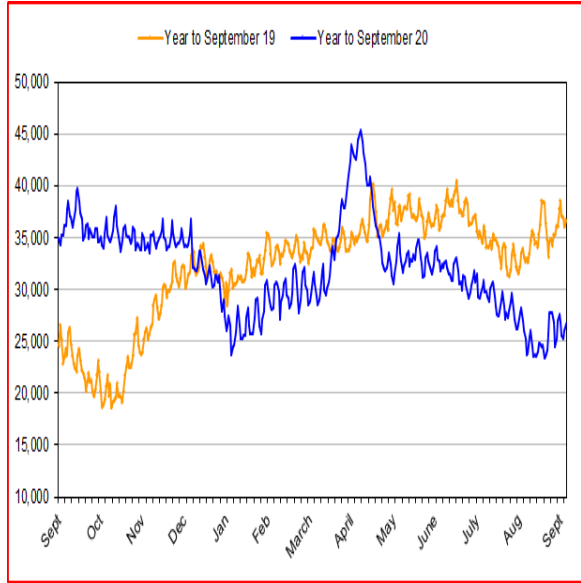
# BLOOD SUPPLY – Stock Levels

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Red Cell Blood Stocks Alert < 4.5 days Target = 0	G	G	R	↓	Q1: 0 red cell stock alerts YTD v Nil target - chart 18. AP05: 4 red cell stock alerts in August re O+ and A+. Four (4) to date in early September re O+, A+ and B- blood groups.
Platelet Stock Alert < 1 days Target = 0	R	G	G	↑	Q1: 3 Platelet stock alerts YTD v Nil target - chart 19. AP05: 0 platelet stock alerts in August. None so far in September.

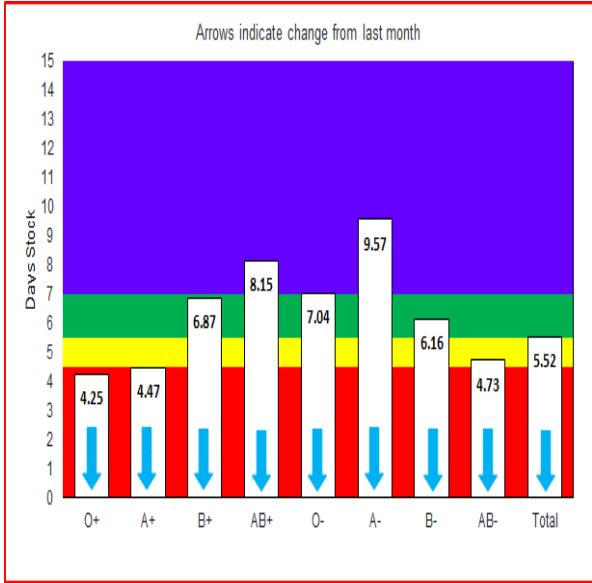
## Key Messages/Performance/Issues for Attention:

- Overall red cell stock levels fell to (high) amber status in August averaging 5.5 days stock – **chart 17**.
- At a group level, A positive and O positive fell to red status in early August. A positive had returned to amber status by the end of the month.
- Platelet stocks remain strong with no stock alerts recorded in August (3 alerts in the year to date).

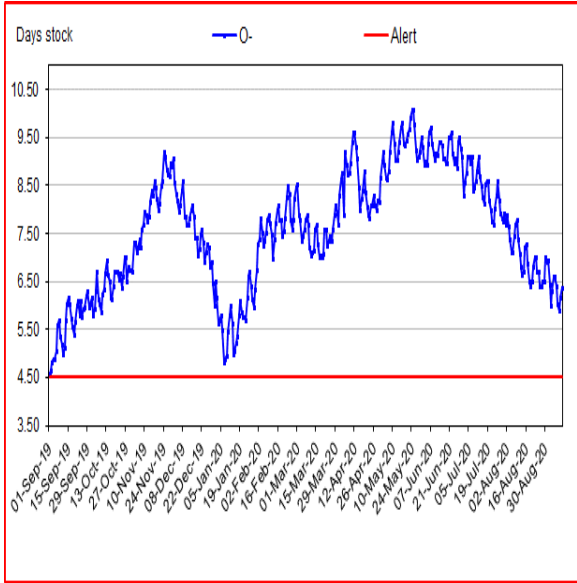
16. Red Cell - Blood Stocks (Units)



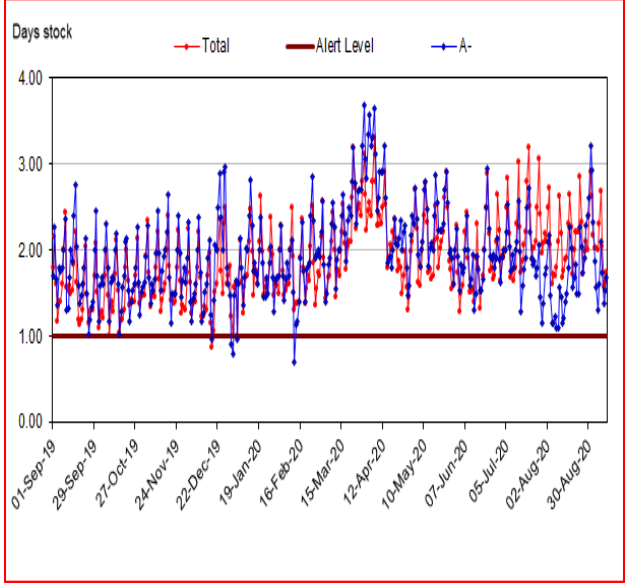
17. Average Red Cell Stock by Blood Group



18. Red Cell - O neg : weekday stock levels



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

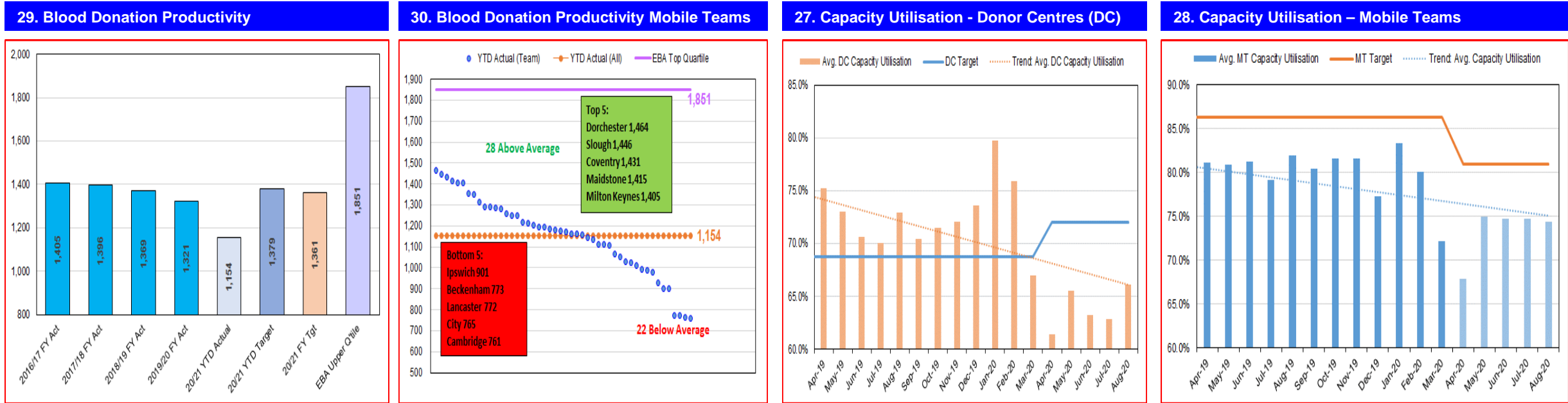


# BLOOD SUPPLY – Blood Donation Productivity

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Collection Productivity YTD Target = 1,361				↔	Q1: Productivity 1,135 v 1,363 target - charts 29 & 30. AP05: Productivity down in month and below target YTD at 1,154 v 1,379.
% Whole Blood Collected in Donor Centres YTD Target = 24.4%	R	R	G	↑	Q1: 23% YTD v 23.60% target AP05: Above target in month at 24.4% but remains below target YTD at 23.3%

## Key Messages / Issues for Attention:

- Productivity and capacity utilisation are impacted by the low activity levels arising from Covid-19. Outcomes will be reported but not commented upon during this time.
- Capacity utilisation in donor centres and mobile sessions are severely impacted by staff availability and the introduction of social distancing measures on session – **charts 27 & 28**.



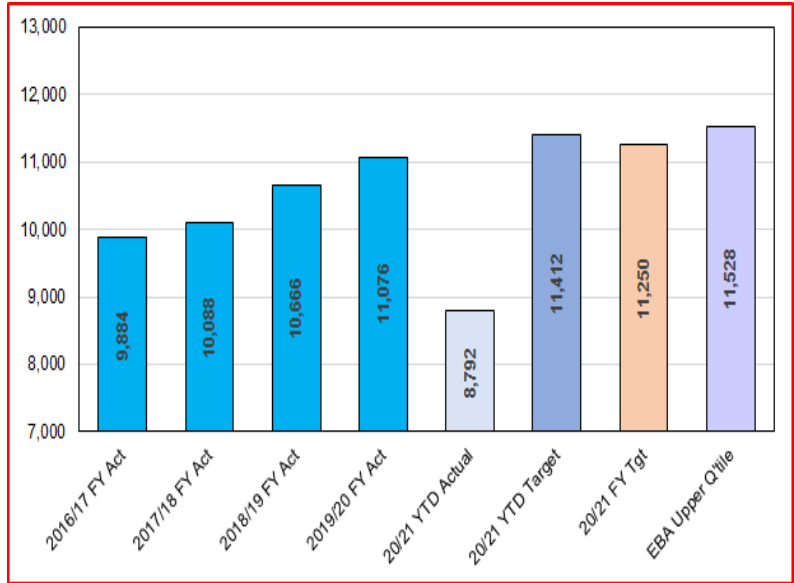
# BLOOD SUPPLY – M&L Productivity

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Manufacturing Productivity YTD Target = 11,750				↔	Q1: Productivity 8,747 v 11,284 target - chart 31. AP05: Productivity down in month and below target YTD at 8,792 v 11,412.
Testing Productivity YTD Target = 33,700				↔	Q1: Productivity 28,119 v 33,667 target - chart 32. AP05: Productivity down in month and below target YTD at 27,406 v 34,123.
Hospital Services Productivity YTD Target = 36,500				↔	Q1: Productivity 28,896 v 36,473 target - chart 33. AP05: Productivity down in month and below target YTD at 29,949 v 36,947.

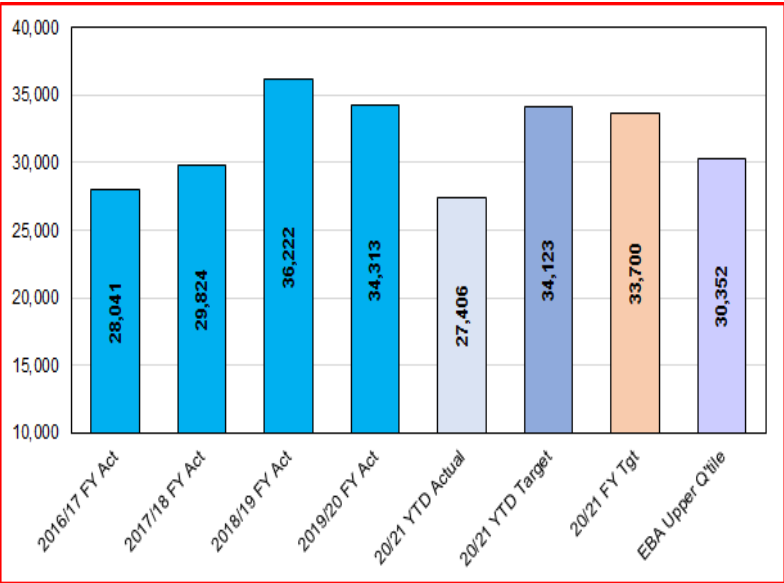
## Key Messages / Issues for Attention:

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

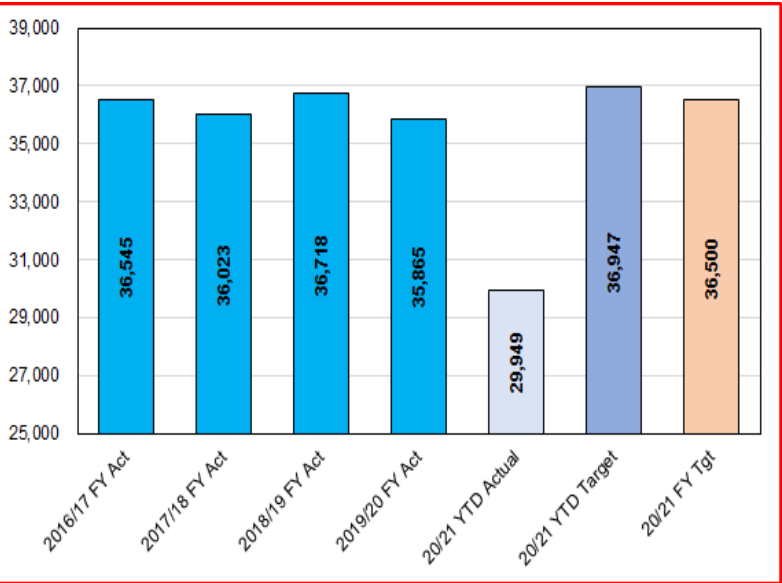
31. Manufacturing Productivity : YTD and Current Month



32. Testing Productivity : YTD and Current Month

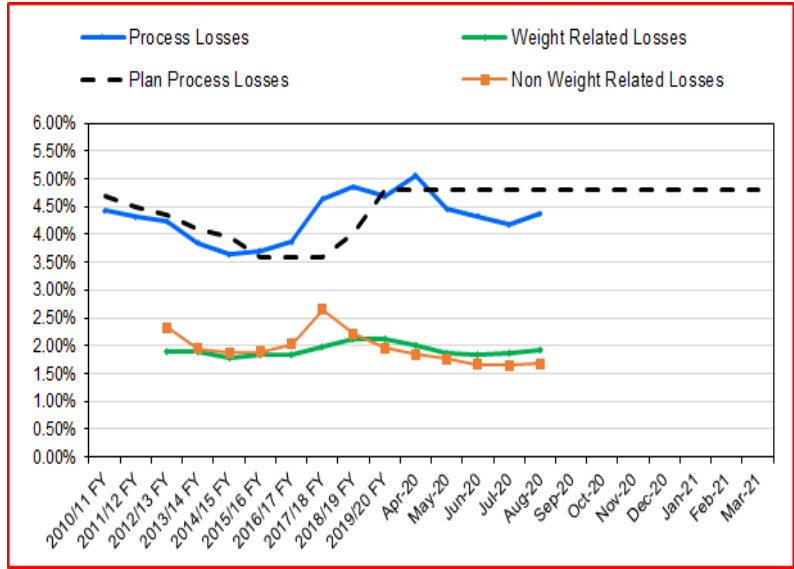


33. Hospital Services Productivity : YTD and Current Month

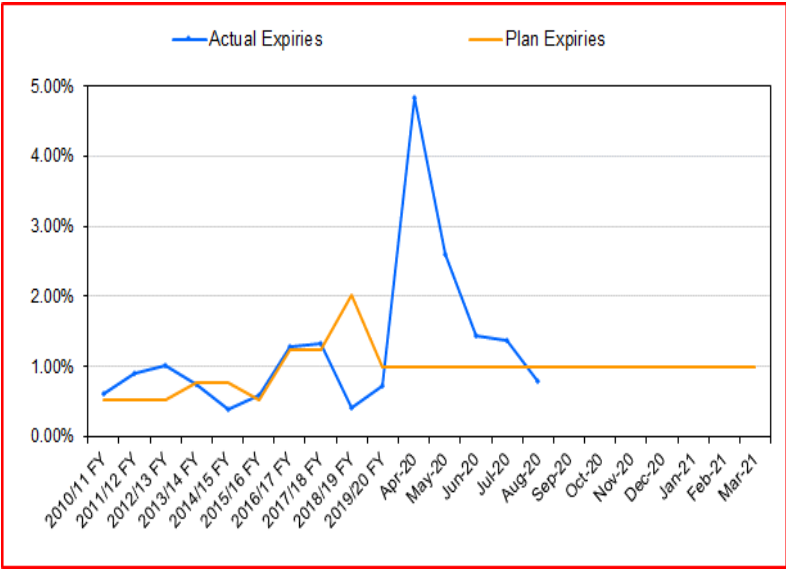


# BLOOD SUPPLY – Waste (appointment slots, underweight units, processing and expiry)

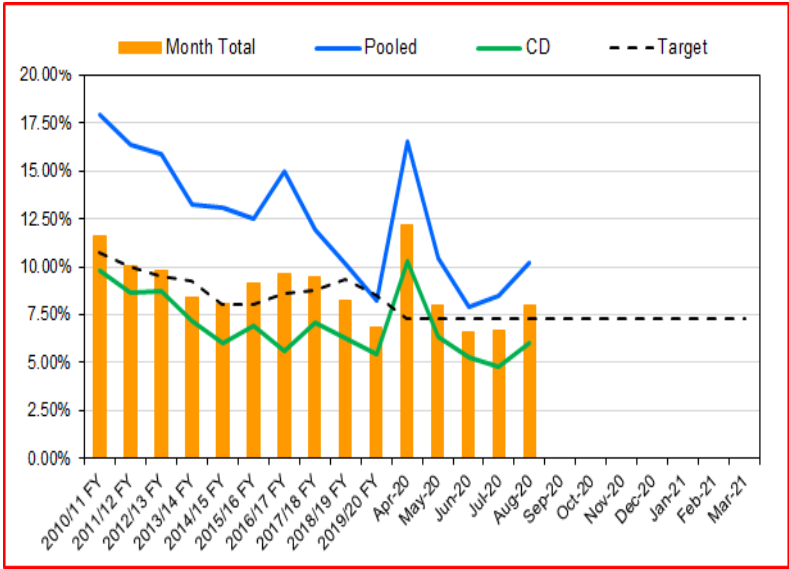
34. % Donations NOT Converted to Validated Red Cells



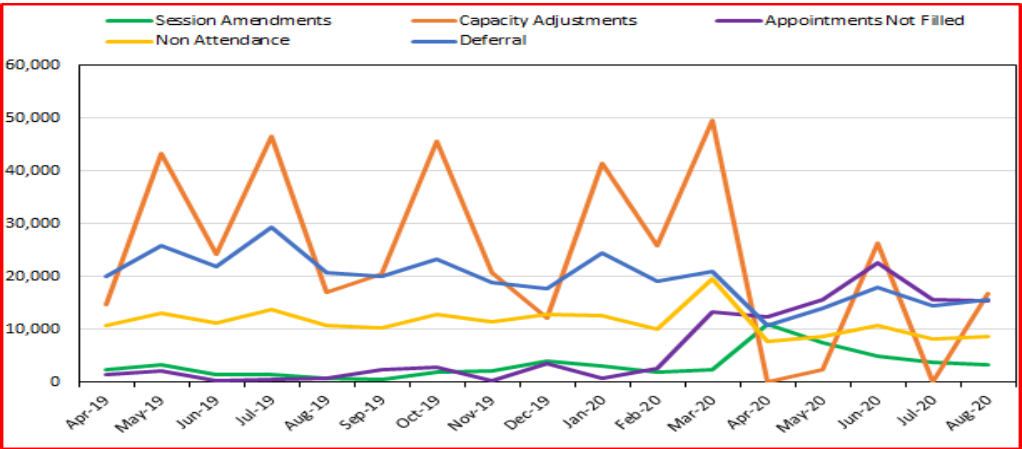
35. Red Cell Expiries



36. Percentage of Platelets Produced NOT Issued



37. Appointment Slots Not Resulting in a Validated Red Cell



## Key Messages / Issues for Attention:

- 38% (64k) of bookable appointments did not yield a red cell donation in August 2020; of these, 31% were NHSBT capacity adjustments, 24% deferrals, 13% non-attends and 24% appointments not filled – **chart 37**.
- Red cell production waste was 4.4% in August, (YTD 4.5%) – **chart 34**.
- Red Cell expiries increased significantly in April, due to the very high levels of red cell stocks (as demand fell faster than collection during early Covid-19). Reflecting the current lower stock position expiries dropped back to 0.8% in August. - **chart 35**.
- Platelet waste increased to 8% in August, whilst platelet expiries also increased to ca 5%, both reflecting higher stock / lower demand than expected in month – **chart 36**.



# Clinical Services: Director Report – August 2020

## Key Issues / action for attention:

- Reduced levels of activity have continued during August, although demand continues to rise steadily as Hospitals restore more activity to pre Covid-19 levels.

## Diagnostics

- H&I** continues to be affected by lower NHS demand, driven by the initial suspension of elective work in hospitals and the gradual pace of activity restoration. Income is down on plan by 36% year-to-date (YTD) and 15% in-month, with the gap to budget reducing incrementally each month as NHS activity recovers.
- RCI** activity is also below plan, in particular on pre-transfusion patient investigations (down by 24% on last year). The financial impact on RCI is partially mitigated by the fixed cost / variable recharge contract mechanism in place for this service. A focus on electronic requesting / reporting are essential developments to underpin future growth in activity. Pilots are underway on our RCI Assist programme in Barnsley, Rotherham and Newcastle.
- Diagnostics** are £1.9m worse than budget YTD, with the year-end forecast also £1.9m worse than plan; activity levels are expected to improve further as the year progresses.

## Stem Cells & Therapeutics (SCT)

- SCDT** have issued 20 cord blood units YTD, one unit below plan. BBMR adult donors continued below target, with a lower number of patients being matched as Stem cell transplants have been delayed / deferred due to the pandemic (46 actual v 84 plan).
- In **CMT** the number of stem cell transplants supported remains lower than target (455 v 748) YTD, however, activity / income was ahead of plan in both July and August. **CBC** remains on target with a high confidence level of achieving plan. **Advanced Cell Therapy** income is 21% below budget YTD and forecast to end the year £0.7m (47%) adverse due to pandemic driven project delays.
- Overall, **SCT** is £0.5m worse than financial plan YTD and forecasting £0.9m adverse at year-end.

## Therapeutic Apheresis Service (TAS)

- Activity levels were down by ca 12% YTD due to the impact of COVID-19, however, July and August activity was above plan overall, due to additional red cell exchange procedures from the new SLA with Barts and WHSSC ECP activity above plan. The financial position is supported by the NHSE block contract for ECP treatments, which offsets (in part) the drop in planned activity YTD.
- A restoration plan is in development that considers the opportunities and threats post-COVID-19, with TAS continuing to provide resilience support to NHS services in various regions.
- TAS £0.2m better than plan in the YTD and forecast to meet budget at the year-end.

## Financial Summary

- YTD the I&E position is £1.3m worse than plan, however, the July / August period reported £0.3m favourable. The year-end forecast is £1.5m behind budget, with under spends of £1.3m (predominantly) from vacant posts in medical, customer service and management off-setting (in-part) the adverse forecasts for the operational functions (£2.8m).

Clinical Services Income	Q1 April to June			Q2 July & August		
	Budget	Actual	Variance	Budget	Actual	Variance
Diagnostics: H&I	£3.3m	£1.8m	(£1.5m)	£2.3m	£1.8m	(£0.5m)
Diagnostics: RCI	£4.4m	£4.0m	(£0.4m)	£3.0m	£2.8m	(£0.2m)
Diagnostics: IBGRL	£0.5m	£0.4m	(£0.1m)	£0.3m	£0.3m	-
SCT: SCDT	£2.4m	£1.8m	(£0.6m)	£1.6m	£1.2m	(£0.4m)
SCT: CMT	£2.6m	£2.3m	(£0.3m)	£1.7m	£1.9m	£0.2m
SCT: CBC	£0.5m	£0.5m	-	£0.7m	£0.7m	-
Therapeutic Apheresis	£3.0m	£2.6m	(£0.4m)	£2.0m	£2.3m	£0.3m
R&D / Medical / Other	£0.5m	£0.7m	£0.2m	£0.3m	£1.0m	£0.7m
<b>Total</b>	<b>£17.2m</b>	<b>£14.1m</b>	<b>(£3.1m)</b>	<b>£11.9m</b>	<b>£12.0m</b>	<b>£0.1m</b>

## Major transformation projects:

### CBC new build / Filton extension

- The project remains at GREEN status, with all workstreams proceeding to plan.

### UK Stem Cell Strategic Forum

- NHSBT are playing a key role in multiple delivery workstreams, including being proposed co-chairs of 'Stem Cell Supply' and 'Fit for Purpose Infrastructure'.
- An update on the emerging strategy will be provided to the November Board.

## Developments re strategic risk:

- The **COVID-19 pandemic** has driven an adverse impact on service demand this year that will continue during Q2 and potentially beyond.
- The forecast impact on financial contribution is manageable within NHSBT's overall financial position and will form part of the year-end NCG reconciliation process.
- Risks relating to staff absence, maintaining social distancing (as workload rises) and consumables supply are currently being effectively managed at this point.



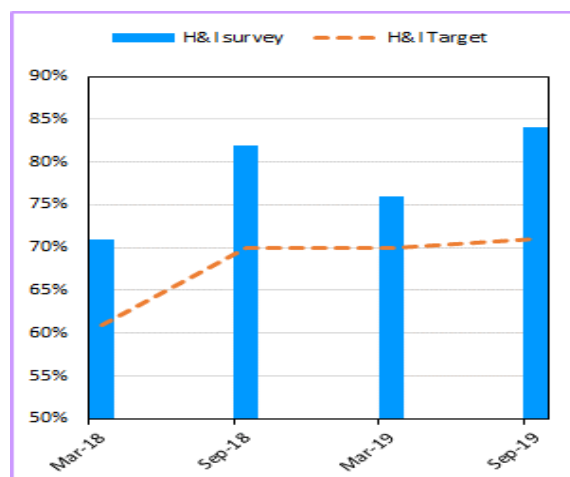
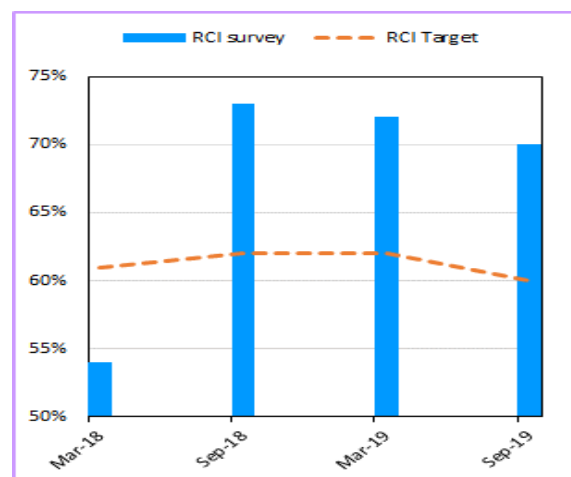
# Clinical Services – Group Level Indicators

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
DTS Sales Income £000 Full Year Target = £71.04m	R	R	G	↑	Q1: £14.1m v £17.2m plan YTD AP05: Income above plan at £6.1m v £5.7m in August.
DTS Number of Serious Incidents Target = 0	G	G	G	↔	Q1: None reported YTD v zero target AP05: None reported in August.
DTS Number of Critical Regulatory Non Compliance Target = 0	G	G	G	↔	Q1: None reported YTD v zero target AP05: None reported in August.
DTS Number of Major Regulatory Non Compliance Target = 0	G	G	G	↔	Q1: None reported YTD v zero target AP05: None reported in August.

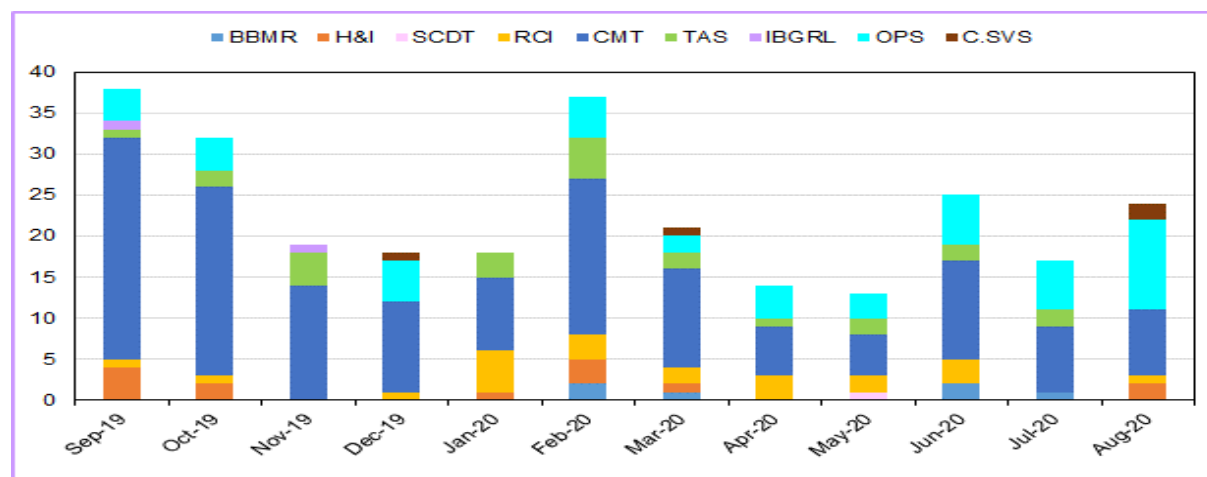
## Key Messages / Issues for Attention:

- Whilst demand continued to run below pre-pandemic levels through August, activity levels remained steady in what is traditionally a quieter month for hospital elective activity.
- DTSTS I&E contribution is £1.3m adverse year to date.
- The year-end I&E position is forecast to be £1.5m behind plan, a favourable movement of £0.2m from last month.

## 47. Hospital Satisfaction



## 48. 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

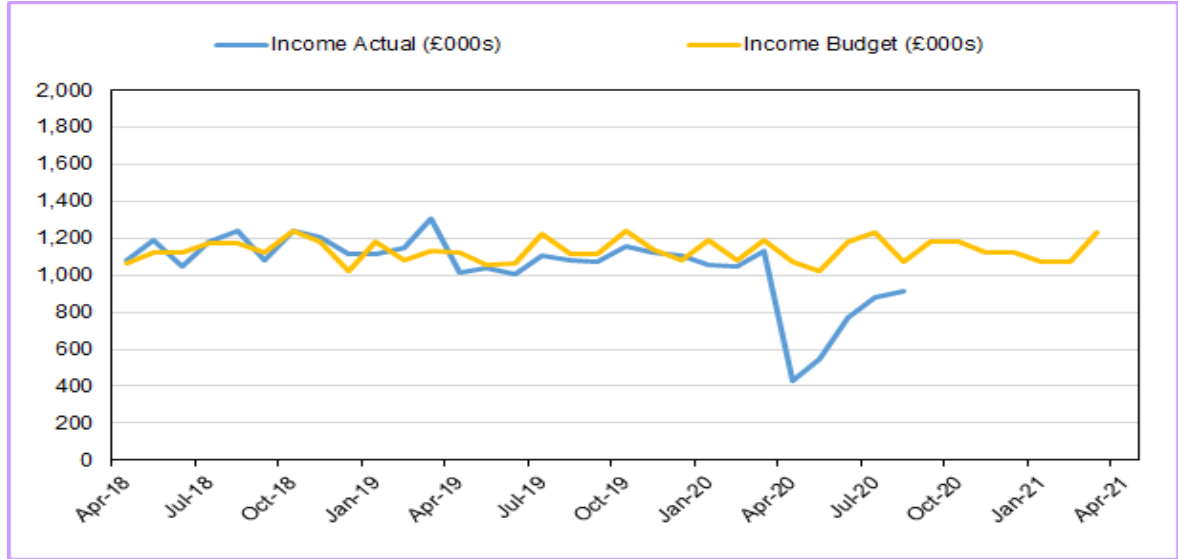
# Clinical Services – H&I

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
H&I Sales Income £000 Target = £13.58m				↔	Q1: £1.7m income YTD v £3.3m plan – chart 38 AP05: Income continues to improve but remains below plan at £0.9m v £1.1m target in August.
H&I Time to Type DBD and DCD Organ Donations Target = 80% (reported one month in arrears)	G	G	G	↔	Q1: 91% YTD v 80% target. AP05: Performance steady at 92% v 80% target YTD.
H&I Sample Turnaround v SLA YTD Target = 95%	G	G	G	↔	98% YTD v 95% target - chart 46. AP05: Performance steady at 98% v 95% target

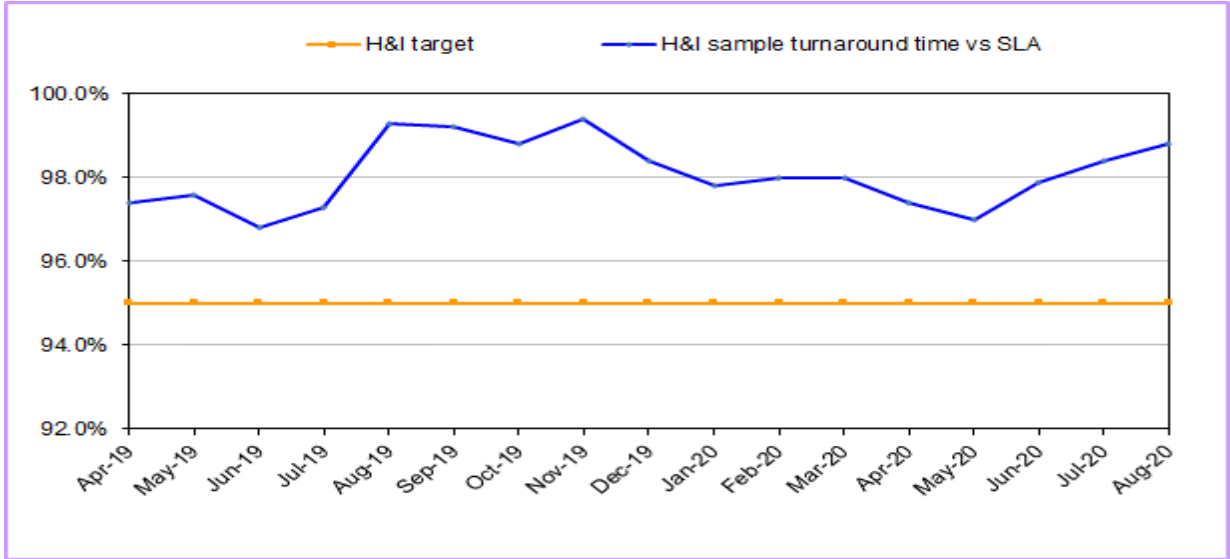
## Key Messages / Issues for Attention:

- Whilst hospital referral activity has recovered to ca 80% of pre-Covid levels, activity is down across all service lines and 41% down overall.
- Internally, platelet donor typing is down 35% v plan, however TRALI reduction screening is 59% ahead of plan.
- Overall, H&I is reporting an I&E deficit of £1.5m versus plan to August 2020.
- H&I is forecasting a full year I&E contribution of £0.4m, £1.0m adverse to plan.

38. H&I Income



46. Turnaround Time vs SLA (H&I)



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

YTD RAG status will be reinstated post COVID-19.

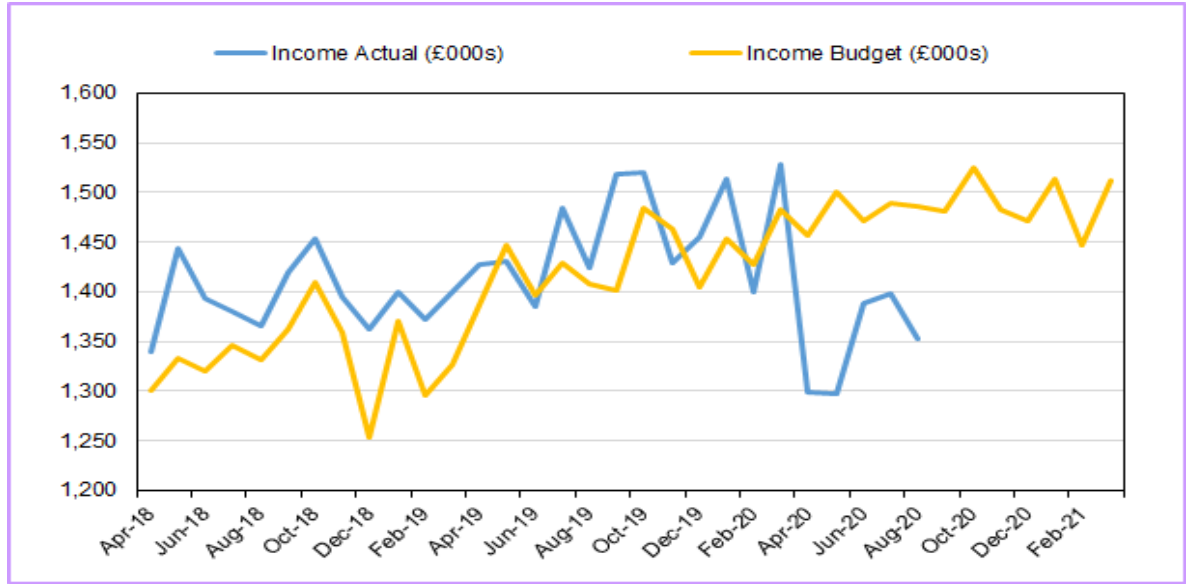
# Clinical Services - RCI

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
RCI Sales Income £000 Target = £17.83m				↔	Q1: £3.9m income YTD v £4.4m plan - chart 39. AP05: Income down slightly and below target at £1.4m v £1.5m in August.
RCI Sample Turnaround v SLA Target = 95%	G	G	G	↔	Q1: 98.9% YTD v 95% target - chart 45. AP04: Performance steady at 99% v 95% target YTD.

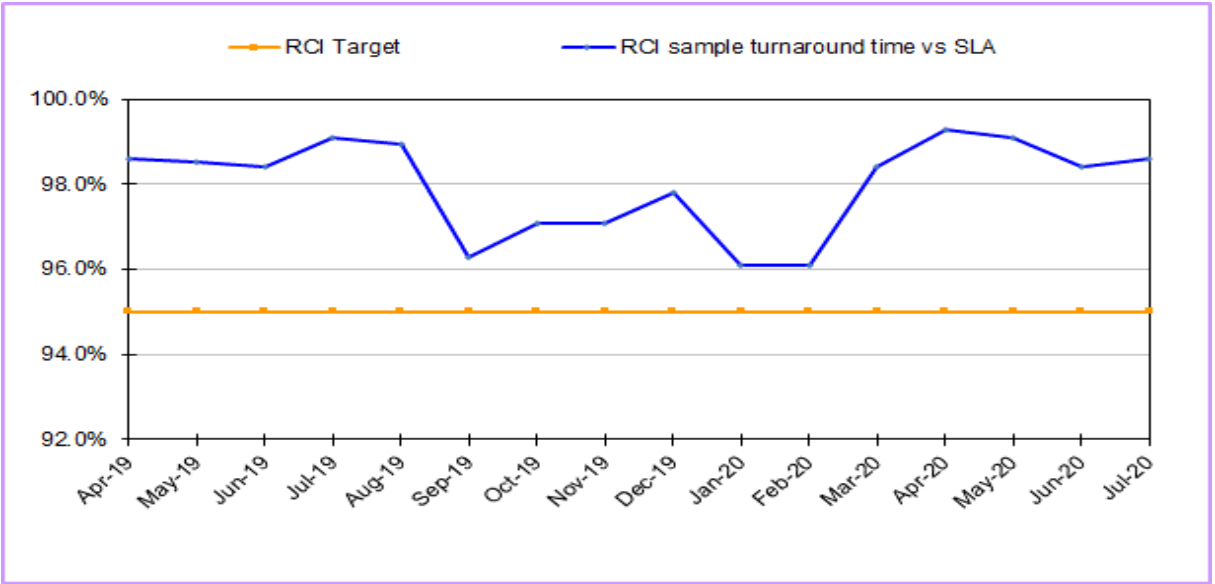
## Key Messages / Issues for Attention:

- RCI activity remains behind plan across all income streams but RCI performance overall has been less proportionately impacted by the Covid-19 pandemic than has H&I.
- Red Cell Reference Services have been particularly impacted with income £439k (27%) adverse YTD and 20% lower than last year.
- Antenatal Reference Service income is £67k (6%) adverse YTD and 2% lower than last year.
- Sample turnaround times remain higher than plan at 99 % vs 95% target – **chart 45**
- Overall, RCI is reporting an I&E deficit of £0.4m versus plan to August 2020 and forecasting a full year I&E contribution of £0.6m, £0.6m adverse to plan.

39. RCI Income



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



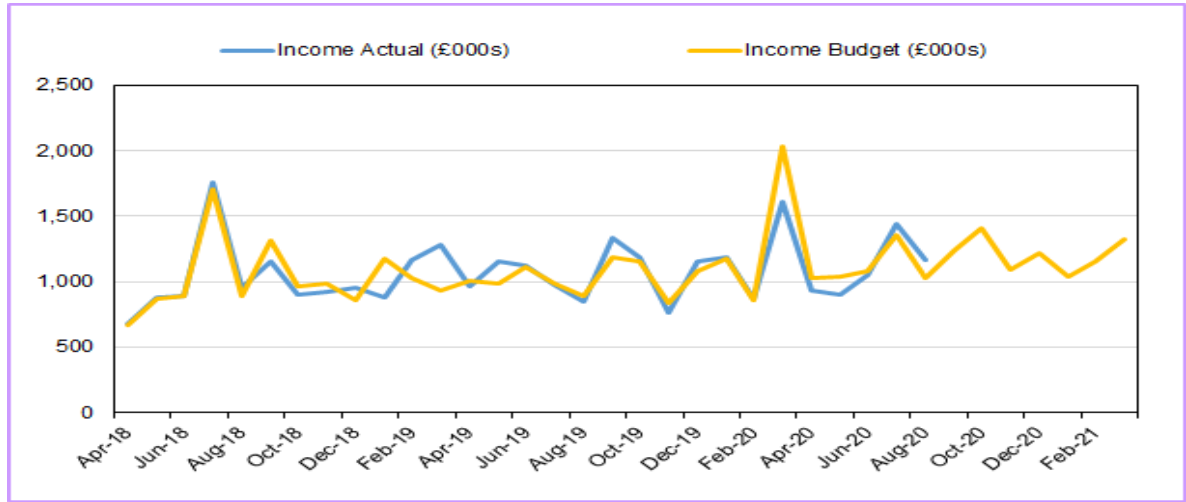
# Clinical Services - CMT

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
CMT Total Sales Income £000 Target = £14.08m	R	G	G	↑	Q1: £2.9m income YTD v £3.1m plan - charts 40 & 41. AP05: Income ahead of target at £1.2m v £1.0m in August.
CBC Sales Income £000 Target = £2.61m	G	R	G	↔	Q1: £540k income YTD v £505k plan - charts 40 & 41. AP05: Income remains just above target at 232k v 229k in August.
CMT Hospital Satisfaction % Scoring >= 9 or 10 Target = 62%	-	-	-	↔	Date of next survey to be confirmed AP05: -
CMT On Target in Full (OTIF) Target = 100%	G	G	G	↔	Q1: CMT OTIF performance 100% AP05: OTIF performance continues at 100%

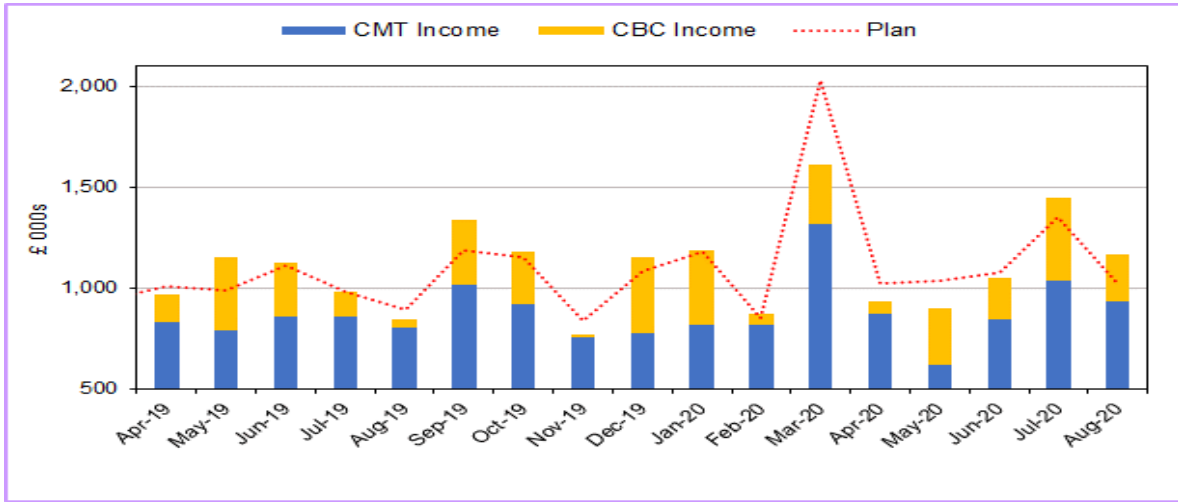
## Key Messages / Issues for Attention:

- With c. 85% of CMT income derived from cryopreservation and CBC projects, both much less impacted by Covid-19, overall income is just £25k (0.5%) lower than plan year to date.
- Stem cell transplant activity continues to be significantly impacted by Covid-19 with 455 transplants YTD v 748 planned, and income is £123k (20%) adverse year to date.
- Cryopreservation income continues above plan levels at c £120k favourable YTD.
- Project income (Advanced Cell Therapy) income is just £26k adverse YTD with Covid-19 impacting Car-T and Northern Alliance income.
- CBC income YTD is at plan level, with high confidence that planned income for the year is achievable due to the commercial nature of the work.
- Overall CMT is reporting a YTD I&E surplus of £108k and is forecasting a full year I&E deficit of £1.2m, £0.4m adverse to plan.

40. CMT Total Income



41. CMT Income – CMT Service & Project Income & CBC



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

YTD RAG status will be reinstated post COVID-19.

Clinical Services - SCDT

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
SCDT Sales Income £000 Target = £9.58m				↔	Q1: £1.8m income YTD v £2.4m plan - chart 42. AP05: Income remains depressed at £579k v £792k plan in August.
SCDT Increase in Banked Cords TNC > 140 Target = 372				↔	Q1: 0 additions to banked cords YTD v 93 target. AP05: 4 cords banked in August v 31 planned.
SCDT BAME Cord Blood Additions to Bank Target = 40%	R	R	G	↑	Q1: 0% BAME additions YTD v 40% target. AP05: 75% of cords banked in August BAME i.e. 3 of 4.
SCDT Cord Blood Issues Target = 54	G	G	R	↓	Q1: 13 issues YTD v 13 target - charts 50 & 51. AP05: 2 issues in August v 4 planned.
SCDT Adult Donor Provisions Target = 240	R	R	R	↔	Q1: 28 bone marrow provisions YTD v 50 plan - chart 49. AP05: Activity remains low at 10 provisions v 17 planned.
SCDT FIT Donors Added to Bank Target = 10,000	R	G	G	↑	Q1: 750 FIT donors added YTD v 2,500 target AP05: 1,179 donors added to bank in August v 833 planned.

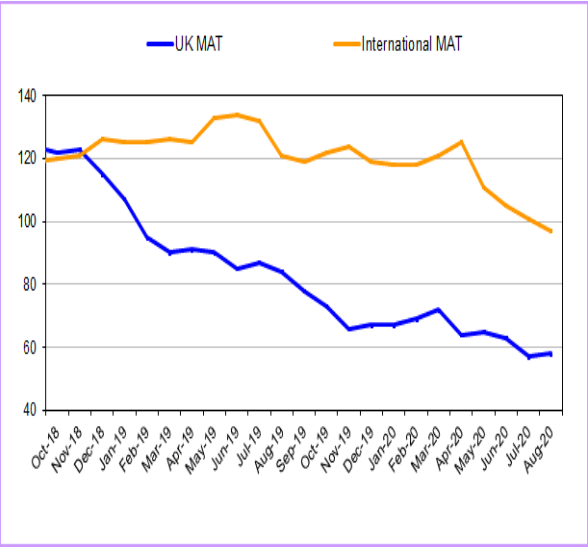
Key Messages/Issues for Attention:

- BBMR donor recruitment was suspended due to Covid-19 but restarted in July 2020. CBB collection recommenced at 3 sites at the end of July.
- BBMR provision continues to be impacted by hospital delays/deferrals of stem cell harvests due to Covid-19.
- BBMR harvests recorded 25 international and 21 UK patients matched YTD but at 46 is 38 behind plan of 84 – **chart 49**.
- Cord blood issues are just below plan, albeit the mix has changed, with 9 issued to UK patients, out of the 20 units issued in total – **charts 50 & 51**
- Overall SCDT income YTD is £1.0m adverse, mainly due to a £0.9m (50%) adverse variance re BBMR harvest income. This is partially offset by YTD underspends of £0.4m to report a YTD I&E deficit of £0.6m.
- Full year forecast I&E contribution is £0.9m, £0.5m adverse to plan.

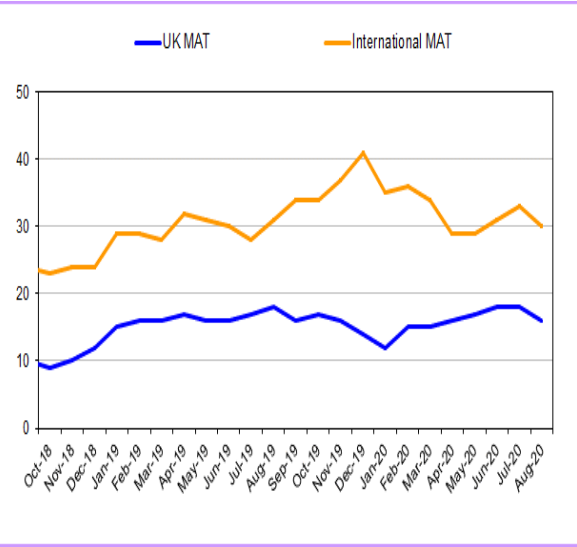
42. Stem Cells - SCDT Income



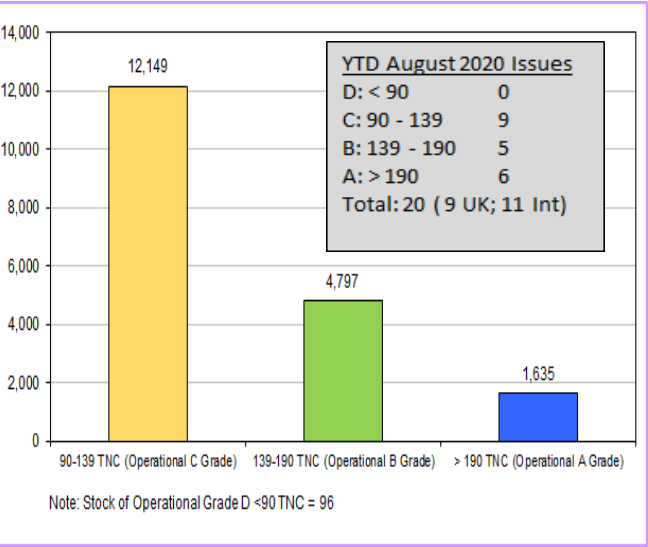
49. Adult donor provisions : UK & International MAT



50. Cord blood units issued : UK & International MAT



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



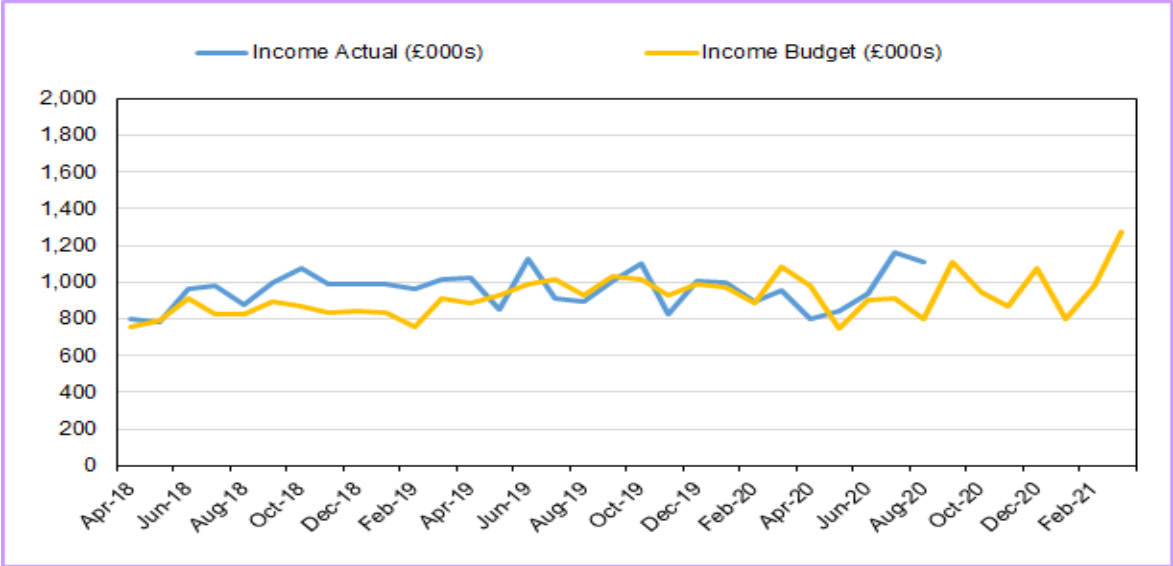
# Clinical Services - TAS

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
TAS Sales Income £000 Target = £11.97m	R	G	G	↑	Q1: £2.6m income YTD v £2.9m plan - charts 43 & 44.
TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-	-	-	↔	AP05: Income above plan at £1.1m v £0.98m target in August.
TAS Patient Experience % Scoring >= 9 or 10 Target = 90%	-	-	-	↔	83% v target of 68% for year to March 2020
					AP05: - Next survey for year to March 2021.
					92% v target of 90% for year to December 2019.
					AP05: - Next survey for year to December 2020.

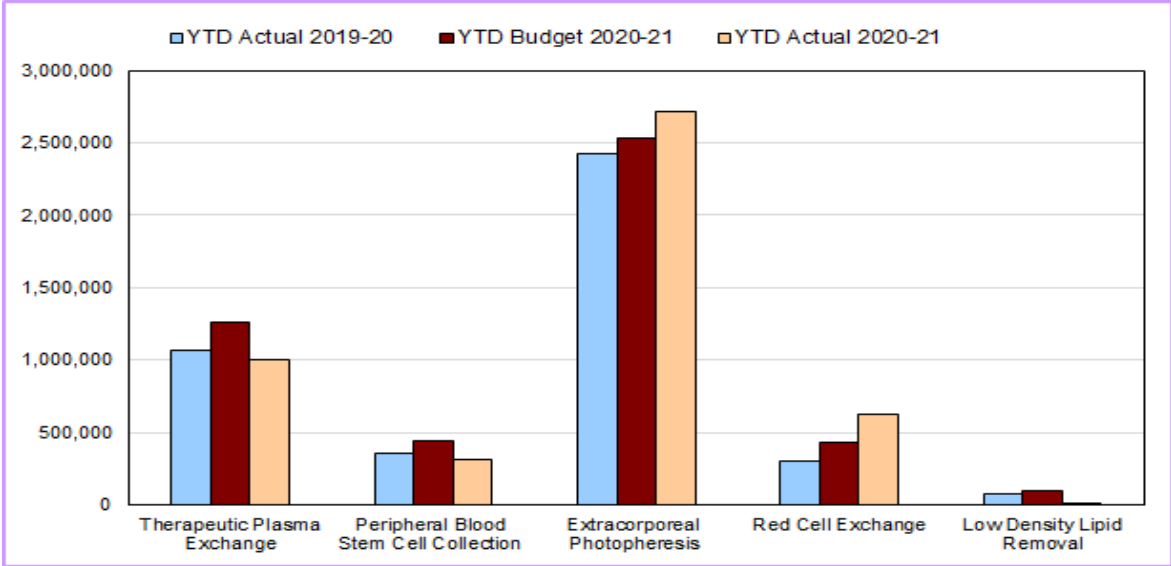
## Key Messages / Issues for Attention:

- Activity in August was 4 procedures above plan. YTD activity is 502 (12%) procedures below plan and 220 (6%) lower than last year.
- YTD income of £4.9m is £0.1m (2%) lower than plan and 1% lower than YTD August 2019 – **chart 43**.
- The adverse income position is offset by £0.3m underspends on activity related variable costs including harnesses and consumables.
- TAS is reporting a £1.5m I&E contribution YTD (£0.2m favourable to plan) and is forecasting a full year I&E contribution of £1.4m, £0.1m adverse to plan.

### 43. Therapeutic Apheresis Services Income



### 44. TAS YTD Income Activity v Target



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

YTD RAG status will be reinstated post COVID-19.



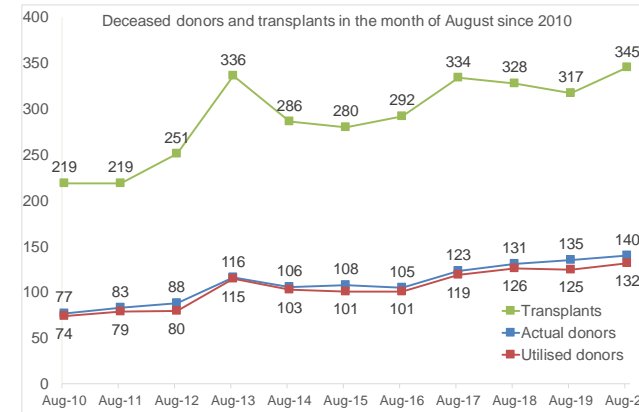
# OTDT: Director Report – August 2020

## Key Issues / Action for attention:

### **ODT** Pre-COVID levels of deceased donors and transplants were maintained in August, with record high levels for any August ever

#### **In-month:**

- In July we saw the return to pre-COVID levels of deceased donors and transplants and we achieved the highest number of 'utilised' donors and transplants for any July on record. We **maintained pre-COVID levels in August** and this was also the **best August on record for 'actual' donors (140), 'utilised' donors (132) and deceased donor transplants (345)** (see chart).
- Of the 140 deceased donors in August, 94 (67%) were DBD. This is the **highest number of DBD donors since September last year** and is only the **fifth time ever where the monthly number of DBD donors has surpassed 90**.
- Following the 48 non-proceeding donors in July, this level of non-proceeding activity was sustained in August, with **45 non-proceeding donors**.



#### **YTD:**

- There have been **461 deceased donors and 1197 deceased donor transplants YTD**, respectively, which represent a 27% decrease in donors and a 22% decrease in transplants, compared with the same five months last year.
- The number of **deceased donors per day** was 1.3 in April and has increased to 4.5 per day in August. The number of deceased donors per day YTD now stands at 3.0 (compared with 4.1 in the same five months last year). The number of **deceased donor transplants per day** was 3.3 in April and increased to 11.1 per day in August. The number of transplants per day YTD now stands at 7.8 (compared with 10.0 in the same period last year).

#### **Pathway:**

- The DBD **referral rate** was 99% in August and remains at 98% YTD. The DCD referral rate was 92% in August, equivalent with pre-COVID levels. This further increases the YTD DCD referral rate to 72%. Of the August patients who were not referred, there were 7 occasions where it was felt there was missed donation potential from the information available.
- The DBD **SNOD/SR presence rate** in August was 99% and has increased to 98% YTD. The DCD SNOD/SR presence rate in August was 93% and has increased to 90% YTD. Both the DBD and DCD SNOD/SR presence rates YTD are higher than the same period last year.
- August was another good month for the **consent rate**. The DBD and DCD consent rates in August were 75% and 66%, respectively. The DCD consent rate YTD is equivalent with the same five months last year (64%), but the DBD consent rate YTD is 5 percentage points higher than that same period (75% compared with 70%). With an overall consent rate of 71% in August, the 70% YTD overall consent rate has been maintained.

#### **Living donation:**

- Living donor kidney transplantation has been slower to restart**. Full recovery and ability to restore normal activity is dependent on local constraints. By the end of August, all paediatric and 21/23 adult transplant centres had reopened with the remaining centres due to restart in September. The **living kidney sharing scheme will resume with the October matching run**.

### **TES**

#### **Sales / Income**

- August income is behind plan by 12.8% (-£166.5k), which is an improving position
- YTD Income is adverse versus last year by £2.62m (-40.3%)
- Orthopaedic sales are forecast to increase in line with the NHS Phase 3 response plan to recover to 90% of elective activity by October
- Non-pay: £33.7k favourable to plan in August.

#### **Donation**

- Ocular donation rates are not recovering to pre C19 levels, resulting in very low stock levels (196 stock vs 300 target)
- Plans are continuing to be produced and implemented to improve the low donation levels, with all stakeholders being mobilised to improve this situation.

#### **Developments re strategic risk:**

- Ocular demand is recovering well, and is currently greater than our ability to supply, resulting in orders / operations being cancelled.

#### **Projects:**

- The TissuePath project will deliver the OBC in September

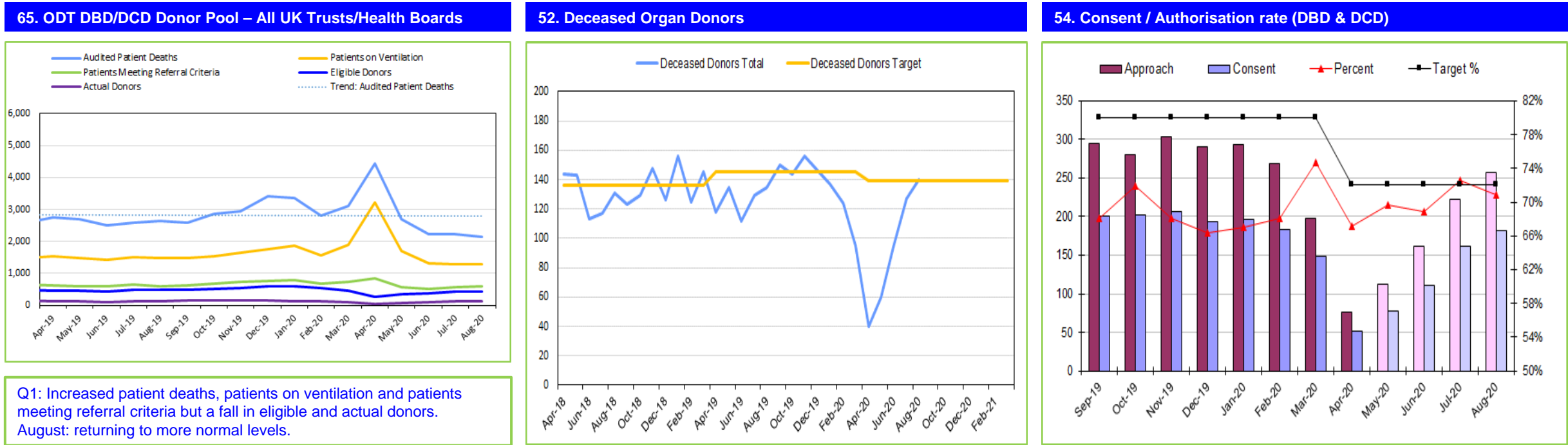


# OTDT – Deceased Donors (All)

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Number of Deceased Donors	R	A	G	↑	Q1: 194 deceased donors to June 20 - chart 52 365 deceased donors to June 19 v 435 target.
Deceased Organ Donors per million population (pmp)				↔	AP05: 140 (highest since December) v 135 in August 19. End Q1 20/21: 21.2 pmp End Q1 19/20: 23.6 pmp v 24.7 target.
% Consent/Authorisation Rate (Total)	R	G	G	↑	AP05: Next report at end of Q2 - September 20. Q1: 69% consent to June 20 - chart 52. 66% consent to June 19 v 80% target AP05: 71% consent v 63% consent in August 2019.

## Key Messages / Issues for Attention:

- There were 140 deceased donors in August up from 127 in July – **chart 52**.
- Transplant centres, previously closed due to Covid-19, reopened through May & June and approached pre-Covid levels of activity in August.
- The pool of eligible donors YTD August 2020 was 1,855 compared with 1,867 last year (-0.6%) – **chart 65**
- Overall consent was 71% in August – **chart 54**.

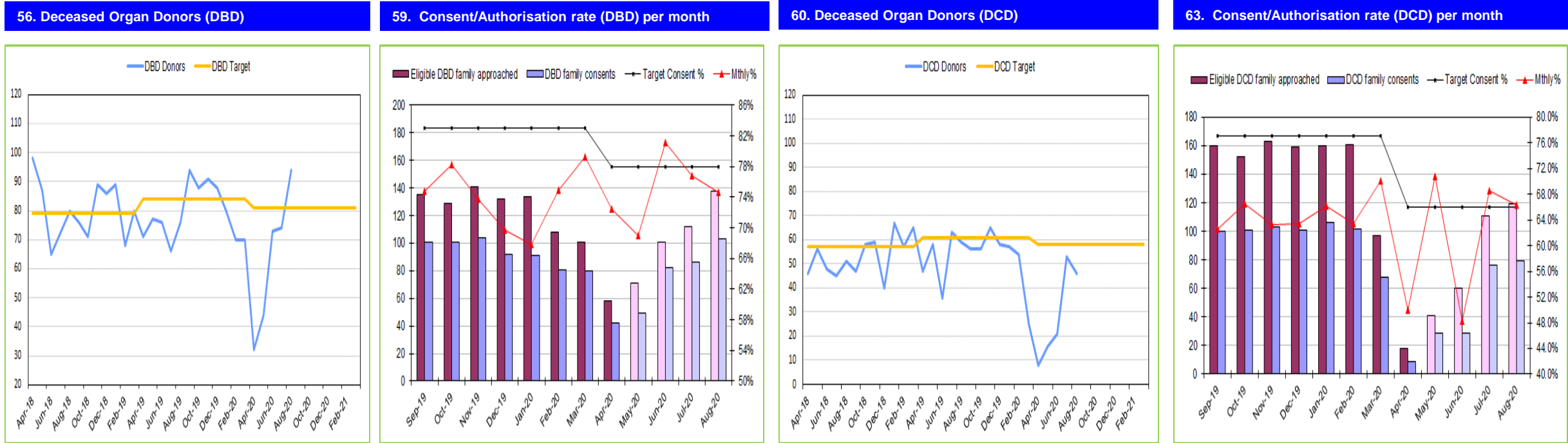


# OTDT – Deceased Donors (DBD and DCD)

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
% Consent/Authorisation Rate (DBD)				↔	Q1: 74% consent to June 20 - chart 59. 72% consent to June 19 v 83% target. AP05: 75% consent v 64% consent in August 2019.
% Consent/Authorisation Rate (DCD)				↔	Q1: 56% consent to June 20 - chart 63. 62% consent to June 19 v 77% target. AP05: 66% consent v 61% consent in August 19.

Key Messages / Issues for Attention:

- There were 94 DBD donors in August (compared with 76 in August 2019) – **chart 56**.
- The consent rate for DBD has been volatile this year, but has steadied so far in Q2, settling at 75% in August - **chart 59**.
- There were 46 DCD donors in August (compared with 59 in August 2019) – **chart 60**
- Consent for DCD donors has also been volatile, but has been more stable in Q2, and was 66% in August - **chart 63**.



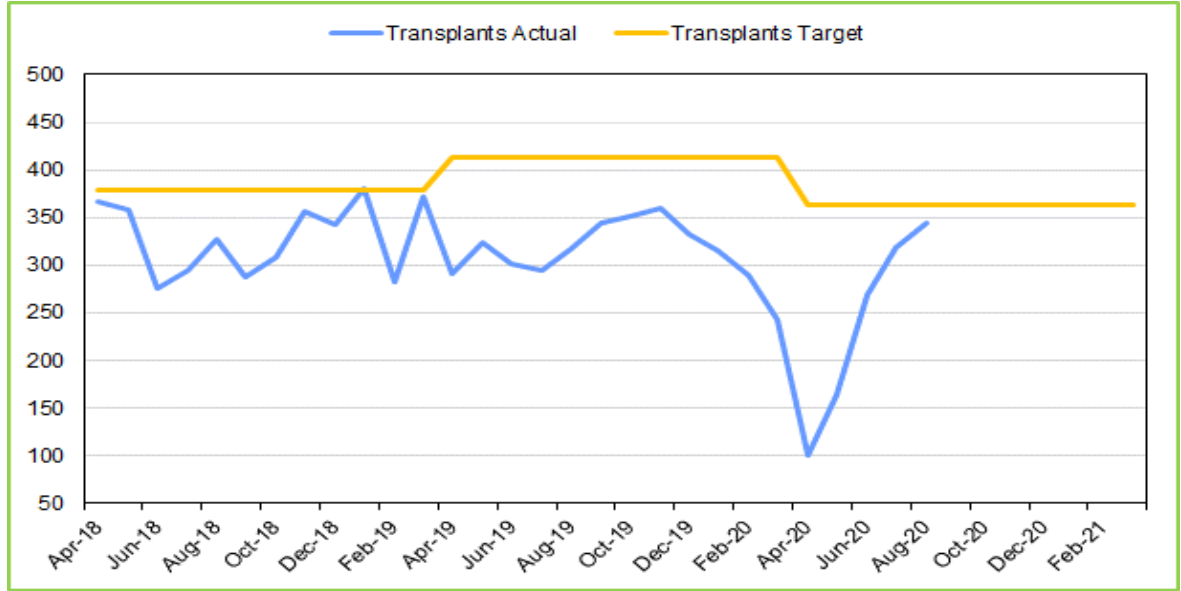
# OTDT – Deceased Donor Transplants

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Number of Organ Transplants - Deceased Donors	R	R	A	↑	Q1: 533 deceased donor transplants to June 20 - chart 53. 916 deceased donor transplants to June 19 v 1,239 target
Deceased Donor Organ Transplants pmp				↔	AP05: further improvement in transplant volumes to 345 in month v 317 in August 19. End Q1 20/21: 50.7 pmp End Q1 19/20: 58.4 pmp v 63.2 pmp plan. AP05: Next measure at end of Q2 - September 20.

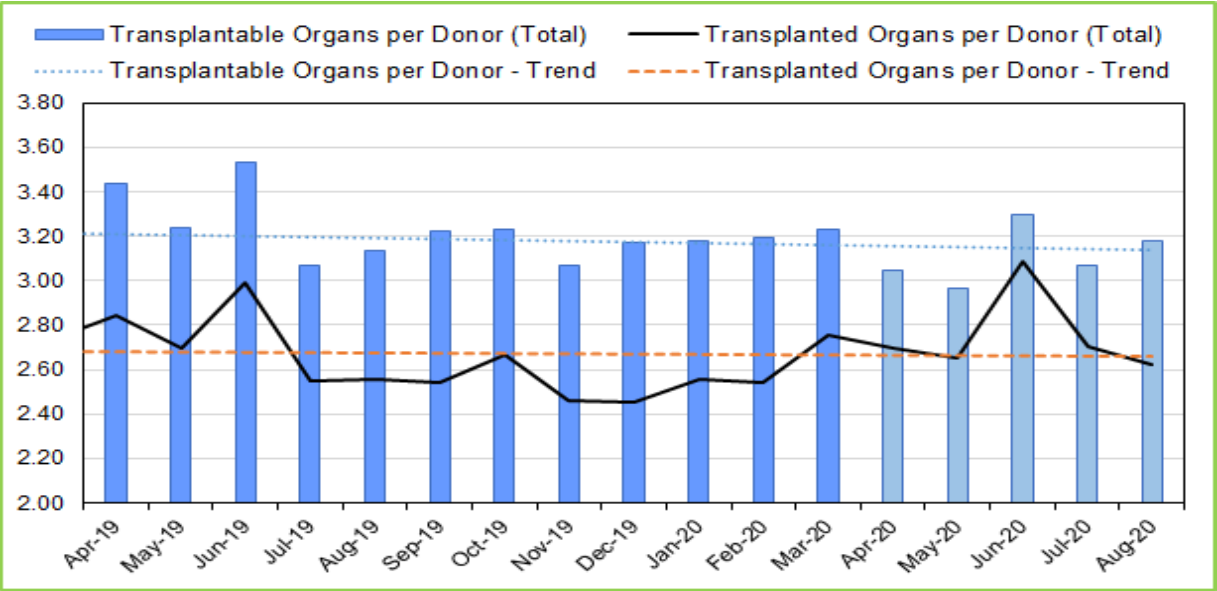
### Key Messages / Issues for Attention:

- 345 deceased donor transplants were recorded in August compared with 317 in August 2019 – **chart 53**.
- Transplantable organs per donor was higher at 3.18 in August 2020 vs 3.13 in August 19 – **chart 64**.
- Transplanted organs per donor was also higher at 2.62 in August 2020 vs 2.56 in August 2019 – in effect deceased donor transplant activity has now recovered post Covid-19.

53. Deceased Donor Organ Transplants



64. Transplantable v Transplanted Organs per Donor



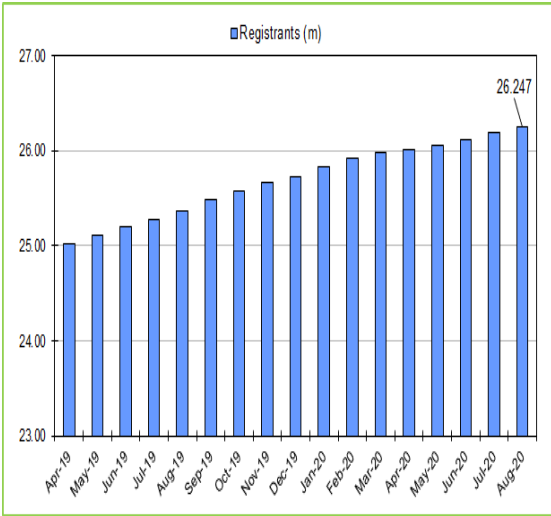
# OTDT – Corporate Level Indicators

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
Cost per Transplant £000				↔	End Q4 19/20 £19.1 v £16.6k budget. End Q1 20/21: £20.9k v £17.0k target. AP05: Next measure at end of Q2 - September 20.
% of Population Having Had Conversation re Donation Decision	-	-	-	↔	Bi-Annual Measure; 41% v 51% target at November 19 AP05: Awaiting update
Number of Living Donors (reported one month in arrears)				↔	Q1: 24 living donors to June 20 - chart 55. 270 living donors to June 19 v 435 target. AP05: 32 living donors v 93 in July 19.
Number of Living Donors pmp (reported one month in arrears)				↔	End Q1 20/21: 11.7 pmp End Q1 19/20: 16.1 pmp v 18.6 target. AP05: Next report at end of Q2 - October 20.
ODT Major & Critical Regulatory Non Compliances Target = 0	G	G	G	↔	Q1: None reported YTD v Zero target. AP05: None reported in August.
ODT Serious Incidents Target = 0	R	G	G	↑	Q1: 1 reported YTD v Zero target. AP05: None reported in August.

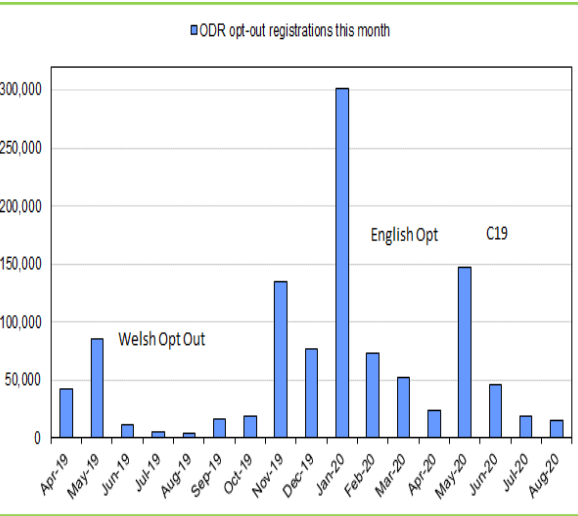
## Key Messages / Issues for Attention:

- There were 59k new opt in registrations in August, bringing the Organ Donor Register to ca 26.25m registrations - **chart 66**.
- Opt out registrations fell to ca 159k in August – **chart 67**.
- 32 living donors were recorded in July 2020. This compares with 93 in July 2019. The Living donation programme was suspended during the Covid-19 pandemic and is taking time to re-establish – **chart 55**.

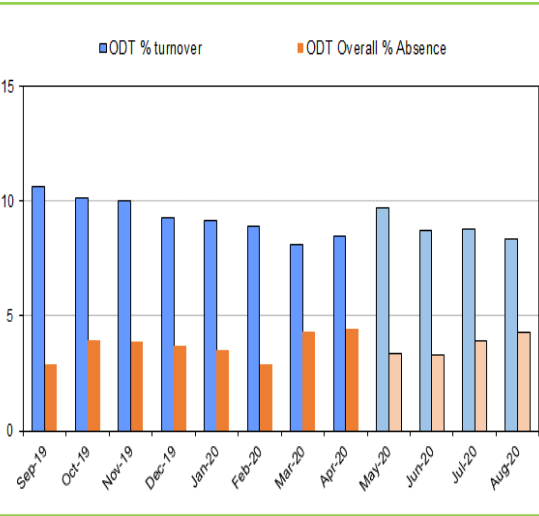
66. No. of People Registered on the ODR (Opt-Ins)



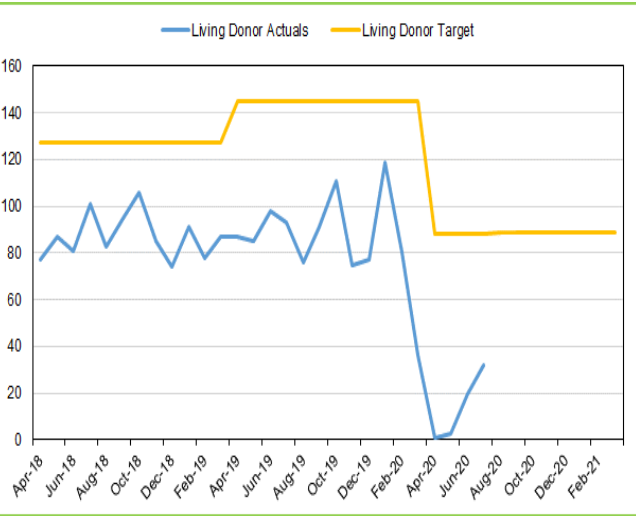
67. No. of People De-registering from ODR (Opt-Outs)



68. ODT Employee Turnover & Absence Rates (%)



55. 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.

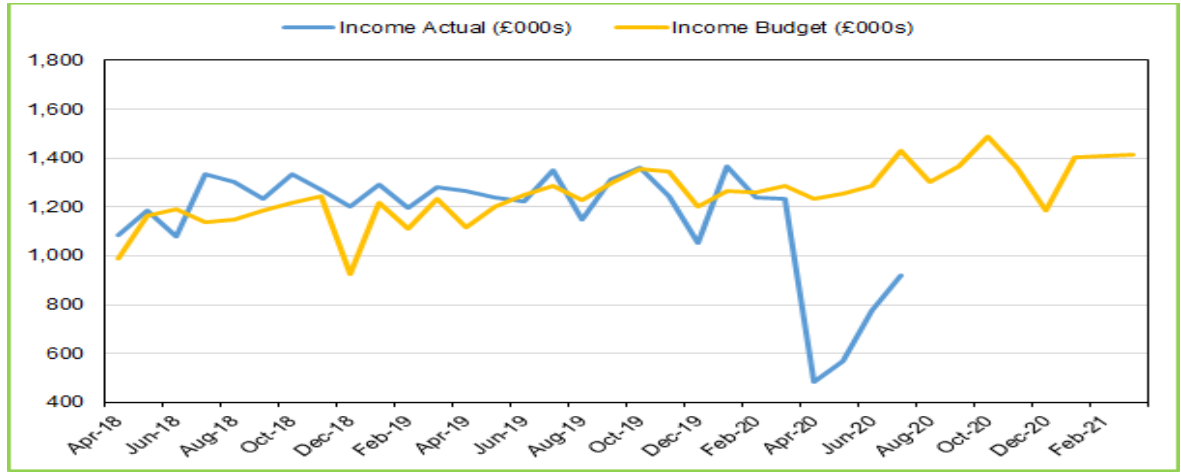
# OTDT – Tissue & Eye Services (TES)

STRATEGIC TARGETS	Q1 RAG	AP04 RAG	AP05 RAG	AP05 v Q1	PERFORMANCE
TES Sales Income £000 Target = £16.13m				↔	Q1: £1.8m income YTD v £3.8m plan – chart 69. AP05: Income level improving month on month but remains below target at £1.1m v £1.3m in August.
TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	G	-	-	↔	78% top box scores for 9 months to June 2020. AP05:
TES On Time in Full (OTIF) Target = 98%	G	G	G	↔	Q1: 99.2% OTIF YTD v 98% target. AP05: OTIF 99.7% in August and 99.4% YTD v 98% target.
TES Cornea Stocks at End of Month Target = 300	R	R	R	↔	Q1: 161 corneas in stock at end of June v 300 target – chart 70. AP05: Cornea stock fallen to 196 at end of August.
TES Major & Critical Regulatory Non Compliance Target = 0	G	G	G	↔	Q1: None reported YTD v Zero target. AP05: None reported
TES Serious Incidents Target = 0	G	G	G	↔	Q1: None reported YTD v Zero target. AP05: None reported

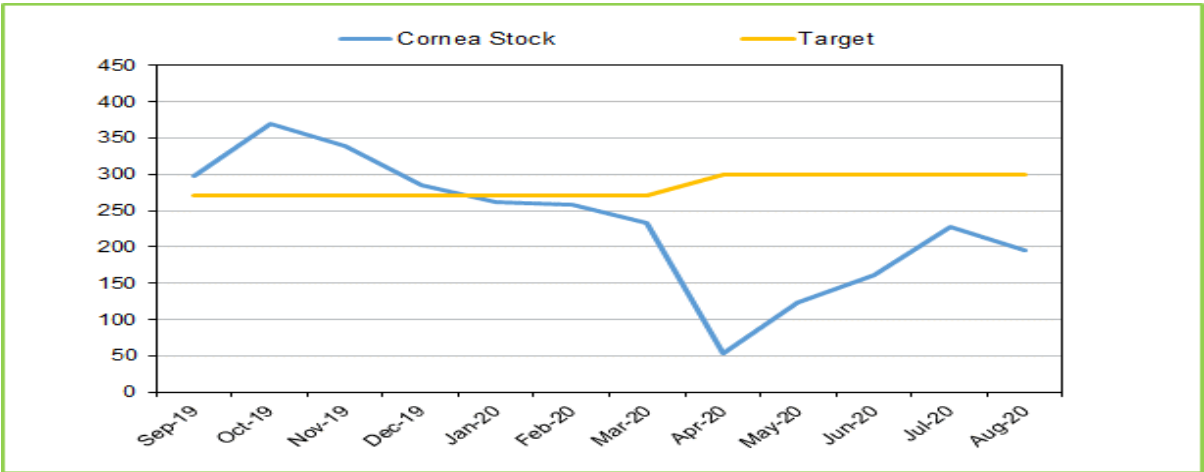
## Key Messages / Issues for Attention:

- Cornea stocks fell to 196 at the end of August (versus plan of 300). Ocular donation rates have not yet recovered post Covid-19.
- Income was £0.2m adverse in August, and £2.6m adverse YTD, £1.8m due to reduced corneal activity and £0.8m reduced demand for Tissues– **chart 69**.
- Expenditure was £0.7m below plan YTD, driven by ongoing vacancies and underspends on activity related variable costs.
- TES reporting £0.7m I&E deficit YTD (£2.0m adverse to plan) and a forecast deficit for the year of £4.0m (£2.6m adverse to plan).

69. Tissue and Eye Services Income



70. 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

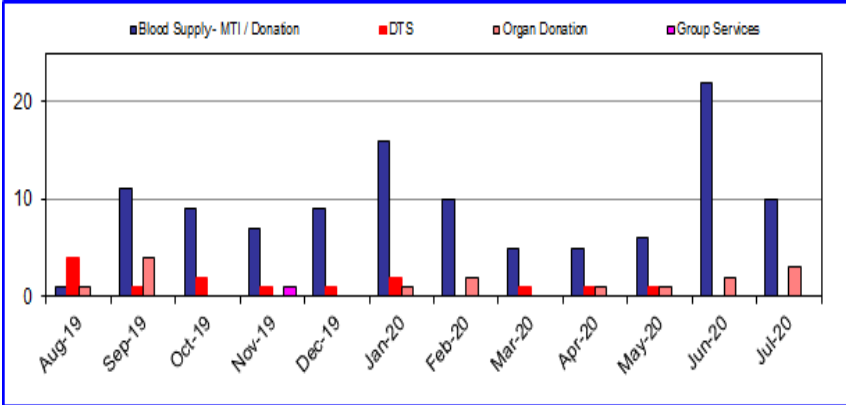
- 97% of all Mission and Business Critical ICT services met their availability targets in the reporting period. All but one of the Services not meeting availability targets have been investigated and resolutions identified. The exception was a national outage experienced by a Delivery Partner where they are investigating the root cause.
- Health and Safety Incidence rate (12 months to July 2020) for all work related lost time is 1.7 (no change from last month) – **chart 72**  
Quality overdue items increased to 62 in August from 35 in July (but has since fallen back to July levels during September) – **chart 73**
- Overall absence currently ca 7% with ca 1% Covid-19 related absence.

### 71. IT System Performance (Server Availability)

Service	Period Target	Jul-20	Aug-20	RAG Trend
Donor Portal	99.95%	100.00%	100.00%	↔
Donor Path	99.95%	97.22%	100.00%	↑
Pulse	99.95%	100.00%	99.25%	↓
OBOS	99.95%	100.00%	100.00%	↔
TMS	99.95%	99.35%	99.46%	↔
Hematos	99.95%	100.00%	100.00%	↔
Sp-ICE	99.95%	100.00%	100.00%	↔
ODR	99.95%	100.00%	100.00%	↔

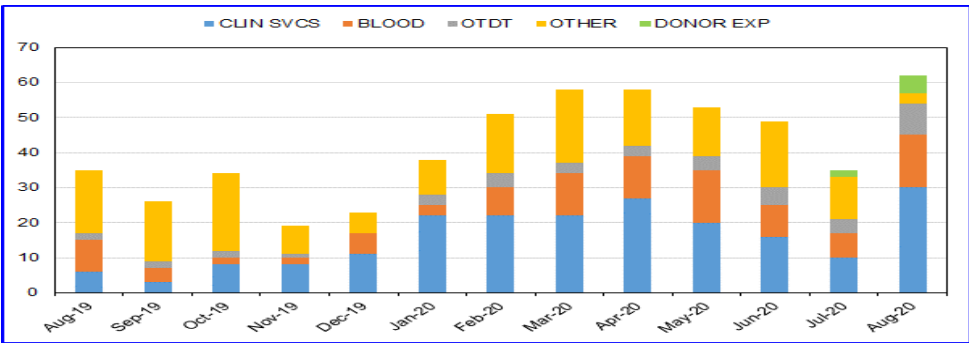
### 72. Health and Safety - Accident Reporting (one month in arrears).

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	<=24	29	<=11	10
Clinical	<=3	1	<=1	0
OTDT	<=3	3	<=1	3
Donor Experience	<=0	0	<=0	0
Group Services	<=0	1	<=0	0
NHSBT	<=30	34	<=13	13



### 73. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
All Other	18	8	0	3	1	30
Clinical Services	7	1	0	6	1	15
OTDT	4	0	0	3	2	9
BD	2	0	0	1	0	3
M&L	2	0	1	2	0	5
Total	33	9	1	15	4	62





# Convalescent Plasma Project Status update as at 11<sup>th</sup> September 2020

## Overall summary up to 09/09/20

Figures from 31/08/20 to 06/09/20 (excluding patients randomised which is up to 09/09/20)

(Figures in brackets are previous week)

<b>Call conversion rate</b> (Target = 21%) <b>22% (11%)</b> ↑	<b>Donation Slot Fill Rate</b> (Target = 80%) <b>48% (43%)</b> ↑	<b>Donation deferral rate</b> (Target = 25%) <b>18% (25%)</b> ↓	<b>Donors booked YTD (exl Sample)</b> <b>27.7k (26.7k)</b>	<b>Units of Plasma collected post wastage YTD</b> <b>27.9 (26.8k)</b>	<b>LT &amp; MT units collected YTD</b> <b>12.7 (12.1k)</b>	<b>Val HT units collected YTD</b> <b>7.6k (7.1k)</b>	<b>Issued to Hospitals YTD</b> <b>1.7k (1.6k)</b>	<b>No of patients randomised YTD</b> <b>501 (476)</b>
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- Work continues to convert CVP slots to WB to mitigate blood stock issues. On track to open Bloomsbury site for WB collection and currently looking at how to transfer 500 additional CVP slots, however continually reviewing CVP requirements on a donor centre by donor centre basis in line with rising cases.
- Call conversion rate has doubled to 22% from the previous week (YTD average is 18%). Data used was recycled instead of the long distance from donor centre segment we worked on the previous week.
- Deferral rate has improved due in part to Sample First and the fact that donors have been partially pre-screened.
- Fill rate has improved slightly but is likely due to slot capacity being decreased. However, number of donors booked continues to fall (892 booked last week, 980 previous week, peaked wc 13/07 at 2,562). Mitigations include: marketing to increase reach; broadening donor pool to include untested females; looking to reduce the intervals between donations; and geographic redistribution of slots

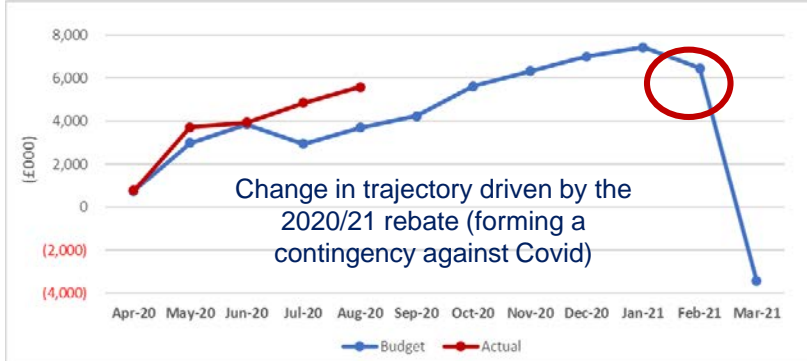
**Key areas of challenge exist around: 1.)** Reduced donor pool **2.)** Recruitment and training of staff for scale-up plan **3.)** Retention of HT donors **4.)** Managing conversion of CVP slots to WB with the current rise in cases being observed **5.)** Trials may not prove efficacy of CVP

Date	Week commencing 07/09/20	Week commencing 14/09/20
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>Steering Group meeting held 08/09/20 – further justification requested on conversion of CVP capacity to WB</li> <li>1<sup>st</sup> draft of consolidated Tier 3 Programme Plan to be finalised by 11/09/20</li> <li>Birmingham mosques pilot ongoing, results due within the next two weeks</li> <li>Assessments for new collection venues ongoing – see agenda item 8</li> <li>Scinomed machines arriving in the UK on 11/09/20</li> <li>x52 new starters at x5 new London sites this week</li> <li>Finalising E2E process and Pulse specification for Total Protein Testing. This will allow us to call donors back on a weekly basis. To begin late October</li> <li>Target: 115 ICUs on boarded on to REMAP CAP, 165 Hospitals on boarded on to RECOVERY by 11/09/20</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 Programme wide kick off meeting</li> <li>Progress leases and/or hire agreements for new collection venues</li> <li>Ongoing recruitment and interviews with new staff</li> <li>Scinomed machines Phase 1 validation work commencing on 17/09/20</li> <li>Draft additional Phase 2 freezers proposal for 18/09/20</li> <li>Target: 115 ICUs on boarded on to REMAP CAP, 170 Hospitals on boarded on to RECOVERY by 18/09/20</li> </ul>
<b>Key Decisions</b>	<ul style="list-style-type: none"> <li>Options for new sites – <i>Programme Leadership</i></li> <li>Plan to bring all Phase 1 freezers online (repairs and replacement) – <i>Programme Leadership</i></li> <li>Decision on Integrated workforce and training plan – <i>Programme Board</i></li> </ul>	<ul style="list-style-type: none"> <li>Selection of new sites – <i>Programme Leadership</i></li> <li>Decision on Phase 2 freezers – <i>Programme Board</i></li> </ul>



# 2020/21 Financial Performance - Headlines

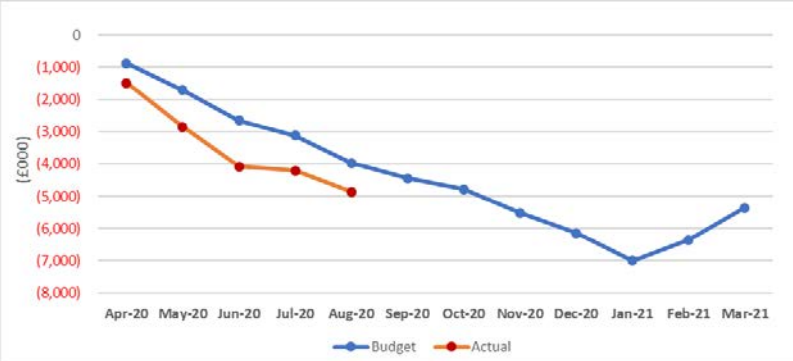
## Blood and Group: Gross Margin (excl. Transformation Programme)



Change in trajectory driven by the 2020/21 rebate (forming a contingency against Covid)

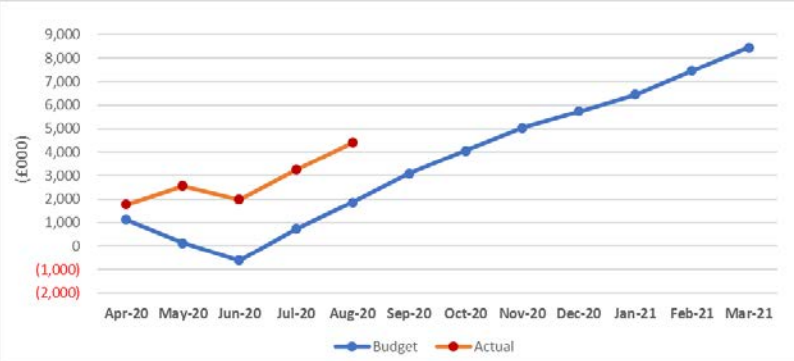
£1.6m ahead of plan driven by a combination of lower variable activity expenditure and the partial release of the COVID contingency.

## Clinical Services: Gross Margin



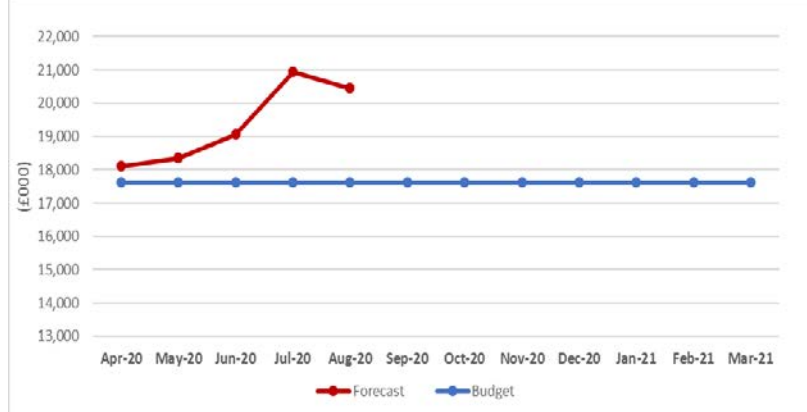
£0.9m behind plan as a result of Covid (to be fully offset against Blood rebate contingency)

## Organ and Tissue Donation & Transplantation: Gross Margin



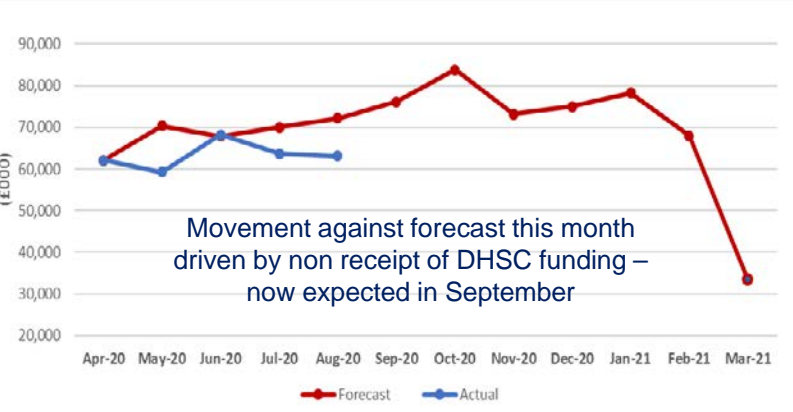
£0.5m ahead of plan due to lower activity in ODT (+£2.3m), partially offset by lost contribution in TES (-£1.8m)

## Blood and Group Change Programme: Forecast Outturn 2020/21



Blood and Group change programme forecast £20.4m (vs £17.6m budget)

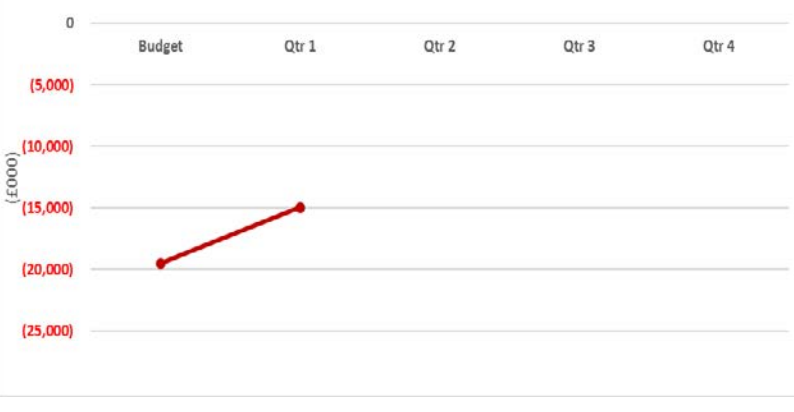
## NHSBT Cash Flow: Forecast Outturn 2020/21



Movement against forecast this month driven by non receipt of DHSC funding – now expected in September

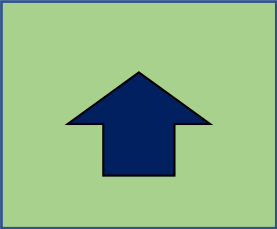
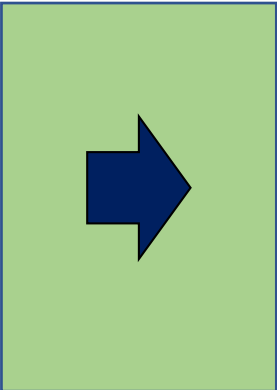



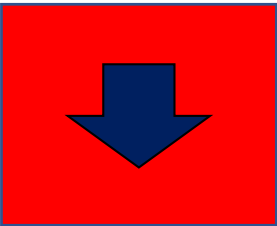
Forecast cash balance at the end of March 2021 is £33.5m.

## NHSBT I&E: Forecast Outturn 2020/21



Q1 forecast is a £15m deficit, £4.5m ahead of plan, driven by operational underspends and release of NHSE funding in ODT

# 2020/21 Financial Performance - Headlines

Year to date position	+£2.3m surplus	<p><b>NHSBT YTD position surplus of £2.3m, £5.9m better than plan.</b></p> <ul style="list-style-type: none"><li>Blood and Group +£6.2m – Delays in change programme and release of hospital refund</li><li>Clinical Services -£0.9m – Lost contribution as a result of COVID</li><li>OTDT +£0.5m - lower activity in ODT, partially offset by lost contribution in TES</li></ul>	
Full year forecast (Q1)	-£15.0m deficit	<p><b>NHSBT full year outturn deficit of £15.0m, £4.5m ahead of plan.</b></p> <ul style="list-style-type: none"><li>Blood and Group +£2.9m – assumes that the full COVID contingency will be utilised to offset additional expenditure and lost income across the organisation.</li><li>Clinical Services -£1.9m – lower activity in H1, and expected phased recovery through the remainder of the year.</li><li>OTDT +£3.6m – Reduced operating expenditure as ODT saw lower activity in Qtr. 1 and an anticipated underspend for Donor Characterisation, partially offset by lost contribution in TES driven by Covid.</li></ul>	
Cash and Debtors	Cash balance £63m	<p><b>Debtor days finished at 17 days - 5 days ahead of target</b></p> <p><b>90+ overdue are in line with target £0.9m (vs target £0.8m)</b></p> <p><b>Cash at the end of August 2020 was £63m (RAG driven by non receipt of DHSC funding), forecast 2020/21 closing cash £33.5m.</b></p>	<div></div>
Response to Covid-19		<p><b>Contingency fund created through the 2019/20 and 2020/21 rebate now fully utilised (hence red status)</b></p> <p><b>Latest CVP forecast £82m, includes the upscale in operations for an additional 180k plasma units over the winter, fully funded by DHSC.</b></p>	

Arrow direction indicates the direction of performance vs previous month. Colour demonstrates performance against standards and expectations.

# Financial Performance – Income & Expenditure

NHSBT Summary	Year to date			Full year			Forecast variance vs Budget £k
	Budget	Actual	Variance	2019-20 Actual	Latest Budget	Forecast Qtr 1	
	£k	£k	£k	£k	£k	£k	
Income	187,263	191,953	4,690	441,092	448,107	473,354	25,247
Expenditure	(190,777)	(189,611)	1,167	(434,986)	(467,599)	(488,319)	(20,720)
NHSBT Surplus/(Deficit)	(3,514)	2,342	5,856	6,105	(19,492)	(14,965)	4,527
Blood and Group							
Programme Funding - Convalescent Plasma	0	8,672	8,672	0	0	17,266	17,266
Blood & Components Income	113,450	116,326	2,876	267,960	267,961	277,571	9,610
Blood Supply Other Income	1,352	1,177	(175)	3,448	3,285	3,185	(100)
Group Services Other Income	701	918	217	2,300	1,692	2,038	346
Blood and Group Income	115,502	127,092	11,591	273,707	272,938	300,060	27,122
Cost of Sales - Blood Component Stock Movement	248	(2,117)	(2,365)	(881)	0	(1,200)	(1,200)
Convalescent Plasma	0	(8,672)	(8,672)	0	0	(17,266)	(17,266)
Donor Experience	(8,837)	(8,496)	341	(23,208)	(24,936)	(24,893)	43
Blood Supply: Blood Donation	(25,498)	(25,630)	(133)	(60,134)	(61,597)	(61,597)	0
Blood Supply: Manufacturing, Testing & Issue	(27,080)	(25,498)	1,582	(66,250)	(65,159)	(63,793)	1,366
Blood Supply: Logistics	(8,445)	(8,434)	11	(20,367)	(19,824)	(20,210)	(386)
Chief Executive and Board	(318)	(253)	66	(855)	(767)	(732)	35
Quality	(2,499)	(2,242)	257	(5,428)	(5,995)	(5,688)	307
Estates & Facilities	(16,738)	(16,176)	562	(42,183)	(41,267)	(40,781)	486
Finance	(2,448)	(2,389)	58	(5,890)	(5,860)	(5,914)	(54)
Strategy and Transformation	(466)	(582)	(116)	(602)	(1,120)	(1,747)	(627)
Business Transformation Services	(765)	(872)	(107)	(2,052)	(1,843)	(2,127)	(284)
People	(3,592)	(3,505)	87	(8,104)	(8,901)	(8,788)	113
Digital, Data and Technology Services	(13,447)	(12,424)	1,023	(26,054)	(34,477)	(33,630)	847
Change Programme	(7,113)	(2,517)	4,596	(6,918)	(17,625)	(19,069)	(1,445)
Miscellaneous and Capital Charges	(1,925)	(4,483)	(2,558)	(3,654)	(4,620)	(10,778)	(6,158)
Blood and Group Expenditure	(118,921)	(124,289)	(5,368)	(272,581)	(293,990)	(318,211)	(24,221)
Blood and Group Total	(3,419)	2,803	6,223	1,126	(21,052)	(18,151)	2,901
Clinical Services							
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells	1,734	1,734	0	4,162	4,162	4,162	0
Diagnostic and Therapeutic Services Income	26,512	22,620	(3,893)	62,461	64,974	59,950	(5,024)
Clinical Services - Research & Development	365	1,244	880	2,248	875	862	(13)
Clinical Services Income - Medical	430	460	30	1,143	1,033	1,122	89
Clinical Services Income	29,041	26,058	(2,983)	70,014	71,044	66,096	(4,948)
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	(24,127)	(22,070)	2,057	(56,131)	(58,275)	(56,001)	2,274
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	(723)	(291)	432	(875)	(2,495)	(2,266)	229
Clinical Services: Research & Development	(1,919)	(2,749)	(829)	(5,458)	(4,204)	(4,204)	0
Clinical Services: Medical	(6,247)	(5,806)	441	(13,887)	(14,716)	(14,205)	511
Clinical Services Expenditure	(33,016)	(30,916)	2,100	(76,351)	(79,691)	(76,676)	3,014
Clinical Services Total	(3,975)	(4,857)	(883)	(6,337)	(8,647)	(10,580)	(1,934)
Organ and Tissue Donation & Transplantation							
Programme Funding - Organ Donation & Transplantation	25,970	25,970	0	62,338	62,327	62,327	0
Programme Funding - Organ Donation and Transplantation - Opt Out	4,139	3,610	(530)	6,497	10,462	14,673	4,211
Organ Donation & Transplantation - NHSE Income	1,161	397	(764)	1,261	3,333	5,306	1,973
Organ Donation & Transplantation - UKHDs & Other Income	4,947	4,941	(6)	12,234	11,872	12,107	235
Tissue & Eye Services Income	6,503	3,884	(2,618)	15,041	16,130	12,784	(3,346)
OTDT Income	42,720	38,802	(3,918)	97,371	104,125	107,198	3,073
Cost of Sales - Tissues Stock Movement	(313)	(361)	(48)	(540)	(750)	(750)	0
OTDT - Organ Donation and Transplantation	(28,260)	(25,781)	2,479	(64,013)	(65,805)	(63,196)	2,609
OTDT - Organ Donation and Transplantation Change Programme	(5,378)	(4,031)	1,347	(10,466)	(15,653)	(18,486)	(2,833)
OTDT - Tissue and Eye Services	(4,889)	(4,234)	656	(11,036)	(11,710)	(10,999)	711
OTDT Expenditure	(38,840)	(34,406)	4,434	(86,055)	(93,918)	(93,431)	487
OTDT Total	3,880	4,396	516	11,316	10,207	13,766	3,560

# Financial Performance – August 2020 Year-to-Date

Year to date position – Surplus £2.3m (£5.9m ahead of plan)

Donor Experience
(£)m
Income
Expenditure
<b>Surplus/(Deficit)</b>

Q1			M4 - M5		
Bud.	Act.	Var.	Bud.	Act.	Var.
0.0	0.0	0.0	0.0	0.0	0.0
(5.2)	(4.8)	0.4	(3.6)	(3.7)	(0.1)
<b>(5.2)</b>	<b>(4.8)</b>	<b>0.4</b>	<b>(3.6)</b>	<b>(3.7)</b>	<b>(0.1)</b>

Year to Date		
Bud.	Act.	Var.
0.0	0.0	0.0
(8.8)	(8.5)	0.3
<b>(8.8)</b>	<b>(8.5)</b>	<b>0.3</b>

Continues to report lower than planned expenditure driven by reduced travel and venue hire. As smaller venues are cancelled due to social distancing restrictions, we are seeing larger venues becoming available at a lower rates/free, but do not expect this to continue long term. Note that there has been a significant increase in mailing and Teleperformance activity but this has been charged against the Covid-19 contingency.

Blood Supply
(£)m
Income
Cost of Sales
Expenditure
<b>Surplus/(Deficit)</b>

Q1			M4 - M5		
Bud.	Act.	Var.	Bud.	Act.	Var.
70.8	70.4	(0.4)	44.0	47.1	3.1
(0.3)	(2.2)	(1.8)	0.6	0.0	(0.5)
(36.6)	(35.0)	1.5	(24.4)	(24.5)	(0.1)
<b>33.9</b>	<b>33.2</b>	<b>(0.7)</b>	<b>20.1</b>	<b>22.7</b>	<b>2.5</b>

Year to Date		
Bud.	Act.	Var.
114.8	117.5	2.7
0.2	(2.1)	(2.4)
(61.0)	(59.6)	1.5
<b>54.0</b>	<b>55.8</b>	<b>1.8</b>

Blood Supply continues to see a favourable expenditure movement against plan driven by reduced activity. Excess costs (especially in blood donation) are being charged against the rebate contingency. The ongoing collection challenge has resulted in an adverse variance on cost of sales, as stock remains significantly lower than plan.

Clinical Services
(£)m
Income
Expenditure
<b>Surplus/(Deficit)</b>

Q1			M4 - M5		
Bud.	Act.	Var.	Bud.	Act.	Var.
17.2	14.1	(3.1)	11.9	12.0	0.1
(19.8)	(18.2)	1.6	(13.2)	(12.8)	0.5
<b>(2.7)</b>	<b>(4.1)</b>	<b>(1.4)</b>	<b>(1.3)</b>	<b>(0.8)</b>	<b>0.5</b>

Year to Date		
Bud.	Act.	Var.
29.0	26.1	(3.0)
(33.0)	(30.9)	2.1
<b>(4.0)</b>	<b>(4.9)</b>	<b>(0.9)</b>

Diagnostic, Therapeutic and Stem Cell Services have seen a significant contribution loss as a result of Covid-19. Q1 was £1.9m behind plan (partially offset by Clinical vacancies). From April, however, TAS and CMT are reporting positive variances against plan, as activity shows signs of returning to pre-Covid levels.

Organ and Tissue Donation & Transplantation
(£)m
Income
Cost of Sales
Expenditure
<b>Surplus/(Deficit)</b>

Q1			M4 - M5		
Bud.	Act.	Var.	Bud.	Act.	Var.
25.5	23.5	(2.0)	17.2	15.3	(1.9)
(0.2)	(0.1)	0.1	(0.1)	(0.2)	(0.1)
(23.9)	(21.4)	2.5	(14.6)	(12.7)	2.0
<b>1.4</b>	<b>2.0</b>	<b>0.6</b>	<b>2.5</b>	<b>2.4</b>	<b>(0.1)</b>

Year to Date		
Bud.	Act.	Var.
42.7	38.8	(3.9)
(0.3)	(0.4)	(0.0)
(38.5)	(34.0)	4.5
<b>3.9</b>	<b>4.4</b>	<b>0.5</b>

TES continue to be severely impacted by Covid-19 with a further £0.2m loss in August. The year to date contribution loss is £2.0m, with Corneas and Tendons & Meniscus the biggest impacts. All losses are offset by the blood rebate/cash contingency.

Reduced activity in Q1 has resulted in significant positive cost variances for ODT, with funding from DHSC remaining fixed. These positive variances will now reduce as activity returns to more normal levels.

Group Services
(£)m
Income (incl. CVP funding)
Expenditure
COVID/CP Expenditure
Blood and Group Transformation
<b>Surplus/(Deficit)</b>

Q1			M4 - M5		
Bud.	Act.	Var.	Bud.	Act.	Var.
0.4	4.1	3.6	0.3	5.5	5.2
(25.2)	(23.2)	2.0	(17.0)	(16.7)	0.3
0.0	(5.3)	(5.3)	0.0	(6.5)	(6.5)
(4.2)	(1.4)	2.9	(2.9)	(1.1)	1.7
<b>(29.0)</b>	<b>(25.8)</b>	<b>3.3</b>	<b>(19.6)</b>	<b>(18.7)</b>	<b>0.8</b>

Year to Date		
Bud.	Act.	Var.
0.7	9.6	8.9
(42.2)	(39.9)	2.3
0.0	(11.7)	(11.7)
(7.1)	(2.5)	4.6
<b>(48.6)</b>	<b>(44.5)</b>	<b>4.1</b>

Group Services are reporting an underspend of £2.0m driven by Estates and vacancies in Digital, Data & Technology Services and Quality. There has been additional expenditure of £3.1m attributable to Covid-19 that is offset against the blood rebate contingency. The current spend against Convalescent Plasma is £8.7m, which is directly offset by DHSC funding (nil net effect).

# Cash Flow – as at August 2020

	Actual Apr-20 £k	Actual May-20 £k	Actual Jun-20 £k	Actual Jul-20 £k	Actual 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	59,271	68,161	63,667	63,160	76,101	83,807	73,235	75,026	78,319	67,948	50,549
Receipts													
Debtors & Other Receipts	35,581	32,866	35,501	33,400	29,191	33,001	32,108	30,860	31,802	30,661	30,658	36,970	392,600
Revenue Cash Limit	0	0	16,525	5,508	0	11,016	5,552	5,553	5,553	5,552	5,553	5,688	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	0	0	0	5,250	0	2,625	0	0	2,625	12,990
Revenue Cash Limit - Convelescent Plasma	0	0	0	0	7,400	6,900	3,600	0	0	0	0	0	17,900
Revenue Cash Limit - Pensions Uplift	0	0	0	0	0	4,884	814	814	814	814	814	814	9,768
Capital Cash Limit	4,100	0	0	0	0	5,000	0	5,000	4,000	5,000	0	11,400	34,500
Total income	42,171	32,866	52,026	38,909	36,591	60,801	47,324	42,227	44,794	42,027	37,025	57,497	534,258
Payments													
Staff Expenses	10,757	18,732	18,962	19,095	19,169	22,756	19,527	19,653	19,744	20,148	20,021	27,204	235,768
Other Revenue Payments	10,775	16,504	23,235	23,480	17,015	23,503	17,891	21,962	20,758	15,086	21,375	46,829	258,413
Capital Charges	8,756	0	0	0	0	0	0	8,985	0	0	0	8,985	26,726
Capital Payments	340	451	940	827	914	1,600	2,200	2,200	2,500	3,500	6,000	8,927	30,400
Total costs	30,628	35,687	43,136	43,402	37,098	47,860	39,618	52,799	43,002	38,735	47,396	91,945	551,307
Closing bank balance	62,092	59,271	68,161	63,667	63,160	76,101	83,807	73,235	75,026	78,319	67,948	33,500	33,500

Debtor Days (Target is 22 days)	18	14	10	10	17	Split by: Blood 25,823 CS 4,217 OTDT 3,460
YTD BPPC By Value % (Target is 95%)	91.8%	94.1%	95.7%	95.3%	93.7%	
YTD BPPC By Number % (Target is 95%)	88.3%	90.9%	92.4%	93.0%	93.2%	

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	3,929	1,180	410	906	6,424

Top 5 > 90 days Overdue Debtors £000's	Jul-20			Aug-20		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FT	190	294		215	316	£98k received 04/09 - remainder awaiting payment
GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST				206	385	Outstanding queries resolved - payment expected w/c 14/09
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	86	120		100	278	On escalation process as Trust unresponsive
GEORGE ELIOT HOSPITAL NHS TRUST				55	56	Invoices in query - payment expected by 30/09
LEEDS TEACHING HOSPITALS NHS TRUST				47	308	Invoice outstanding - Trust being chased for payment
UNIVERSITY COLLEGE LONDON HOSPITALS NHS FOUNDATION TRU	103	129				
SPIRE HEALTHCARE LTD	39	78				
UNIVERSITY OF CAMBRIDGE	36	67				
Total 5 Overdue Debtors	454	689		623	1,342	
Other Debtors	435	4,383		283	5,082	
Total Overdue Debtors	889	5,072		906	6,424	

>90 DAYS OVERDUE	Profile by Month												
	Actual Apr-20 £000s	Actual May-20 £000s	Actual Jun-20 £000s	Actual Jul-20 £000s	Actual 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	751	931	969	889	906								
Ledger Balance at month end	750	750	750	750	750	750	500	500	500	500	500	500	
Target	750	750	750	750	750	750	500	500	500	500	500	500	

# Contribution Statement – year to date August 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				
<b>Income</b>														
Prices	116.6	5.8	3.4	0.7	0.6	3.9	4.1	-	0.8	0.4	4.7	-	-	141.2
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	4.9	4.9
Grant in Aid	8.7	-	-	-	-	-	-	-	0.8	0.9	-	-	29.5	39.9
Other	3.5	0.2	0.1	-	0.2	-	0.2	1.2	-	0.0	0.1	-	0.5	6.0
<b>Total Income</b>	<b>128.8</b>	<b>6.0</b>	<b>3.5</b>	<b>0.7</b>	<b>0.7</b>	<b>3.9</b>	<b>4.3</b>	<b>1.2</b>	<b>1.6</b>	<b>1.3</b>	<b>4.9</b>	<b>-</b>	<b>34.9</b>	<b>192.0</b>
<b>Expenditure</b>														
<b>Variable Costs</b>														
Consumables	(12.9)	(0.4)	(1.2)	(0.2)	(0.0)	(0.8)	(0.7)	(0.2)	(0.2)	(0.0)	(1.4)	-	(1.1)	(19.2)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Variable Costs</b>	<b>(12.9)</b>	<b>(0.4)</b>	<b>(1.2)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>(0.8)</b>	<b>(0.7)</b>	<b>(0.2)</b>	<b>(0.2)</b>	<b>(0.0)</b>	<b>(1.4)</b>	<b>-</b>	<b>(1.1)</b>	<b>(19.2)</b>
<b>Variable Contribution</b>	<b>115.9</b>	<b>5.6</b>	<b>2.4</b>	<b>0.6</b>	<b>0.7</b>	<b>3.1</b>	<b>3.6</b>	<b>0.9</b>	<b>1.4</b>	<b>1.3</b>	<b>3.4</b>	<b>-</b>	<b>33.8</b>	<b>172.7</b>
<b>Direct Costs</b>														
Cost of Sales	(2.1)					(0.4)	-	-	-	-	-		-	(2.5)
Pay	(39.9)	(3.5)	(2.7)	(0.4)	(0.0)	(3.0)	(2.1)	(0.5)	(0.6)	(0.5)	(1.5)	-	(12.0)	(66.7)
Non Pay	(8.1)	(0.2)	(0.3)	(0.0)	(0.0)	(0.9)	(0.4)	(0.2)	(0.3)	(0.1)	(0.3)	-	(12.8)	(23.7)
<b>Total Direct Costs</b>	<b>(50.1)</b>	<b>(3.7)</b>	<b>(3.0)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(4.2)</b>	<b>(2.5)</b>	<b>(0.7)</b>	<b>(0.9)</b>	<b>(0.6)</b>	<b>(1.8)</b>	<b>-</b>	<b>(24.9)</b>	<b>(92.9)</b>
<b>Direct Contribution</b>	<b>65.8</b>	<b>1.9</b>	<b>(0.6)</b>	<b>0.2</b>	<b>0.7</b>	<b>(1.1)</b>	<b>1.1</b>	<b>0.3</b>	<b>0.5</b>	<b>0.7</b>	<b>1.6</b>	<b>-</b>	<b>8.9</b>	<b>79.8</b>
<b>Direct Support</b>														
Operational Directorate costs	(5.7)	(0.5)	(0.3)	(0.1)	(0.7)	(0.3)	(0.3)	(0.1)	(0.1)	(0.1)	(0.1)	-	(1.2)	(9.3)
Logistics	(8.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(8.3)
Clinical	(3.9)	(0.2)	-	-	-	(0.1)	(0.0)	-	(0.1)	(0.0)	(0.1)	-	(0.5)	(4.8)
Attributable Estates costs	(7.1)	(0.4)	(0.4)	(0.0)	(0.1)	(0.5)	(0.5)	(0.1)	(0.0)	(0.1)	(0.0)	(0.0)	(0.3)	(9.5)
Attributable IT costs	(7.3)	(0.3)	(0.3)	(0.0)	(0.1)	(0.2)	(0.2)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(1.8)	(10.5)
De Depreciation / Cost of Capital	(0.7)	(0.1)	(0.2)	(0.0)	(0.1)	(0.1)	(0.2)	(0.0)	(0.1)	(0.0)	(0.1)	0.0	(0.2)	(1.8)
<b>Total Direct Support</b>	<b>(32.6)</b>	<b>(1.6)</b>	<b>(1.1)</b>	<b>(0.2)</b>	<b>(1.0)</b>	<b>(1.2)</b>	<b>(1.2)</b>	<b>(0.2)</b>	<b>(0.3)</b>	<b>(0.3)</b>	<b>(0.5)</b>	<b>0.0</b>	<b>(3.9)</b>	<b>(44.2)</b>
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
<b>Contribution to Unallocated Costs</b>	<b>32.3</b>	<b>0.3</b>	<b>(0.8)</b>	<b>0.1</b>	<b>(0.2)</b>	<b>(2.3)</b>	<b>(0.1)</b>	<b>0.0</b>	<b>(0.1)</b>	<b>0.4</b>	<b>1.1</b>	<b>0.0</b>	<b>5.0</b>	<b>35.6</b>
<b>Total Allocated Costs</b>	<b>(96.6)</b>	<b>(5.7)</b>	<b>(4.4)</b>	<b>(0.6)</b>	<b>(0.9)</b>	<b>(6.2)</b>	<b>(4.4)</b>	<b>(1.2)</b>	<b>(1.7)</b>	<b>(1.0)</b>	<b>(3.8)</b>	<b>0.0</b>	<b>(29.9)</b>	<b>(156.4)</b>
<b>Unallocated Costs Apportioned</b>														
Directorate costs	(17.1)	(0.4)	(0.3)	(0.0)	(0.1)	(0.4)	(0.3)	(0.1)	(0.1)	(0.1)	(0.3)	(0.0)	(2.4)	(21.5)
Estates costs	(2.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.7)	(3.4)
Depreciation / Cost of Capital	(0.7)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.3)	(1.2)
<b>Total Unallocated Costs</b>	<b>(19.8)</b>	<b>(0.5)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(0.1)</b>	<b>(0.6)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>(0.1)</b>	<b>(0.4)</b>	<b>(0.1)</b>	<b>(3.4)</b>	<b>(26.1)</b>
<b>Operating Net Surplus / (Deficit)</b>	<b>12.4</b>	<b>(0.2)</b>	<b>(1.3)</b>	<b>0.1</b>	<b>(0.3)</b>	<b>(2.9)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>0.3</b>	<b>0.7</b>	<b>(0.1)</b>	<b>1.7</b>	<b>9.4</b>
Transformation Costs	(2.8)	-	-	-	-	-	-	-	-	-	-	(0.3)	(4.0)	(7.1)
<b>Total Allocated Costs Inc Transformation</b>	<b>(99.4)</b>	<b>(5.7)</b>	<b>(4.4)</b>	<b>(0.6)</b>	<b>(0.9)</b>	<b>(6.2)</b>	<b>(4.4)</b>	<b>(1.2)</b>	<b>(1.7)</b>	<b>(1.0)</b>	<b>(3.8)</b>	<b>(0.3)</b>	<b>(33.9)</b>	<b>(163.5)</b>
<b>Net Surplus / (Deficit) Inc Transformation</b>	<b>9.6</b>	<b>(0.2)</b>	<b>(1.3)</b>	<b>0.1</b>	<b>(0.3)</b>	<b>(2.9)</b>	<b>(0.5)</b>	<b>(0.1)</b>	<b>(0.2)</b>	<b>0.3</b>	<b>0.7</b>	<b>(0.3)</b>	<b>(2.4)</b>	<b>2.3</b>



# Contribution Statement – July and August 2020

## Excluding Q1 Covid-19 impact

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	53.7	2.5	1.8	0.3	0.3	2.1	2.0	0.6	0.7	0.5	2.3	-	13.2	80.0
Variable Costs	(5.5)	(0.2)	(0.6)	(0.1)	(0.0)	(0.3)	(0.3)	(0.1)	(0.1)	(0.0)	(0.7)	-	(0.6)	(8.4)
Direct Costs	(19.9)	(1.4)	(1.2)	(0.2)	(0.0)	(1.8)	(1.0)	(0.3)	(0.4)	(0.2)	(0.7)	-	(9.5)	(36.7)
Direct Support (incl Notional Income)	(13.6)	(0.7)	(0.1)	(0.0)	(0.4)	(0.5)	(0.5)	(0.1)	(0.2)	(0.1)	(0.2)	0.0	(1.6)	(18.0)
Total Allocated Costs	(39.0)	(2.3)	(1.8)	(0.2)	(0.4)	(2.6)	(1.8)	(0.5)	(0.7)	(0.4)	(1.6)	0.0	(11.7)	(63.1)
Unallocated Costs	(10.3)	(0.2)	(0.2)	(0.0)	(0.0)	(0.2)	(0.2)	(0.0)	(0.1)	(0.0)	(0.1)	(0.0)	(1.3)	(12.8)
Operating Net Surplus / (Deficit)	4.4	(0.0)	(0.2)	0.0	(0.1)	(0.8)	0.0	0.1	(0.1)	0.1	0.5	(0.0)	0.2	4.0
Transformation Costs	(1.3)	-	-	-	-	-	-	-	-	-	-	(0.1)	(0.9)	(2.3)
Net Surplus / (Deficit)	3.1	(0.0)	(0.2)	0.0	(0.1)	(0.8)	0.0	0.1	(0.1)	0.1	0.5	(0.1)	(0.7)	1.7

RAG STATUS (Actuals V Plan)	G	G	R	G	G	R	G	G	R	G	G	G	G	G
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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 reconciliaton planned to be completed for Quarter 1 reporting cycle.

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

4 This excludes the Quarter 1 financials to exclude the impact of Covid-19