

NHSBT Board Performance Report

October 2020

Contents	Page
1. Performance Headlines	2
2. Blood Supply	3-14
3. Clinical Services	15-21
4. OTDT	22-27
5. NHSBT Corporate Level Indicators	28
6. Convalescent Plasma - Project Summary	29
7. Financial Statements	30-37

Performance Headlines

Blood Supply	
<p>Collection performance continues to improve on the back of ongoing and updated collection improvement plans. In conjunction with this, and reflecting the sharp increase in Covid related hospital admissions, we were anticipating a fall in hospital demand that would then see red cell stocks build through the month and into November. Demand, however, has remained stable and is currently around 97% of pre-covid demand. Red cell stocks have therefore remained at amber levels, ending the month at 24k units (5.1 days), with O+ and A+ continuing at red status.</p> <p>Current projections are indicating that, based on further collection improvement, red cell stocks should slowly increase to 6 days during the next 6 weeks and would be at 5.5 days post Xmas and going into the new year. Reflecting that, stocks today (20 November) are at 26k (5.6 days).</p> <p>Although this is positive, we remain exposed to the risk of adverse weather and further plans to increase collection in January onwards are being rolled out. This includes new pop up centres at Westfield/Shepherds Bush and Lewisham, although these would only come online end March/early April.</p>	

Clinical Services (Diagnostics, Therapeutic Apheresis and Stem Cells)	
<p>Activity levels have improved steadily, as hospitals restore elective activity, and vary by service area. TAS procedures are 4% below plan but 0.5% ahead of last year in the year to date. Stem cell transplant activity continues to be significantly impacted by Covid-19 with 763 transplants YTD v 1,052 planned, although the income shortfall is less impacted given that a high proportion comes from Cryo storage and CBC . Overall income was as at plan level in October and Q2, versus the 18% shortfall seen in Q1.</p> <p>YTD income is now £3.1m adverse to budget but, due to a favourable position on expenditure the overall income and expenditure position is nett £1.1m worse than plan. The year-end I&E forecast is a deficit of £7.2m, £1.0m behind plan.</p>	

Organ and Tissue Donation & Transplantation	
<p>ODT : Whilst all transplant centres had returned to operation by September, activity continues to fall back from its post Covid (first wave) peak in August. There were 107 deceased donors and 249 deceased donor transplants in October versus 128 and 301 respectively last month. The living donor kidney transplantation programme has been slower to restart, however activity has built steadily to 49 transplants in September.</p> <p>TES : Orthopaedic sales, were forecast to increase in October as part of the NHS Phase 3 response plan to recover elective activity, however, the increase in COVID-19 cases has impacted this recovery. Ocular demand is recovering well, but demand is currently greater than ability to supply, resulting in operations being cancelled. Income in October was 22% behind plan and is 33% adverse in the year to date, with reduced cornea transplants continuing to be the major driver. The forecast for the year is a deficit of £4.3m, £2.9m adverse to plan, an adverse movement of £0.3m from last month.</p>	

NHSBT Level / Finance	
<p>NHSBT total absence is currently ca 8% with 3% Covid-19 related.</p> <p>Year to date NHSBT is reporting a surplus of £5.1m, £7.5m better than plan. 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. At Q2, NHSBT forecast a full year I&E deficit of £16.1m, £3.4m better than budget.</p> <p>The COVID-19 contingency is now fully exhausted with £17.2m forecast costs versus £14.8m contingency.</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 – October 2020

Key Issues / Action for attention:

CUSTOMER SERVICES

- OTIF in October was above target at 98.69%
- NPS score was 86.5 against a target of 83.0
- Donor Satisfaction was at 82.0% against a target of 75%
- Complainants per million were at 0.50% against a target of 0.59%

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

COLLECTION & STOCK – While Covid admissions continue to rise, total red cell demand remains at c95% of fully restored levels. Collection has been 5.1k under plan over the last 4 weeks, which has meant total stocks remain in amber banding. Further action is being taken ahead of Christmas to sustain a higher level of donation appointment capacity and enhance our messaging to donors in areas where we have lower appointment fill rates.

SICKNESS ABSENCE - M&L sickness was 4.5% against a target of 4.8% and Collections sickness was 5.5%. COVID related absence in Blood Collection was at 2%

CANCELLATIONS PER MILLION APPOINTMENTS – 4.19% in October compared with 5.14% in September against a target of 1.15%. Short term sickness is the highest cause of Short Notice Appointment Cancellations in October, mostly seen in the East and North. Covid 19 related sickness is the second highest cause, largely in the North. Combined, these two sickness related reasons account for 62.9% of cancellations.

WASTAGE – Overall component loss rate reduced to 2.5% from 2.9% in October.

Developments re strategic risk:

- 3 red risks during October, BD Staffing shortages, MO Staffing Shortages and MO Test and Trace. This risk remains the same score due to increases in Covid related cases. These risks are reviewed bi-weekly. BD Staffing Shortage is also reviewed in conjunction with the new Training & Recruitment risk pertaining to new starters.
- Risk reviews are continuing with relevant stakeholders throughout November

PROJECTS

- 3rd Party Pristine Condition will visit each of our donor centres and carry out a bespoke review of NHSBT's Covid-19 safety measures, highlighting any safety measure improvements that could be made; also maintaining and increasing our business as usual levels of planned activity.
- 8 out of 14 new dedicated Convalescent Plasma sites will begin to open from the first week of November.
- PRF's approved for International Blood Pack 1 and arm cleansing consumables.
- Prioritisation exercise commenced for relaunching paused projects
- LRP – Logistics Management Review approved

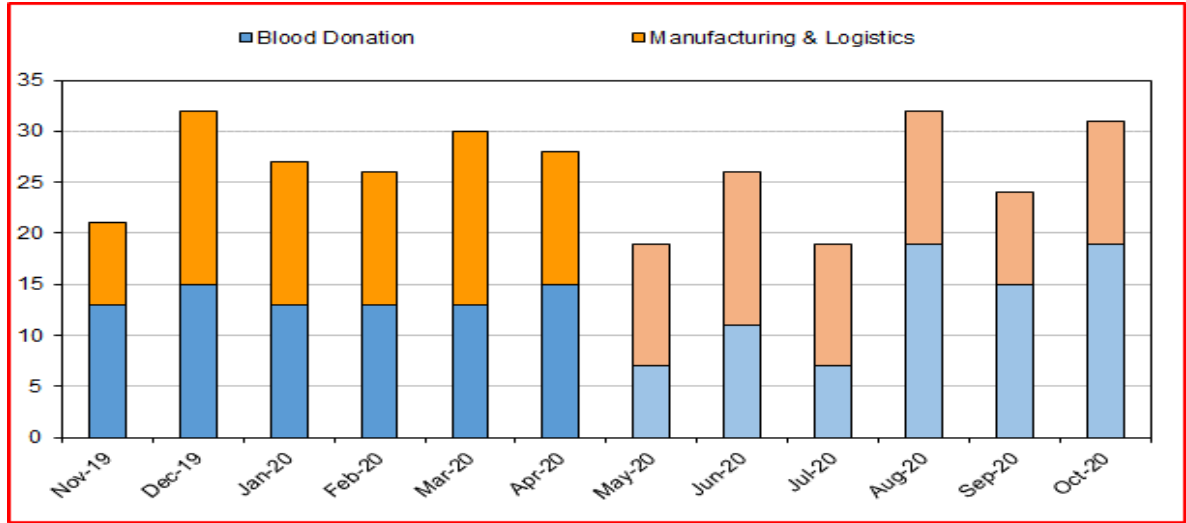
BLOOD SUPPLY – Safety & Compliance

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Blood Supply Number of Critical & Major Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q2: 0 reported YTD v NIL Target. AP07: None reported
Blood Supply Serious Incidents Target = 0	G	G	G	G	↔	Q1: 0 reported v NIL Target. Q2: 1 reported but subsequently downgraded - INC79914 AP07: 0 reported in month.
H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	A	A	G	G	↑	Q1: 73.7% v 75% target Q2: 74.6% v 75% target AP07: Above target in month (78.6%) and YTD at 75.2% v 75% target
NOTE: Q1 RAG and Q2 RAG are discrete measures for each quarter; YTD RAG measured from April 20 to current month; Arrows indicate RAG trend between current month and end of previous quarter. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.						

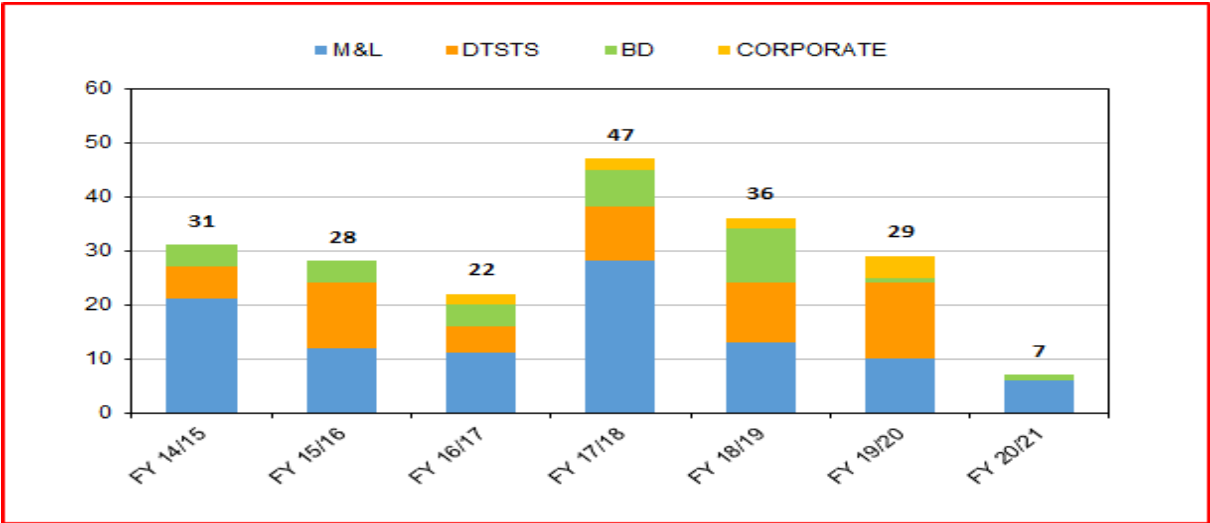
Key Messages / Issues for Attention:

- One SABRE reported by NHSBT in October in M&L. Year to date SABREs are 7 (1 in BD and 6 in M&L) – **chart 3**.
- One serious incident recorded in Blood Supply in September (INC 79914) has been downgraded with performance reporting adjusted accordingly.

1. Major QIs raised per month - Blood Supply



3. Reports to SABRE



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

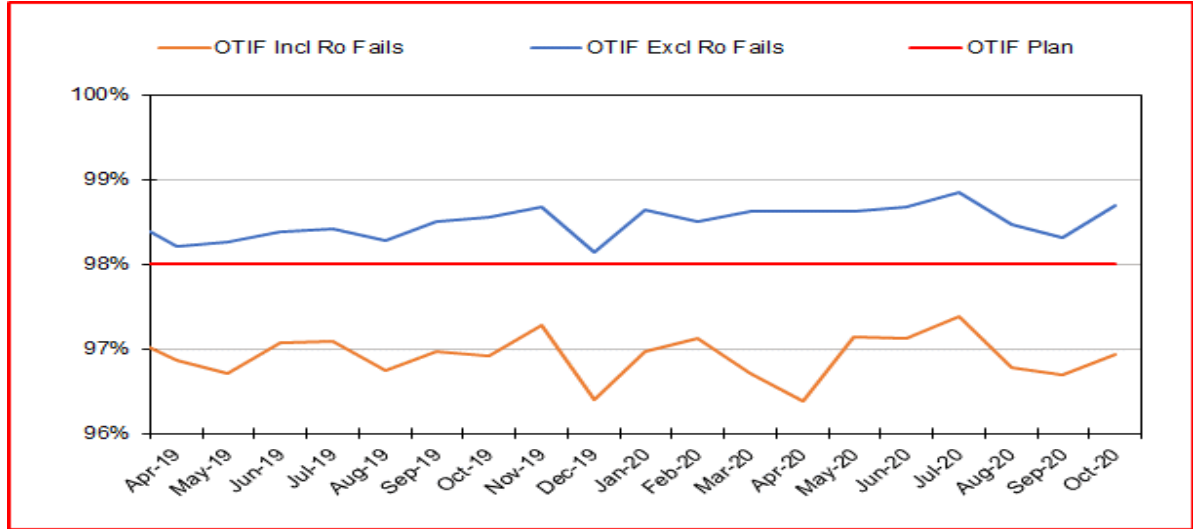
BLOOD SUPPLY – Customer Service

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
On Time In Full (OTIF) Excluding Ro YTD Target = 98%	G	G	G	G	↔	Q1: OTIF 98.6% v 98% target - chart 4. Q2: OTIF 98.7%
M&L Hospital Satisfaction Score >= 9 or 10 Target = 70%	-	-	G	G	↑	AP07: OTIF stable at 98.6% v 98% target 77% for 6 months to October 19 - chart 5 March 2020 survey cancelled due to Covid-19 AP07: Top box hospital satisfaction at 84% v 70% target; up from 77% in September 2019.

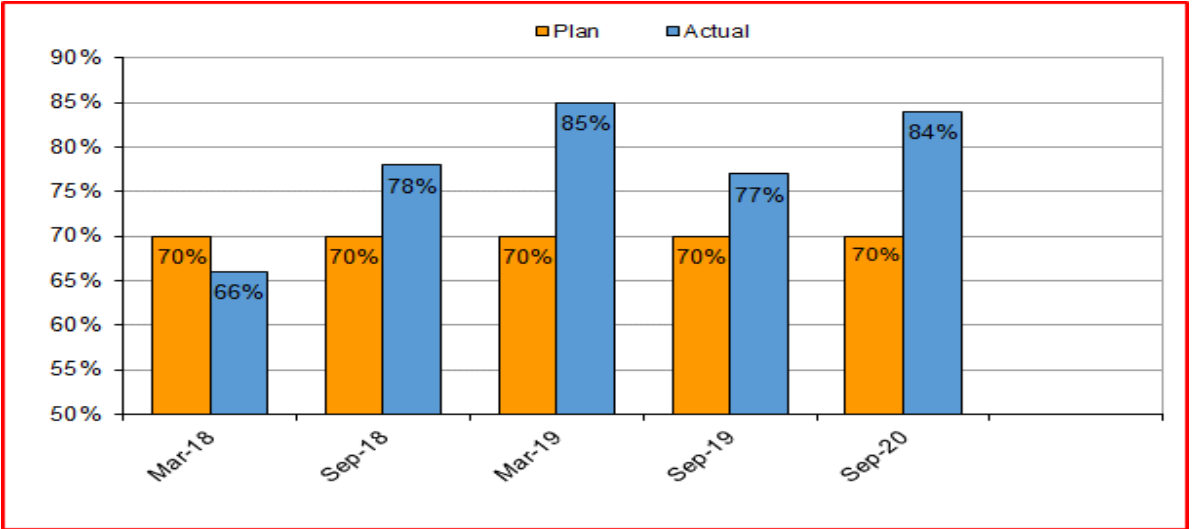
Key Messages / Issues for Attention:

- OTIF in October, excluding R_o 'in full' fails, remained high, and the second best ever, at 98.7% (versus target of 98%) - **chart 4**
- The first Hospital Satisfaction survey with Transfusion Laboratory Managers since September 2019 took place, reflecting the views of 139 (60%) hospitals in England.
- Overall satisfaction with NHSBT increased to 84% from 77%. Satisfaction with NHSBT as a supplier of blood components increased to 85% from 63%, despite Covid-19.

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



5. Hospital Satisfaction



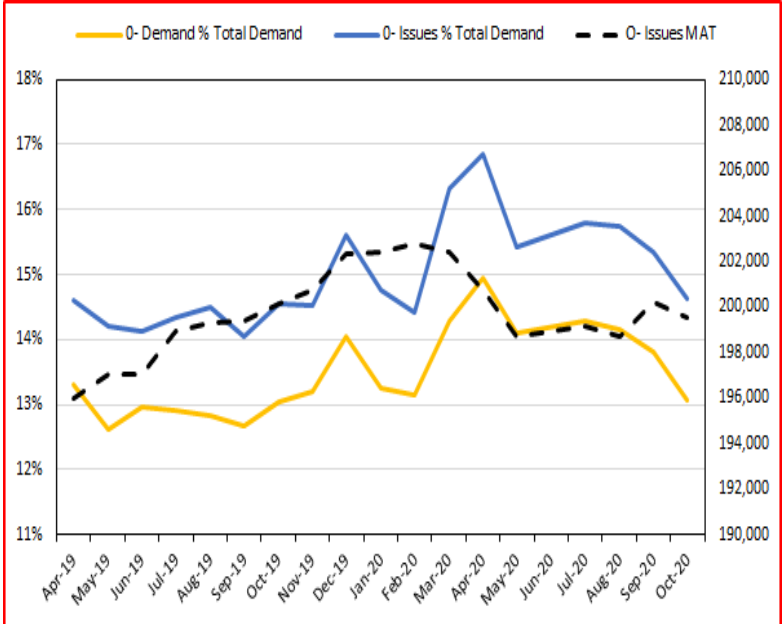
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

BLOOD SUPPLY – Red Cell Demand

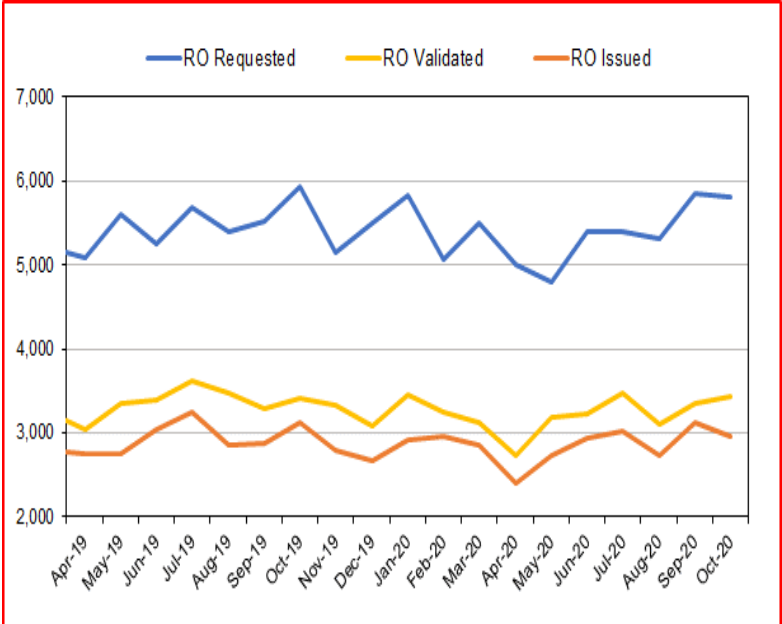
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD October 2020	2019/20 - YTD October 2019	Change
A Neg	60,722	66,132	-8.2%
A Pos	209,672	238,213	-12.0%
AB Neg	4,466	5,316	-16.0%
AB Pos	13,683	16,520	-17.2%
B Neg	20,909	21,935	-4.7%
B Pos	58,690	65,100	-9.8%
O Neg	115,464	118,391	-2.5%
O Pos	258,072	292,317	-11.7%
Total	741,677	823,924	-10.0%

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



10. Ro Red Cells Demand, Validated and Issued

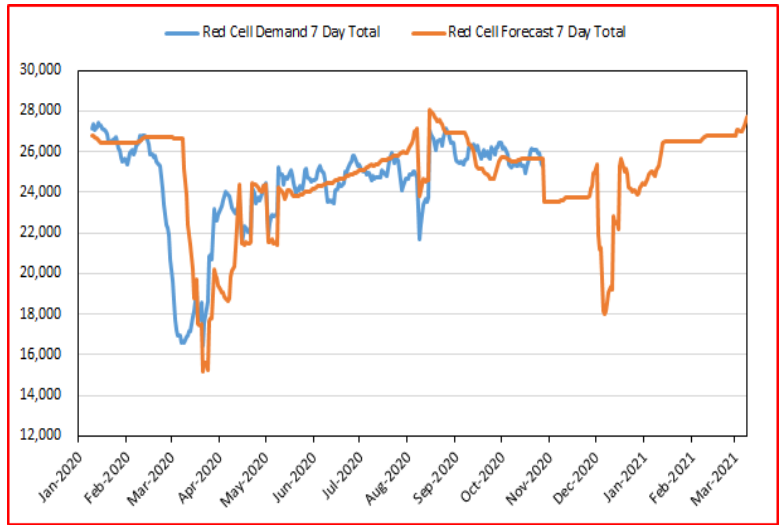


Key Messages / Issues for Attention:

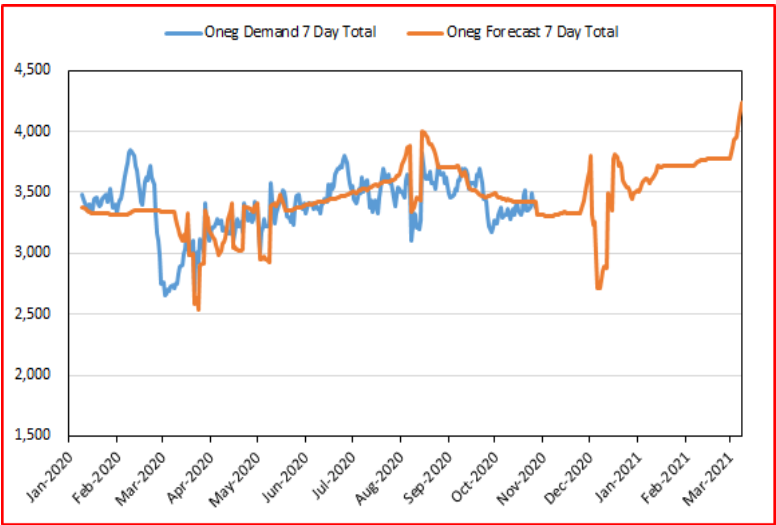
- Red cell and platelet demand trends during the Covid-19 period are provided on the following page.
- Red cell demand in October was 5.6% (6k units) above forecast. Going into November demand is not falling as expected as a result of the increase in Covid related hospital admissions. The forecast has been further adjusted to reflect a flat demand projection, at around 97% of pre-covid levels (Page 7 reports the previous forecast with demand falling).
- O negative demand, as a proportion of total demand has fallen significantly over the last 3 months and is now at 13% versus the peak of 15% seen in April – **chart 9**.
- Ro demand in October was 4.3% above forecast. Moving annual demand to October at 68.2k is 1.1% higher than the previous 12 months (versus forecast of +10%). Ro collections were 51% of that required to meet total demand in October. This required substitution of ca 2,850 units of O negative blood – **chart 10**.

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

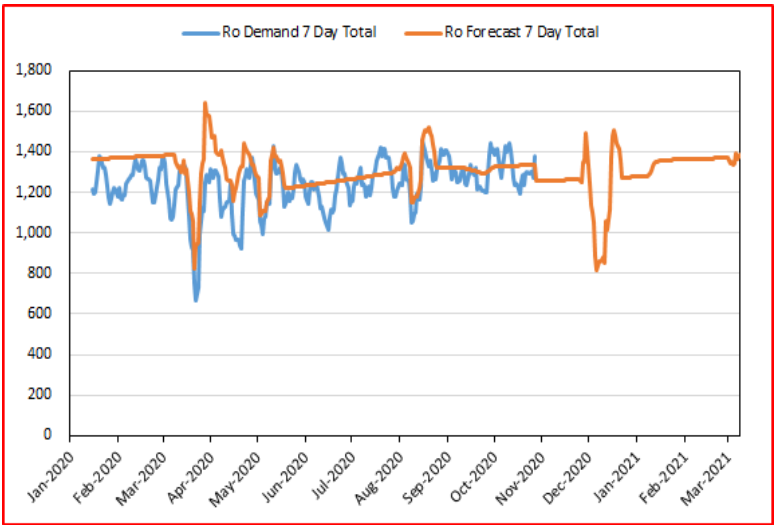
Red Cell 7 Day Moving Demand



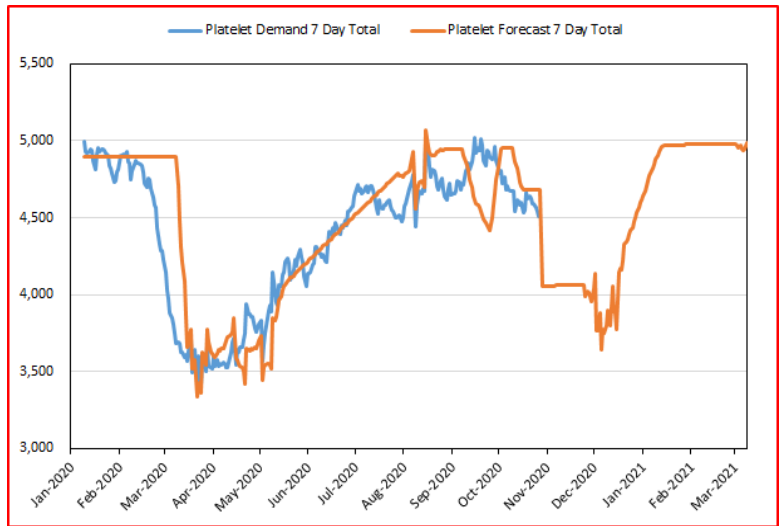
Red Cell O negative 7 Day Moving Demand



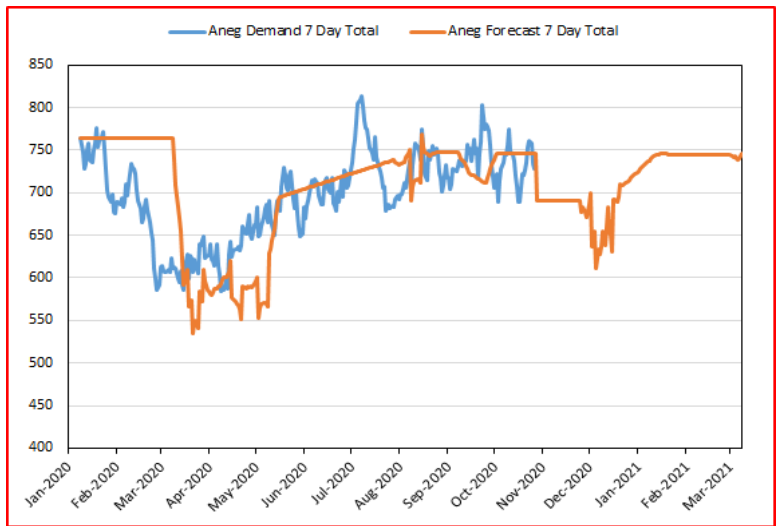
Red Cell Ro 7 Day Moving Demand



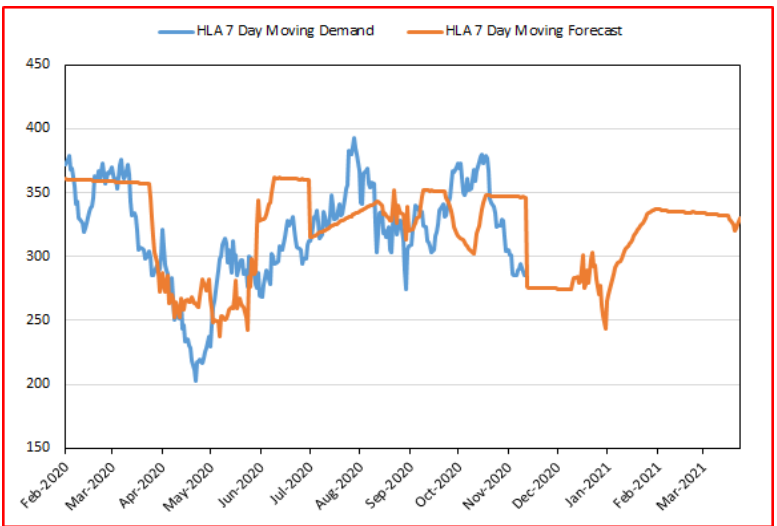
Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand



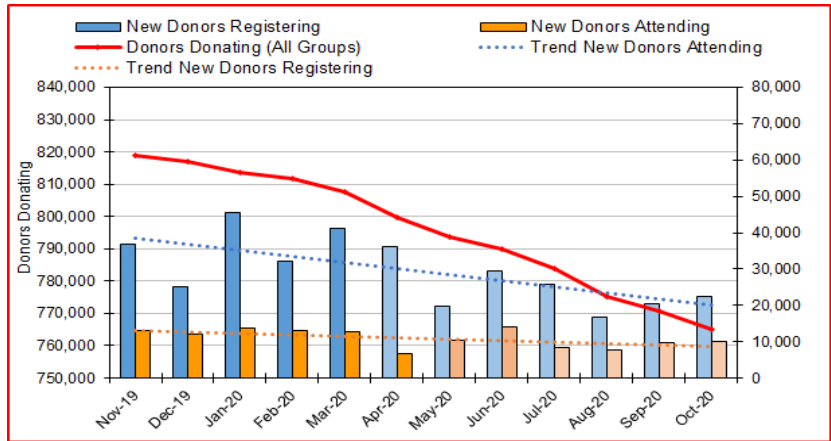
BLOOD SUPPLY – Whole Blood Donor Base

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Blood Donors Donating in Last 12 Months - All Groups Target = 807,336	R	R	R	R	↔	Q1: 790k v 812k target – charts 20 & 21 Q2: 771k v 810k target AP07: Donor base continuing its fall to 765k in October.
Donation Frequency All Groups Target = 1.80	G	G	G	G	↔	Q1: 1.77 v 1.80 target - chart 20 & 21 Q2: Frequency remains at 1.77 v 1.80 target AP07: Donation frequency steady at 1.77 v 1.80 target.
Blood Donors Donating in Last 12 Months O Negative Target = 117,124	A	R	R	R	↔	Q1: 113k v 114k target - chart 22. Q2: 112k v 116k target AP07: Donor base continues to fall to 111.5k v 115.8k target.
Donation Frequency O Negative Target = 1.83	R	R	R	R	↔	Q1: 1.9 v 1.83 target – chart 22. Q2: 1.91 v 1.83 target AP07: Donation frequency above target at 1.91 v 1.83 target
Blood Donors Donating in Last 12 Months Ro Kell Negative Target = 26,881	R	R	R	R	↔	Q1: 22.4k v 24.2k target - chart 23. Q2: 22.1k v 25.3k target AP07: Donor base continues to fall to 22k v 25.6k target.
Blood Donors Donating in Last 12 Months B Negative Target= 21,750	R	R	R	R	↔	Q1: 21k v 21.6k target - chart 24. Q2: 20.7k v 21.6k target AP07: Donor base fallen to 20.6k v 21.7k target

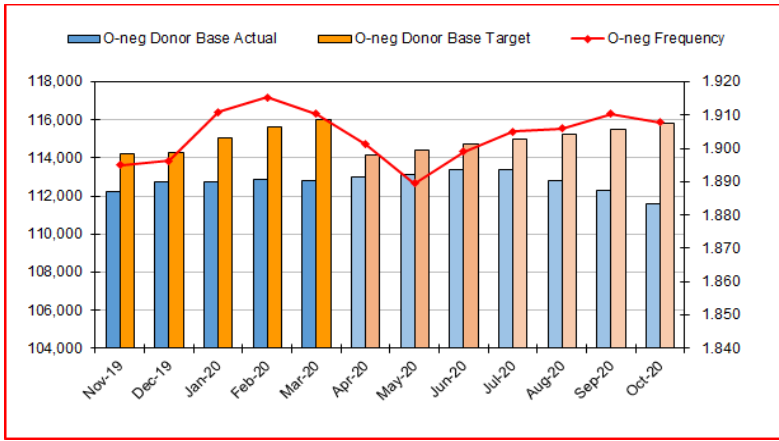
Key Messages / Issues for Attention:

- 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 during the Covid period. Detailed modelling of the donor base, however, indicates that this should improve without any additional marketing action, as the number of appointments increases and given the donation potential provided by the underlying number of registrations. The same applies to the **active** Ro Kell neg donor base (**chart 23**) with additional improvement also to come from the action plans generated by the RIDE project.

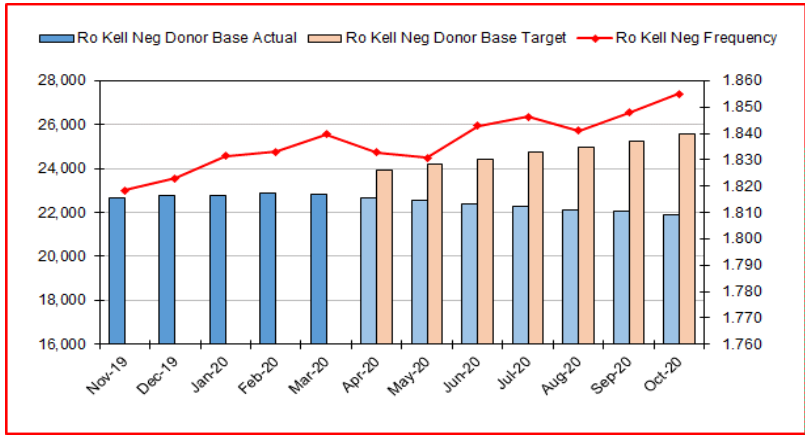
20. Donor Base All Groups



22. O - Donor Base and Donation Frequency



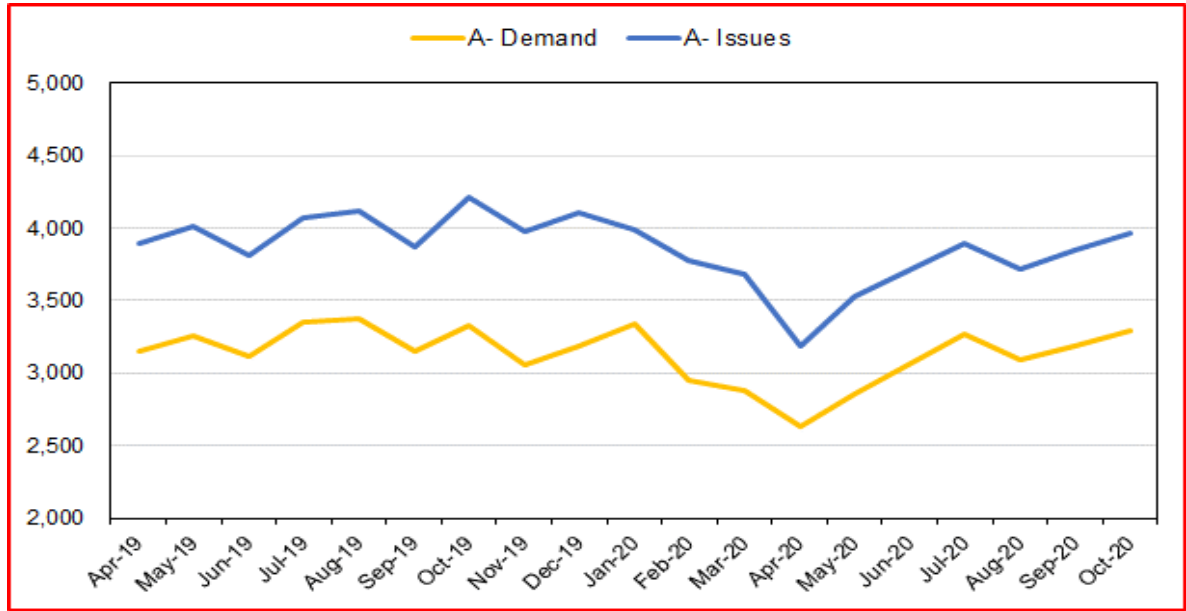
23. Ro Kell Negative Donor Base & Donation Frequency



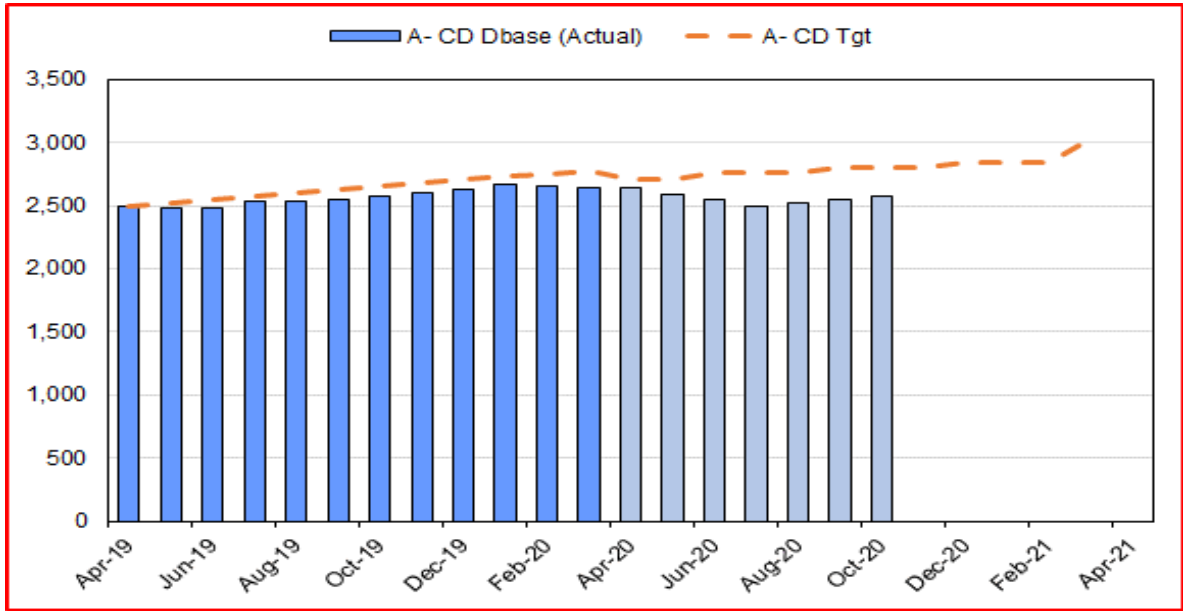
BLOOD SUPPLY – Platelet Demand & Donor Base

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
A Negative Apheresis Donors Donating in Last 12 Months Target = 3,033	R	R	R	R	↔	Q1: 2,550 v 2,756 target - chart 12. Q2: 2,549 v 2,800 target AP07: Donor base improving but at 2,577 remains below target of 2,800.

12. A neg Platelet Demand and Issues



13. A- CD Platelet Donor Base



Key Messages / Issues for Attention:

- Platelet demand was 10.1% (1,965 units) above forecast in October, reflecting that demand did not fall as much as expected. Although the demand forecast was subsequently adjusted, further falls have been seen in November and a revised forecast at around 96% of pre-covid levels has been set.
- A neg + AB neg demand remained at 17.1% of total demand in October.
- The number of A- CD donors continues to run below target with cancelled appointments hitting collection volumes. A- CD donors are required to relieve the pressure on pooling / wastage of A- and AB- red cells – **chart 13**.

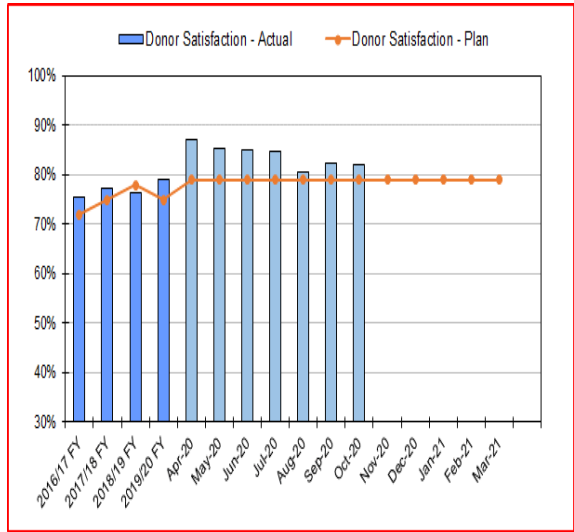
BLOOD SUPPLY – Collection Performance

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
YTD Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G	G	G	G	↔	Q1: 86% satisfaction v 75% target - chart 14 Q2: 85% satisfaction AP07: Stable at 84% in October v 75% target.
Complaints per Million Whole Blood Donations YTD Target = 0.59%	G	G	G	G	↔	Q1: 0.39% complaints v 0.59% target - chart 15 Q2: 0.41% complaints AP07: Complaints increased to 0.44% in October v 0.59% target.

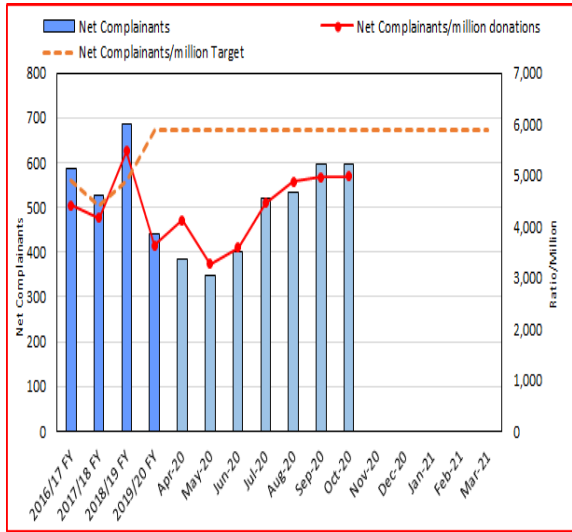
Key Messages / Issues for Attention:

- Although on an improving trend, collections in October were ca 5k units lower than plan with O neg particularly impacted (**charts 25 & 26**). The primary driver continued to be a much lower fill rate than plan (87.5% actual vs. 92.6% in the plan vs. c96% in October last year), especially in city centre based donor centres and the capacity borrowed from CVP. Collections during November are expected to be much closer to plan (c1k units lower than plan to 19 November).
- Donor satisfaction remained steady at 84% in October, well above target of 75% – **chart 14**
- Donor complaints are increasing with 620 complaints in October 20 v 469 in October 2019. The main areas of complaint in October were staff attitude, appointment and session availability, appointment cancellations and donors not being informed of session changes or cancellations – **chart 15**.

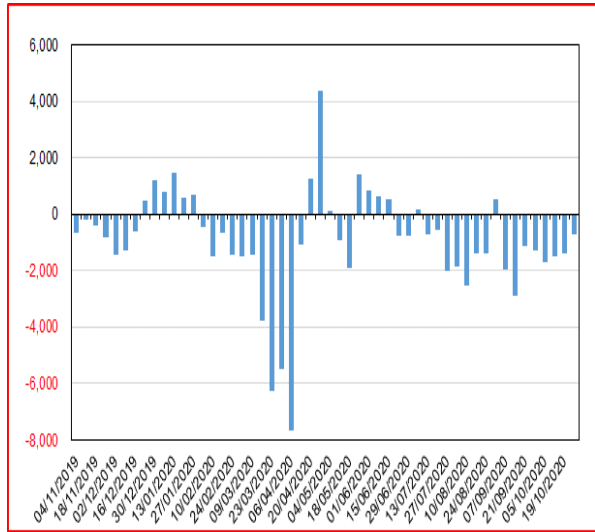
14. Donor Satisfaction



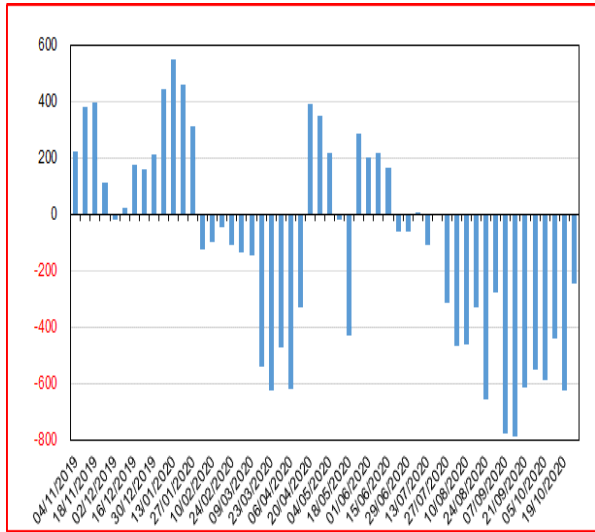
15. Donor Complaints



25. Weekly Collection Variance to Plan



26. Weekly Collection Variance to Plan O-

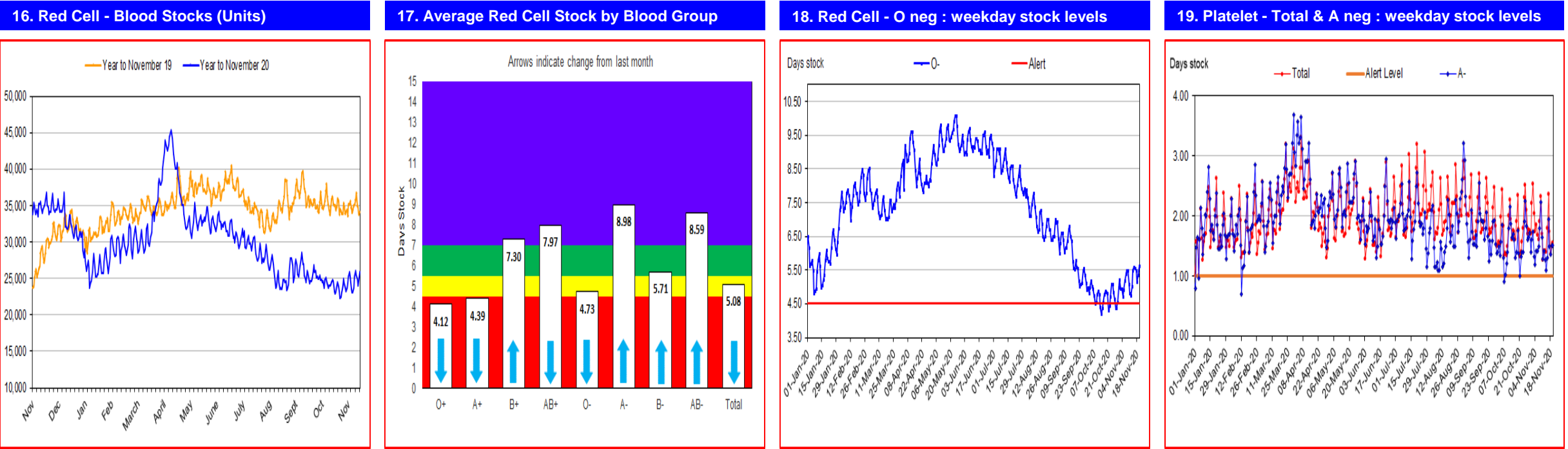


BLOOD SUPPLY – Stock Levels

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Red Cell Blood Stocks Alert < 4.5 days Target = 0	G	R	R	R	↔	Q1: 0 red cell stock alerts v Nil target - chart 18. Q2: 10 red cell stock alerts
Platelet Stock Alert < 1 days Target = 0	R	G	G	R	↔	AP07: 5 red cell stock alerts re O+, A+ and O- blood groups. 2 stock alerts in early November re O+ and A+ Q1: 3 Platelet stock alerts YTD v Nil target - chart 19. Q2: 0 platelet stock alerts AP07: 0 platelet stock alerts in October and none to date in November.

Key Messages/Performance/Issues for Attention:

- Although collection performance improved during the month, demand was higher than forecast and stocks consequently remained at amber c5.1 days and 24k units by month end – charts 16 & 17.
- Collection performance has continued to improve through November, and are at 26k units (5.6 days) as at 20 November.
- Despite an ongoing adverse collection performance, reduced demand for O- red cells allowed stocks to reverse the declining trend and are now at 5.5 days (green).
- Platelet stocks remain strong with no stock alerts recorded in October



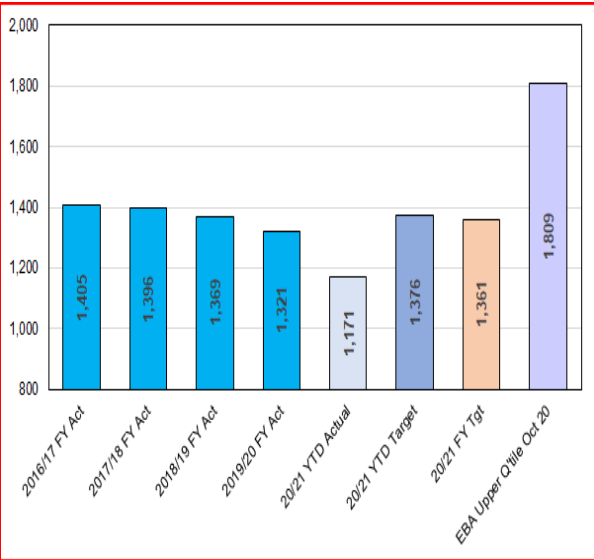
BLOOD SUPPLY – Blood Donation Productivity

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Collection Productivity YTD Target = 1,361					-	Q1: Productivity 1,135 v 1,363 target - charts 29 & 30. Q2: Productivity 1,168 v 1,373 target
% Whole Blood Collected in Donor Centres YTD Target = 24.4%	R	G	G	A	↔	AP07: Productivity remains below target in month and YTD Q1: 23% v 23.60% target Q2: 23.4% AP07: Above target in month at 26% but remaining just below target YTD at 24.1%

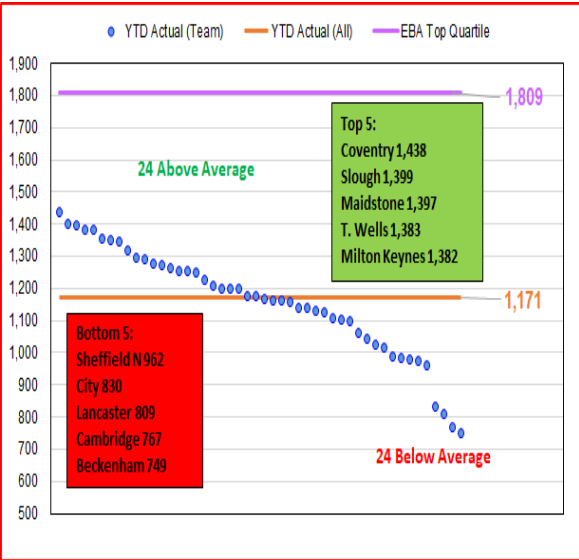
Key Messages / Issues for Attention:

- 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**.

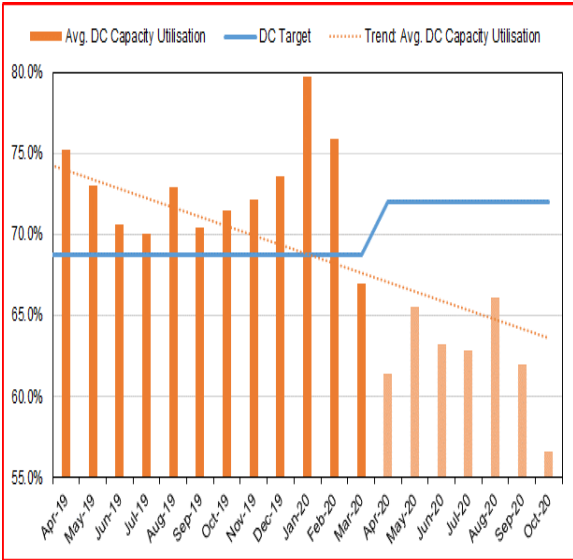
29. Blood Donation Productivity



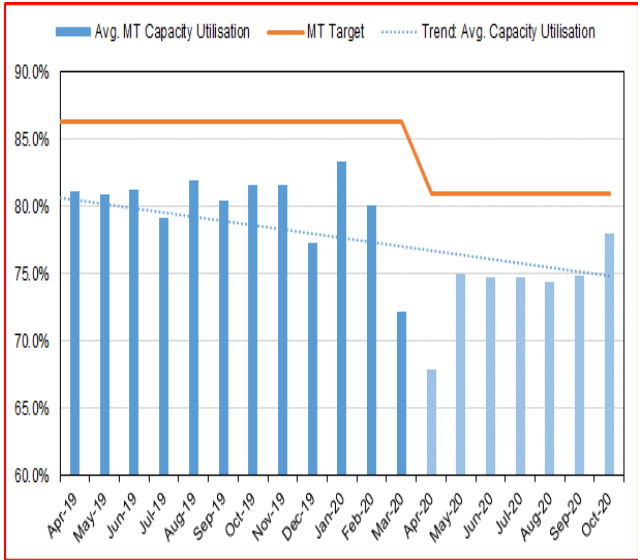
30. Blood Donation Productivity Mobile Teams



27. Capacity Utilisation - Donor Centres (DC)



28. 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.

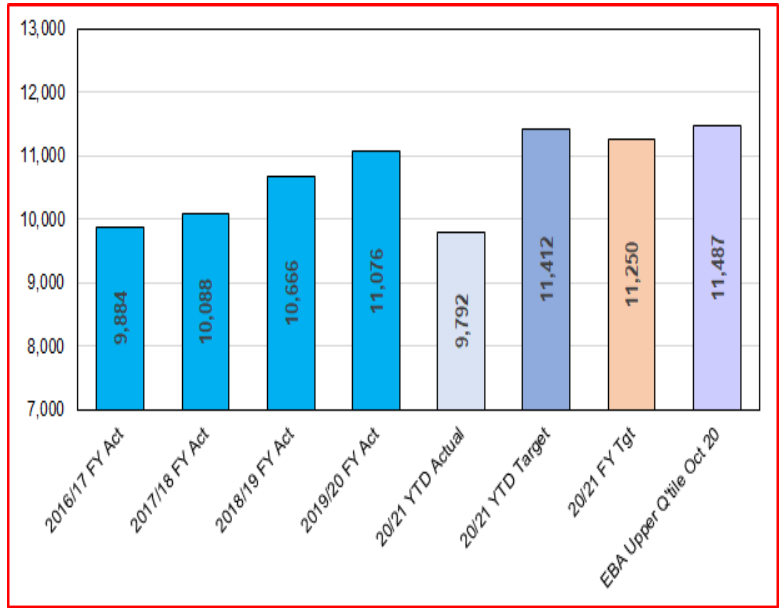
BLOOD SUPPLY – M&L Productivity

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Manufacturing Productivity YTD Target = 11,750					-	Q1: Productivity 8,747 v 11,284 target - chart 31 Q2: Productivity 9,059 v 11,351 target AP07: Productivity above target due to cumulative accounting adjustments re CVP but remains below target YTD
Testing Productivity YTD Target = 33,700					-	Q1: Productivity 28,119 v 33,667 target - chart 32. Q2: Productivity 27,363 v 33,973 AP07: Productivity improved in month due to cumulative accounting adjustments re CVP but remains below target in month and YTD
Hospital Services Productivity YTD Target = 36,500					-	Q1: Productivity 28,896 v 36,473 target - chart 33. Q2: Productivity 30,422 v 36,753 AP07: Productivity improved in month but remains below target in month and YTD

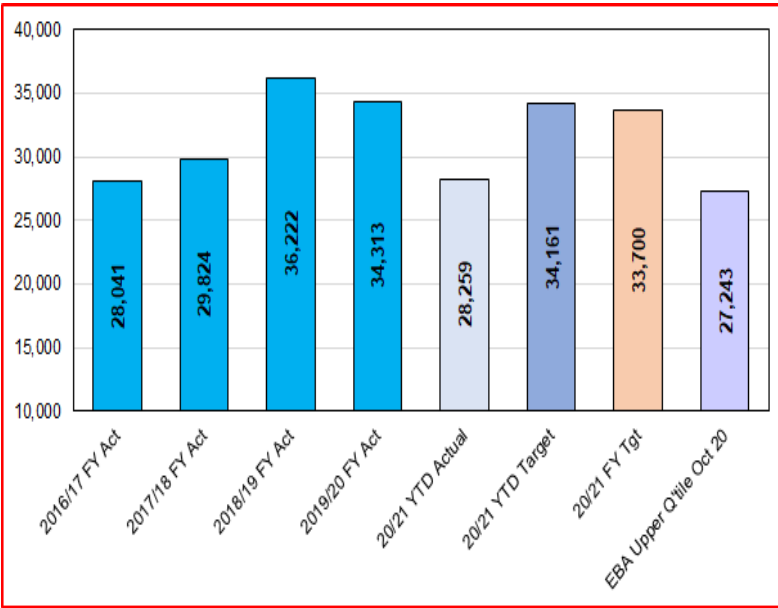
Key Messages / Issues for Attention:

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

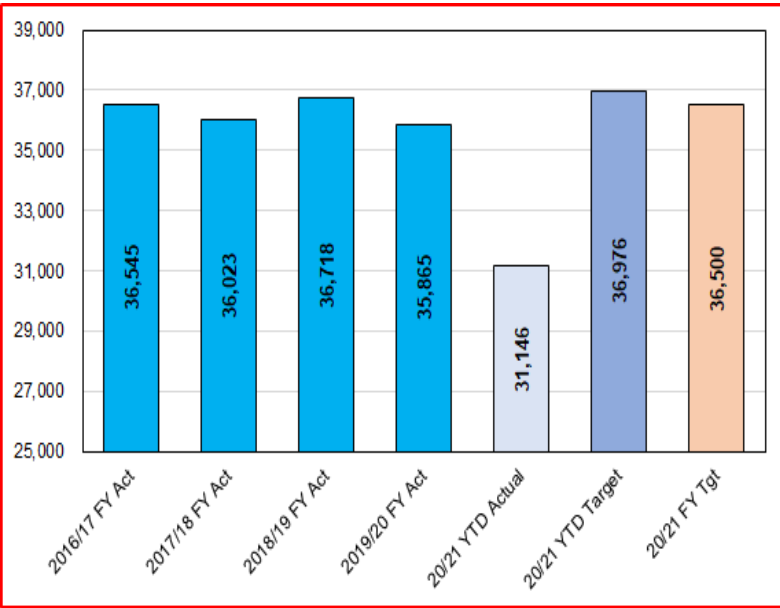
31. Manufacturing Productivity : YTD and Current



32. Testing Productivity : YTD and Current Month



33. Hospital Services Productivity : YTD and Current Month

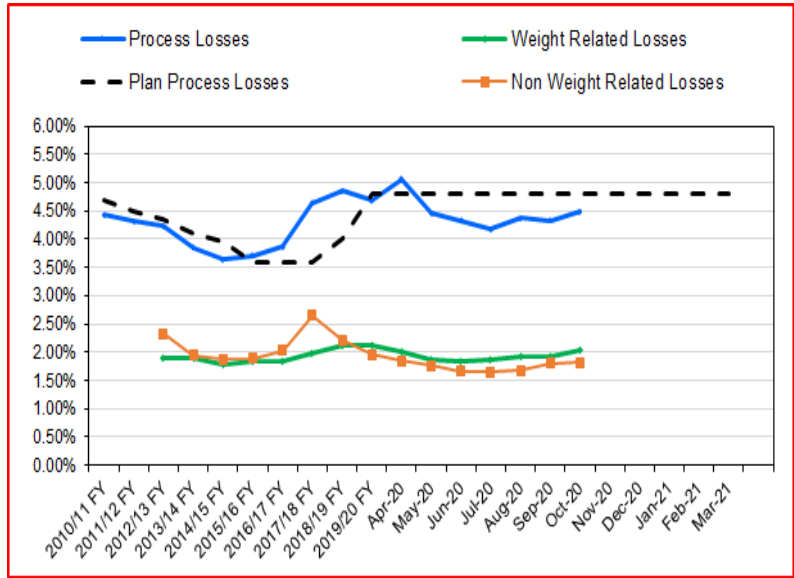


RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

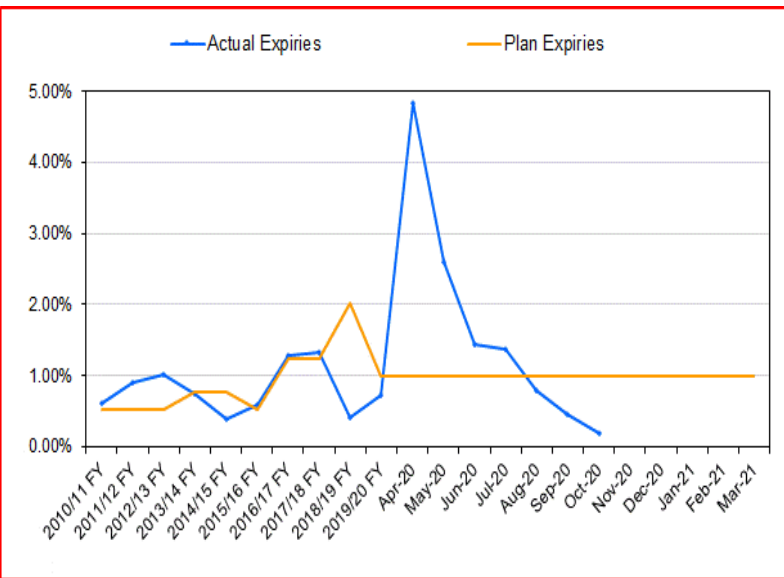
YTD RAG status will be reinstated post COVID-19.

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

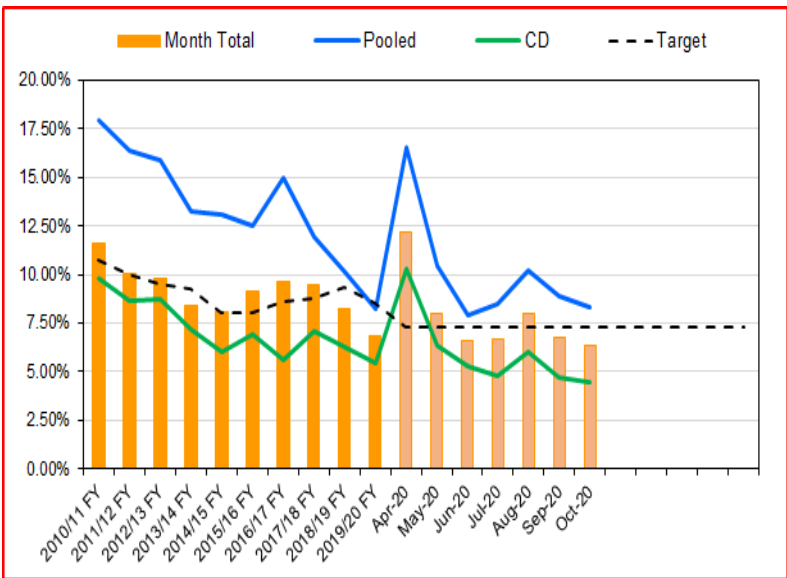
34. % Donations NOT Converted to Validated Red Cells



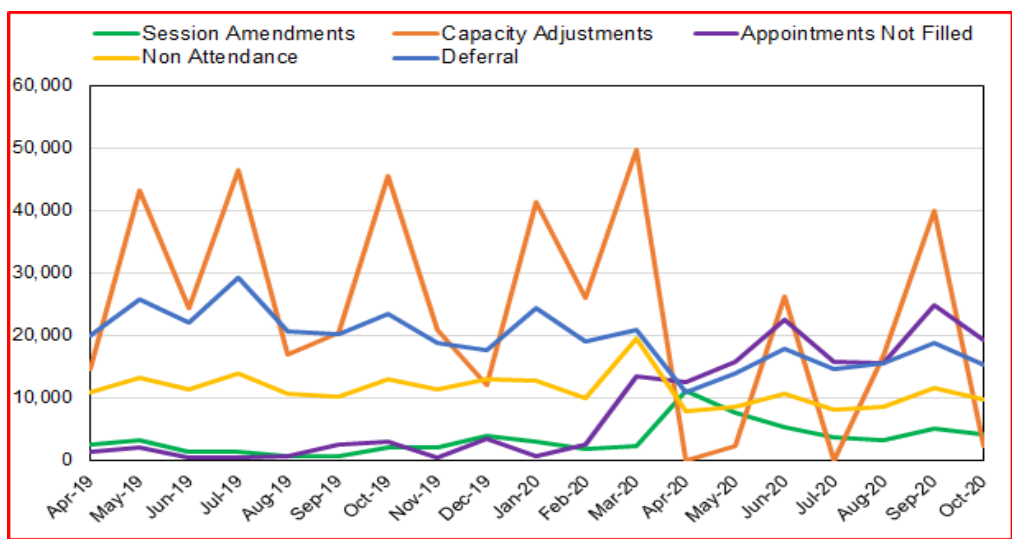
35. Red Cell Expiries



36. Percentage of Platelets Produced NOT Issued



37. Appointment Slots Not Resulting in a Validated Red Cell



Key Messages / Issues for Attention:

- 48% (56k) of bookable appointment slots (170k) did not yield a validated red cell in October; of the 56k, 11% were NHSBT capacity adjustments, 27% deferrals, 18% non-attends and 34% appointments not filled, the primary driver for under collection – **chart 37**.
- Red cell production waste was 4.5% in October, (YTD 4.4%) – **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 0.19% in October, (YTD 1.59%) - **chart 35**.
- Platelet waste decreased to 6.3% in October, whilst platelet expiries dropped to 3.3%, reflecting current high levels of demand in month – **chart 36**.

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

Clinical Services: Director Report – October 2020

Key Issues / action for attention:

- Overall, levels of activity have risen steadily across the Clinical Services portfolio since the end of Q1; the impact of the COVID-19 second wave on demand is difficult to predict at this point.

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 29% year-to-date (YTD) and 10% in-month. The restoration of activity for H&I has been slower than expected due to varying regional restrictions and infections on wards delaying the re-start of transplant activity.
- RCI** activity is also below plan, mostly on pre-transfusion patient investigations (down 19% on last year). The financial impact on RCI is partially mitigated by the fixed cost / variable recharge contract mechanism in place.
- IBGRL** have escalated a supplier issue relating to fetal screening consumables; the situation regarding continuity of supply remains uncertain, but is being proactively managed.
- Diagnostics** are £2.5m worse than budget YTD, with the year-end forecast £2.3m worse than plan.

Stem Cells & Therapeutics (SCT)

- SCDT** have issued 29 cord blood units YTD, two units 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 (69 actual v 117 plan).
- In **CMT** the number of stem cell transplants supported remains lower than target YTD (763 v 1,052), however, routine service activity exceeded plan for October by 8% and is now 4% above plan YTD.
- CBC** remains on target, with a high confidence level of achieving plan. **Advanced Cell Therapy** income is close to budget YTD, but forecast to end the year £0.6m (41%) adverse due to pandemic driven project delays.
- Overall, **SCT** is £0.2m worse than financial plan YTD and forecasting £0.7m adverse at year-end.

Therapeutic Apheresis Service (TAS)

- Activity levels are down against plan by ca 5% YTD due to the impact of COVID-19, however, they exceeded target in Q2 as activity rapidly increased and October has continued this trend; now 0.4% above last year.
- There have been two recent instances where TAS have been unable to provide an automated Red Cell Exchange procedure at the Royal London Hospital due to low staffing; TAS are currently recruiting to 5 nurse vacancies in the region and are seeking to appoint (and safely deploy) resource as soon as possible.
- TAS** £0.5m better than plan in the YTD and forecast to be £0.5m ahead at the year-end.

Financial Summary

- Overall, the YTD I&E position is £1.1m worse than plan, with Q1 £1.6m adverse, Q2 £0.5m favourable and October equal to plan.
- The year-end forecast is £1.0m behind budget and remains uncertain given the unknown impact of the Covid-19 second wave on demand; under spends of £1.4m (predominantly) from vacant posts in medical, customer service and management roles offset (in-part) adverse forecasts for the operational functions (£2.4m).

Clinical Services Income	Q1 Variance	Q2 Variance	Q3 Variance October
Diagnostics: H&I	(£1.5m)	(£0.7m)	(£0.1m)
Diagnostics: RCI	(£0.4m)	(£0.3m)	(£0.1m)
Diagnostics: IBGRL	(£0.1m)	-	-
SCT: SCDT	(£0.6m)	(£0.4m)	(£0.2m)
SCT: CMT	(£0.3m)	£0.4m	£0.2m
SCT: CBC	-	-	-
Therapeutic Apheresis	(£0.4m)	£0.5m	£0.1m
R&D / Medical / Other	£0.2m	£0.5m	£0.1m
Total	(£3.1m)	£0.0m	£0.0m

Major transformation programmes / 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.
- Transfusion 2024:** work to plan the programme is underway following the September Board discussion.

Developments re strategic risk:

- The **COVID-19 pandemic** has driven an adverse impact on service demand this year that has continued during Q1, Q2 and into Q3; 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 and consumables supply are currently being effectively managed at this point, alongside the potential combined risk impact posed by the Winter flu season, bad weather and the end of the transition period with the EU.

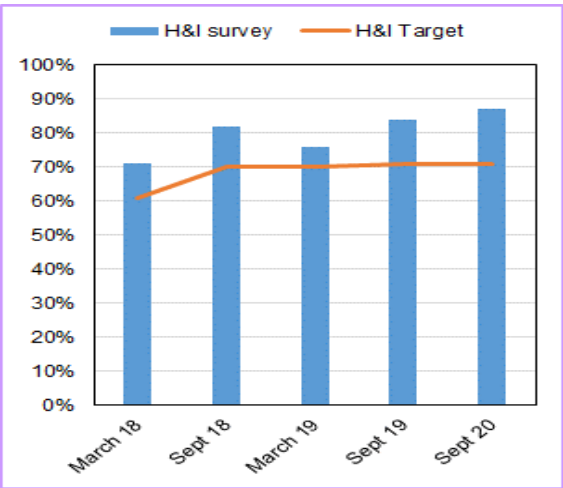
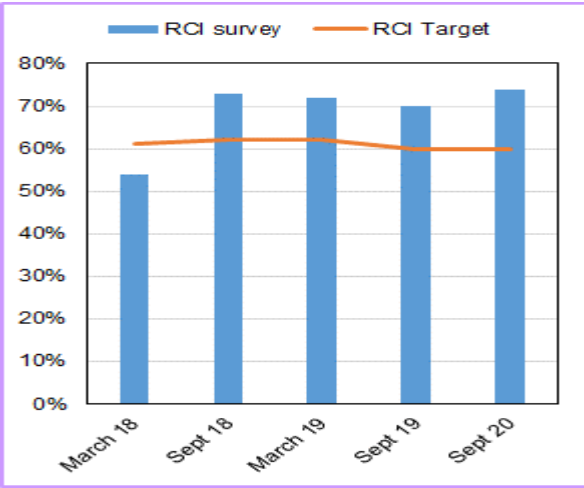
Clinical Services – Group Level Indicators

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
DTS Sales Income £000 Full Year Target = £71.04m	R	G	A	R	↓	Q1: £14.1m v £17.2m plan = £3.1m adverse Q2: £17.8m v £17.8m plan = break even AP07: Income just below plan at £5.9m v £6m plan in month.
DTS Number of Serious Incidents Target = 0	G	G	G	G	↔	Q2: None reported YTD v zero target AP07: None reported in month.
DTS Number of Critical Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q2: None reported YTD v zero target AP07: None reported in month.
DTS Number of Major Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q2: None reported YTD v zero target AP07: None reported in month.
NOTE: Q1 RAG and Q2 RAG are discrete measures for each quarter; YTD RAG measured from April 20 to current month; Arrows indicate RAG trend between current month and end of previous quarter. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.						

Key Messages / Issues for Attention:

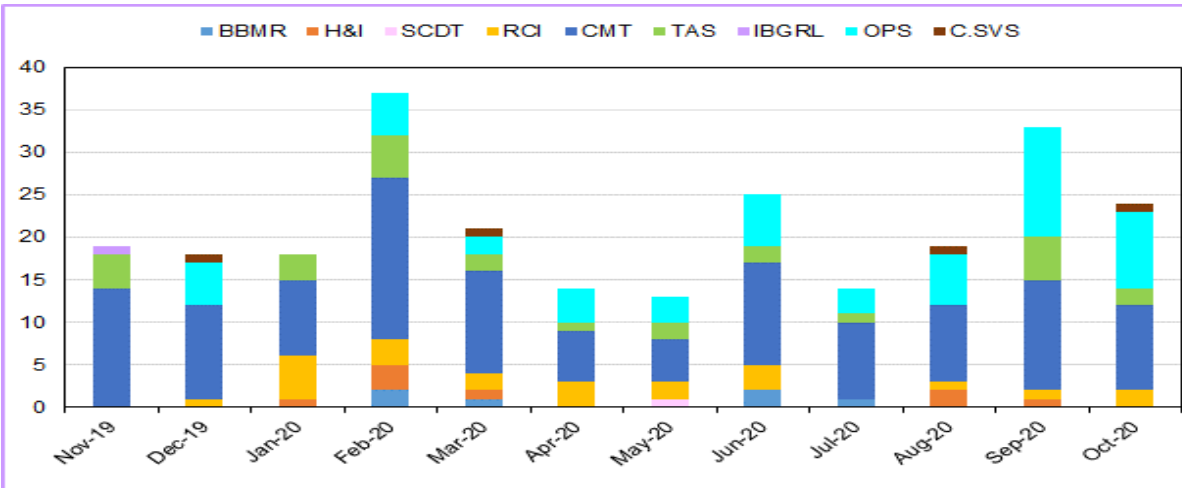
- Overall, levels of activity have risen steadily across the Clinical Services portfolio since the end of Q1; activity levels in October were in line with plan, measured as total income. Within this H&I and SCDT are reporting the largest adverse variances to pre-Covid plan levels.
- The impact of a second wave of Covid-19 on service demand remains difficult to predict.
- DTSTS I&E contribution is £1.1m adverse year to date (Income adverse £3.0m, Expenditure favourable £1.9m).
- The year-end I&E position is forecast to be £1m behind plan, a favourable movement of £0.3m from last month.

47. Hospital Satisfaction



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

48. Major QI's raised per month – DTSCS



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

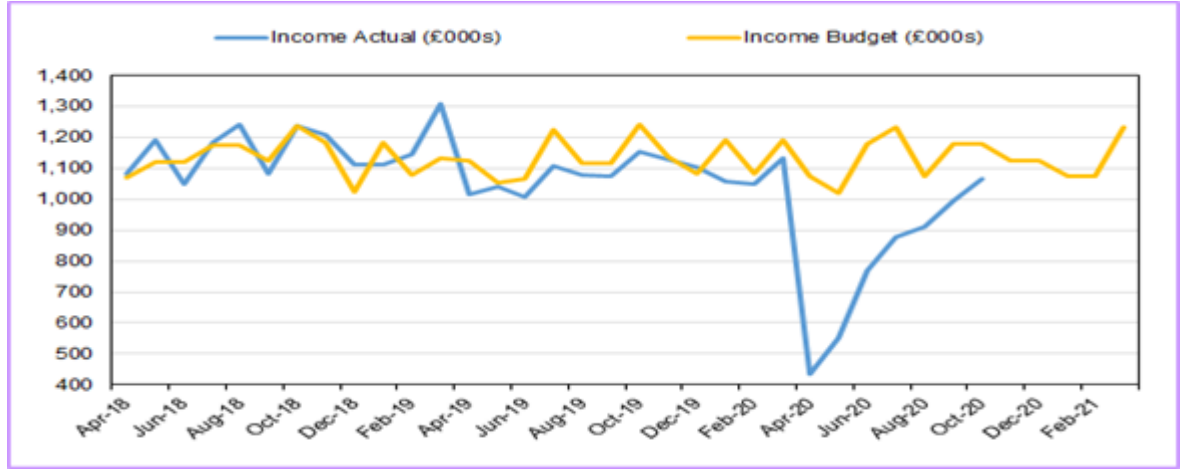
Clinical Services – H&I

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
H&I Sales Income £000 Target = £13.58m					-	Q1: £1.7m income YTD v £3.3m plan – chart 38 Q2: £2.8m income YTD v £3.5m plan AP07: Income levels continue to improve but remain below plan at £1.1m v £1.2m target in month.
H&I Time to Type DBD and DCD Organ Donations Target = 80% (reported one month in arrears)	G	G	G	G	↔	Q1: 92% v 80% target Q2: 90% v 80% target AP07: Performance steady at 90% v 80% target YTD.
H&I Sample Turnaround v SLA YTD Target = 95%	G	G	G	G	↔	98% YTD v 95% target - chart 46. AP07: Performance steady at 98% v 95% target

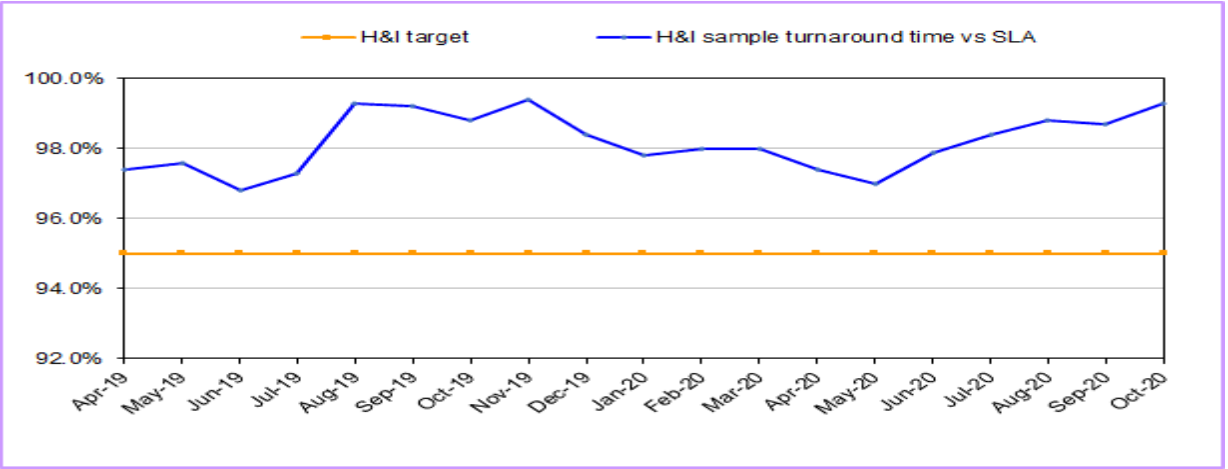
Key Messages / Issues for Attention:

- Whilst hospital referral activity has recovered to ca 80% of pre-Covid levels, activity is down across all service lines and 33% down overall.
- The YTD income shortfall is predominately driven by a decline in hospital referrals due to COVID and cancellation of clinics. Increases have been seen month on month in Q2 (July-Sept), but are likely to decrease with the second-wave.
- Internally, platelet donor typing is down 33% v plan, however TRALI reduction screening is 62% ahead of plan.
- Overall, H&I is reporting an I&E deficit of £1.9m versus plan to October an adverse movement of £0.2m from last month.
- H&I is forecasting a full year I&E deficit £1.4m 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.

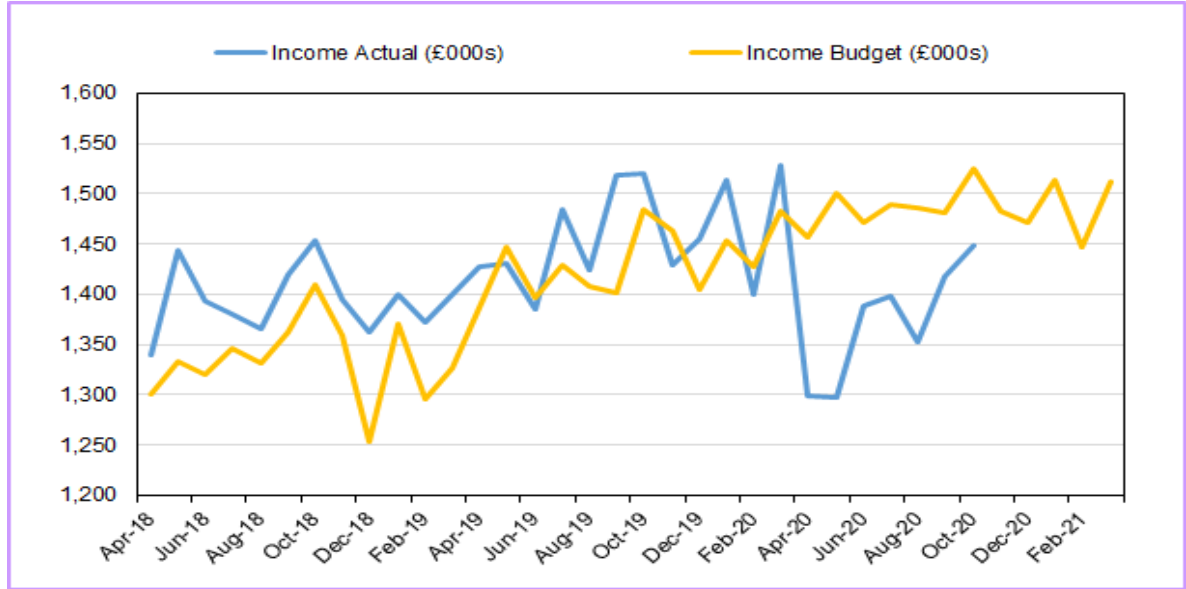
Clinical Services - RCI

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
RCI Sales Income £000 Target = £17.83m					-	Q1: £3.9m income YTD v £4.4m plan - chart 39. Q2: £4.2m income v £4.5m plan AP07: Income levels improving slowly but remain below plan in month and YTD.
RCI Sample Turnaround v SLA Target = 95%	G	G	G	G	↔	Q1: 98.1% YTD v 95% target - chart 45. AP07: Performance steady at 98% v 95% target YTD September

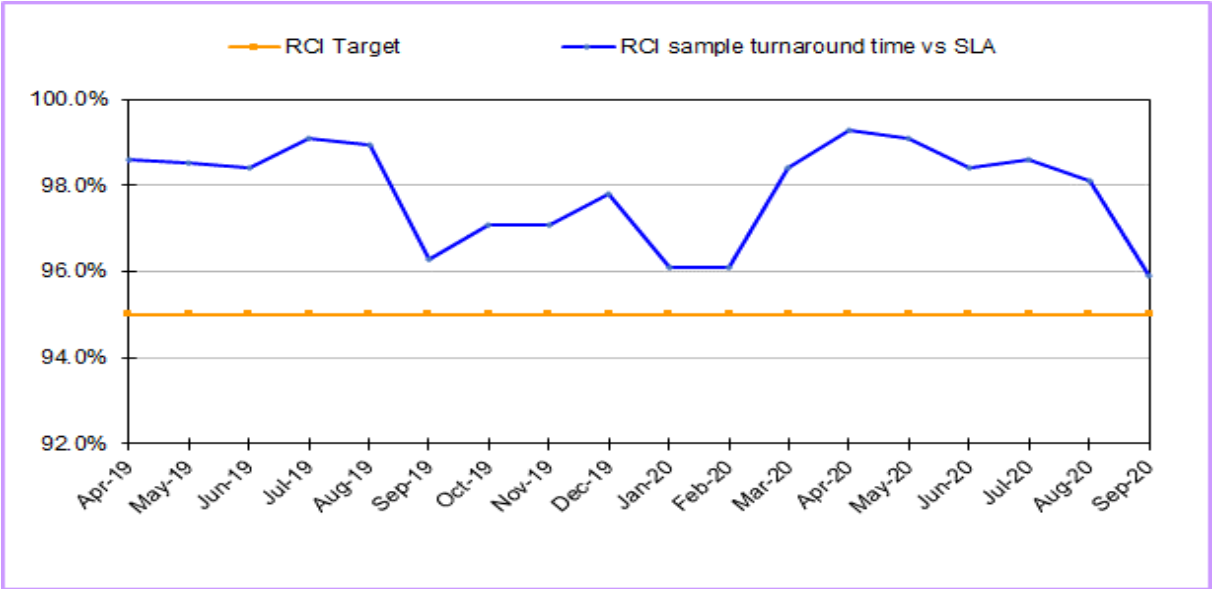
Key Messages / Issues for Attention:

- RCI activity remains behind plan across all income streams but RCI performance overall has been proportionately less impacted by Covid-19 than other areas of DTSTS.
- Income levels have progressively improved month by month, despite onset of the Covid-19 second wave, which is impacting differently geographically and over time.
- Red Cell Reference Services have been particularly impacted with income £482k (7%) adverse YTD and 15% lower than last year.
- Antenatal Reference Service income is 7% adverse YTD and 3% lower than last year; Reagent income is 9% adverse YTD and 5% lower than last year.
- Sample turnaround times remain higher than plan at 98% YTD vs 95% target – **chart 45**
- Overall, RCI is reporting an I&E deficit of £0.5m versus plan to date and forecasting a full year I&E contribution of £0.5m, £0.7m adverse to plan.

39. RCI Income



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



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

YTD RAG status will be reinstated post COVID-19.

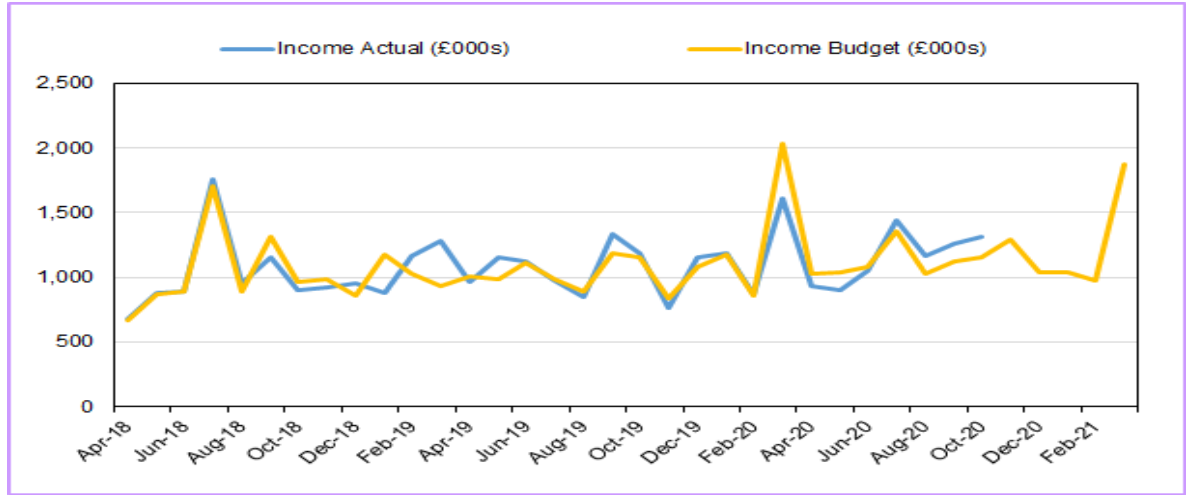
Clinical Services - CMT

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
CMT Total Sales Income £000 Target = £14.08m	R	G	G	G	↑	Q1: £2.9m income YTD v £3.1m plan - charts 40 & 41. Q2: £3.9m income v £3.5m plan AP07: Income ahead of target in month and YTD
CBC Sales Income £000 Target = £2.61m	G	R	G	G	↑	Q1: £540k income v £505k plan - charts 40 & 41. Q2: £824k income v £859k plan AP07: Income at target in month and YTD.
CMT Hospital Satisfaction % Scoring >= 9 or 10 Target = 62%	-	-	-	-	-	Date of next survey to be confirmed AP07: -
CMT On Target in Full (OTIF) Target = 100%	G	G	G	G	↔	Q2: CMT OTIF performance 100% AP07: OTIF performance continues at 100%

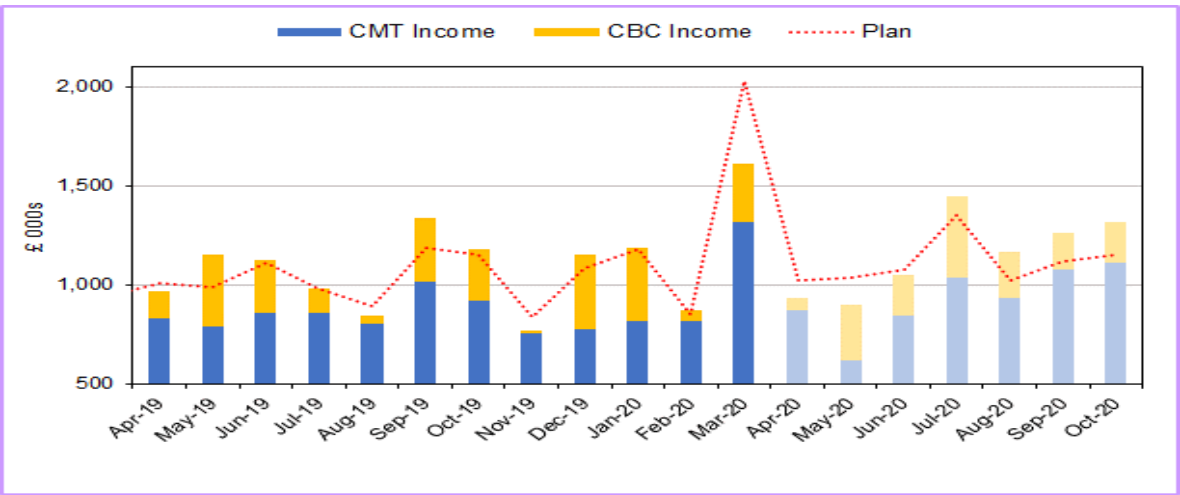
Key Messages / Issues for Attention:

- With c85% of CMT income derived from cryopreservation and CBC projects, both much less impacted by Covid-19, overall income is £0.3m (5%) ahead of plan year to date.
- Stem cell transplant activity, however, continues to be significantly impacted by Covid-19 with 763 transplants YTD v 1,052 planned.
- Cryopreservation income continues above plan levels at c £178k favourable YTD.
- Project income in Advanced Cell Therapy is just £40k 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 projects in the pipeline.
- Overall CMT is reporting a YTD I&E surplus of £164k and is forecasting a full year I&E deficit of £0.8m, at break even with 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.

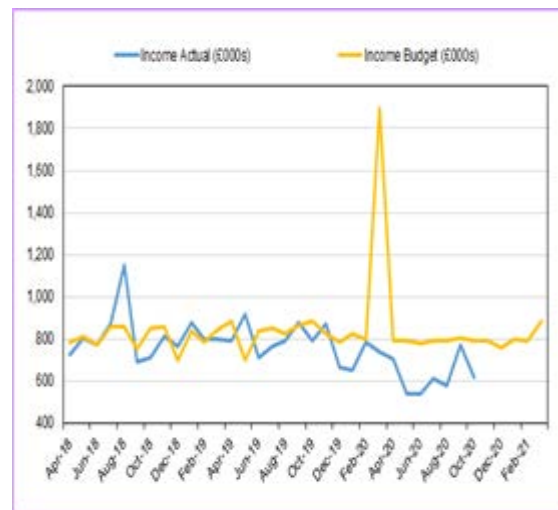
Clinical Services - SCDT

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
SCDT Sales Income £000 Target = £9.58m						Q1: £1.8m income v £2.4m plan - chart 42. Q2: £2.0m income v £2.4m plan AP07: Income levels fell back in October and remain below target in month and YTD.
SCDT Increase in Banked Cords TNC > 140 Target = 372						Q1: 0 additions to banked cords v 93 target. Q2: 19 additions to banked cords v 93 target AP07: Just 13 cords banked in month v 31 planned. Activity remains depressed.
SCDT BAME Cord Blood Additions to Bank Target = 40%	R	R	G	R	↑	Q1: 0% BAME additions v 40% target. Q2: 37% BAME additions v 40% target AP07: 46% of cords banked in month were BAME
SCDT Cord Blood Issues Target = 54	G	R	G	R	↑	Q1: 13 issues v 13 target - charts 50 & 51. Q2: 12 issues v 14 target AP07: 4 issues in month v 4 planned.
SCDT Adult Donor Provisions Target = 240	R	R	R	R	↔	Q1: 28 bone marrow provisions v 50 plan - chart 49. Q2: 34 bone marrow provisions v 50 plan AP07: Activity fell back in October with just 7 provisions v 16 planned.
SCDT FIT Donors Added to Bank Target = 10,000	R	G	G	R	↔	Q1: 750 FIT donors added YTD v 2,500 target Q2: 3,724 FIT donors added v 2,500 target AP07: 1,210 donors added to bank in month v 833 planned.

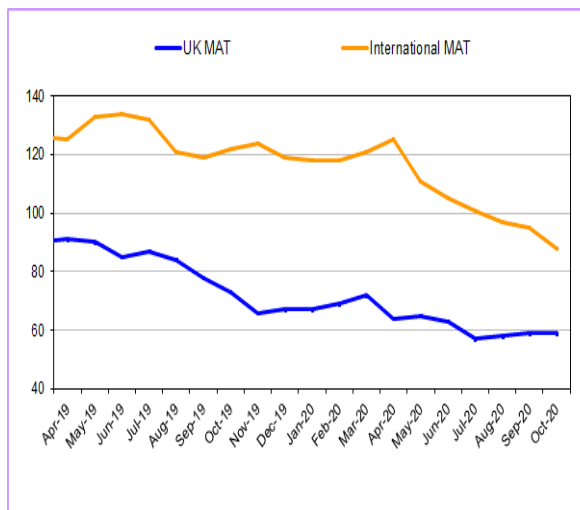
Key Messages/Issues for Attention:

- BBMR provision continues to be impacted by Covid-19 as stem cell transplants are delayed or deferred.
- BBMR harvests recorded 39 international and 30 UK patients matched YTD but at 69 in total is 48 behind plan of 117 – **chart 49**.
- Cord Collections in hospitals have temporarily ceased, driving a favourable expenditure position in CBB.
- Cord blood issues are just below plan, albeit the mix has changed, with 12 issued to UK patients, out of the 29 units issued in total – **charts 50 & 51**
- Overall SCDT income YTD is £1.1m adverse, largely due to a £1.0m (30%) adverse variance re BBMR harvest income. This is partially offset by YTD underspends of £0.5m to report a YTD I&E deficit of £0.7m.
- Full year forecast I&E contribution is £0.8m, £0.6m adverse to plan.

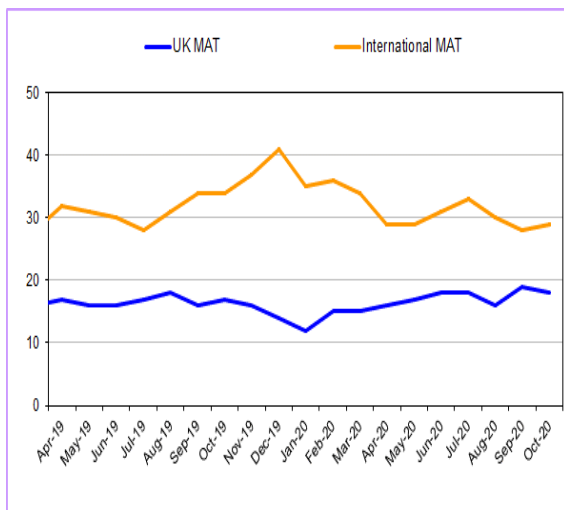
42. Stem Cells - SCDT Income



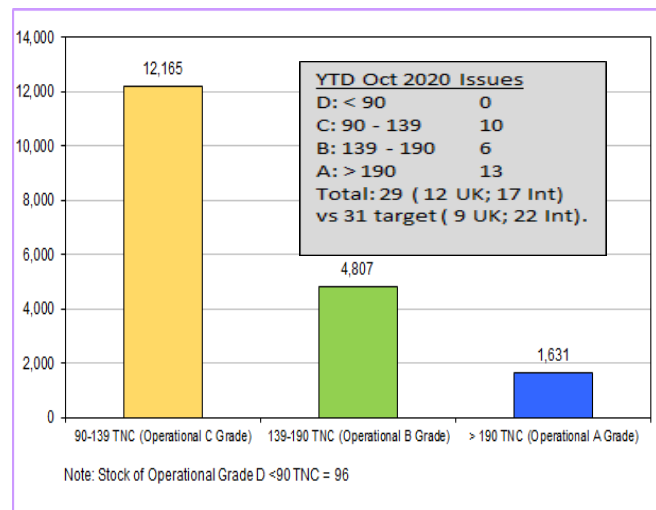
49. Adult donor provisions : UK & International MAT



50. Cord blood units issued : UK & International MAT



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



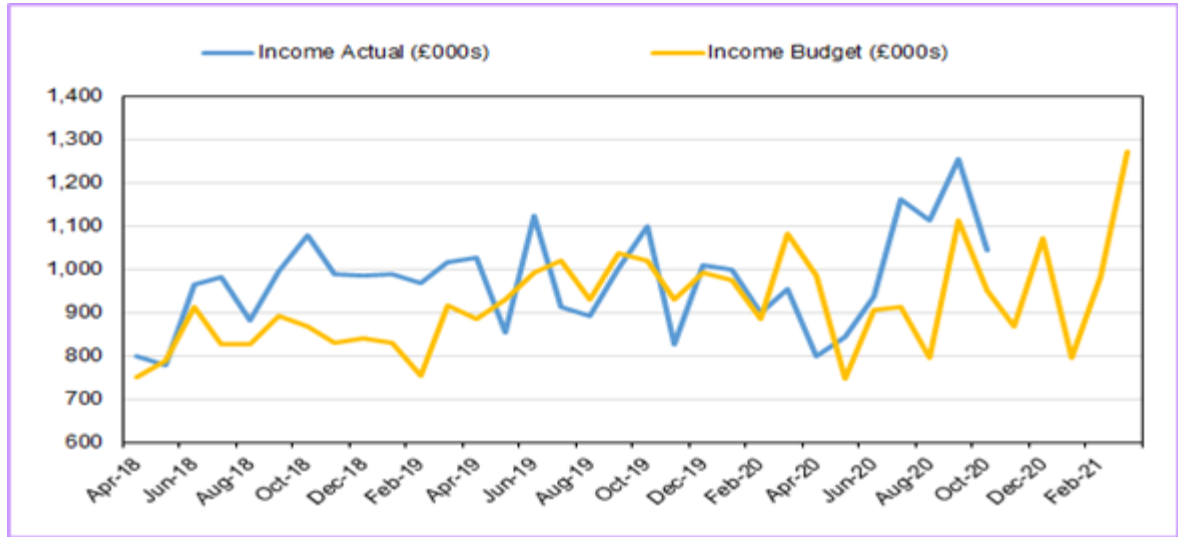
Clinical Services - TAS

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
TAS Sales Income £000 Target = £11.97m	R	G	G	G	↔	Q1: £2.6m income YTD v £2.9m plan - charts 43 & 44. Q2: £3.5m income v £3.0m plan AP07: Income above plan in month and YTD.
TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-	-	-	-	-	83% v target of 68% for year to March 2020 AP07: - Next survey for year to March 2021.
TAS Patient Experience % Scoring >= 9 or 10 Target = 90%	-	-	-	-	-	92% v target of 90% for year to December 2019. AP07: - Next survey for year to December 2020.

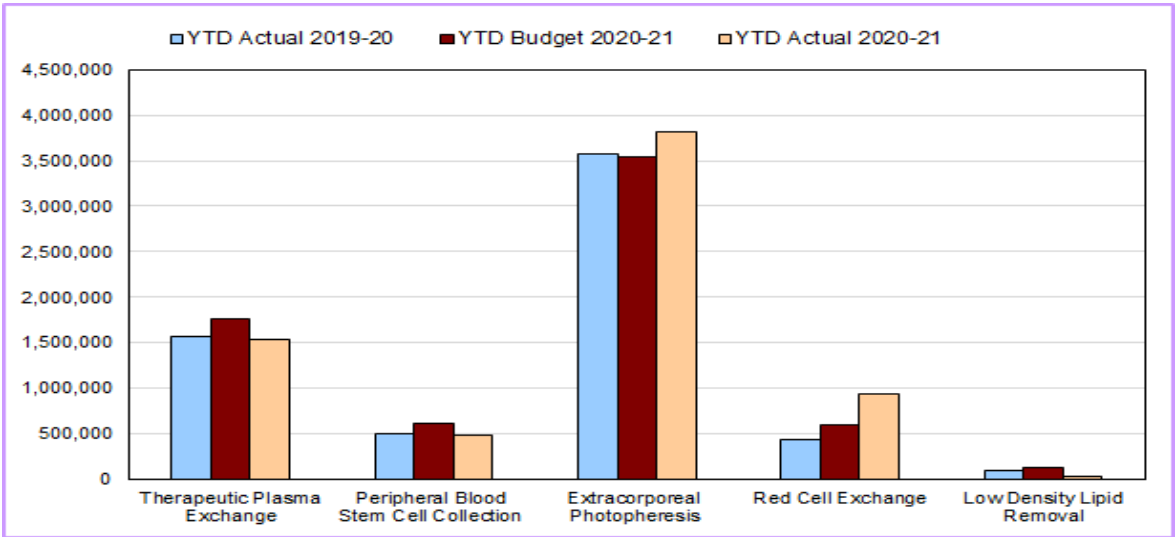
Key Messages / Issues for Attention:

- Activity in October was 19 procedures above plan. YTD activity is 304 (4%) below plan but 26 procedures (0.5%) ahead of last year's YTD activity.
- YTD income of £7.2m is £0.2m (2%) ahead of plan and £0.3m (3%) ahead of last year – **chart 43**.
- The favourable income position is augmented by £0.3m underspend on activity related variable costs including harnesses and consumables.
- TAS is reporting a £2.3m I&E contribution YTD (£0.5m favourable to plan) and is forecasting a full year I&E contribution of £1.8m, £0.4m favourable to plan.

43. Therapeutic Apheresis Services Income



44. TAS YTD Income Activity v Target



Key Issues / Action for attention:

Organs

Workforce:

- Despite the pandemic, a total of **23 Specialist Nurses joined NHSBT in September and October** (19 SNODs and 4 SRs) and two more will join in November. Those in post have completed Modules 1 and 2 and those with no critical care experience have completed our in-house Critical Care Module. All delivered virtually in a change to usual practice.

Deceased donors:

- During October there were 107 deceased donors** (62 DBD (58%) and 45 DCD (42%)), equating to **694 deceased donors YTD** (460 DBD (66%) and 234 DCD (34%)). By comparison in October 2019 there were 144 deceased donors. In the rolling 12-month period from November 2019 to October 2020 there were 1,351 deceased donors, resulting in a per million population (pmp) rate of **20.3 deceased donors pmp**.
- Of the October patients who were **not referred, approximately half were COVID-19 +ve**. Of the remaining cases, there were **just two occasions where it was felt there was missed donation potential** from the information available.

Deceased donor transplants:

- During October there were 249 deceased donor transplants**, equating to **1,749 YTD**. In the rolling 12-month period from November 2019 to October 2020 there were 3,289 deceased donor transplants, resulting in a rate of **49.4 deceased donor transplants pmp**.
- OTDT continue to work collaboratively with the wider NHS to support transplant units during the pandemic.
- An organ utilisation programme of work is underway, incorporating initiatives in process and planned, to identify barriers to and increase availability and acceptance of organs.

Living donors:

- Living donor numbers are always reported a month in arrears: **During September there were 49 living donors reported**, equating to 125 living donors reported in Q2.
- YTD (April to September) there have been 153 living donors** reported. In the rolling 12-month period from October 2019 to September 2020 there were 667 living donors, resulting in a rate of **10.0 living donors pmp**.
- All kidney transplant centres restarted living donor kidney transplantation by the end of September. Although recovery after the first wave of COVID-19 remains slower than for deceased donor kidney transplantation, all centres have remained open during the second surge of the pandemic. Living liver donation has remained throughout the pandemic for urgent cases.
- It is **predicted that 50% of outstanding kidney sharing scheme transplants identified pre-COVID will proceed by the end of November**. The October kidney sharing scheme matching run proceeded to plan on 28th October. The pool size and composition was equivalent to the October 2019 run. **92 transplants were identified**, which are expected to proceed in the next 3-4 months.

Tissue and Eyes

Sales / Income

- October income is behind plan by 21.7% (-£323.7k), which is a worsening position following a positive September.
- YTD Income is adverse by £3.05m (-32.6%).
- Orthopaedic sales were forecast to increase in October as part of the NHS Phase 3 response plan to restart elective activity, however the increase in COVID-19 cases and subsequent reduction in elective surgery has impacted this.
- Non-pay: £26.4k favourable to plan in October.

Donation

- Ocular donation rates have again improved, but are still a major concern and area of focus (223 stock vs 270 target).
- Plans are continuing to be produced and implemented to improve the low donation levels.

Developments re strategic risk:

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

Projects:

- The TissuePath project will submit a DBC in December.

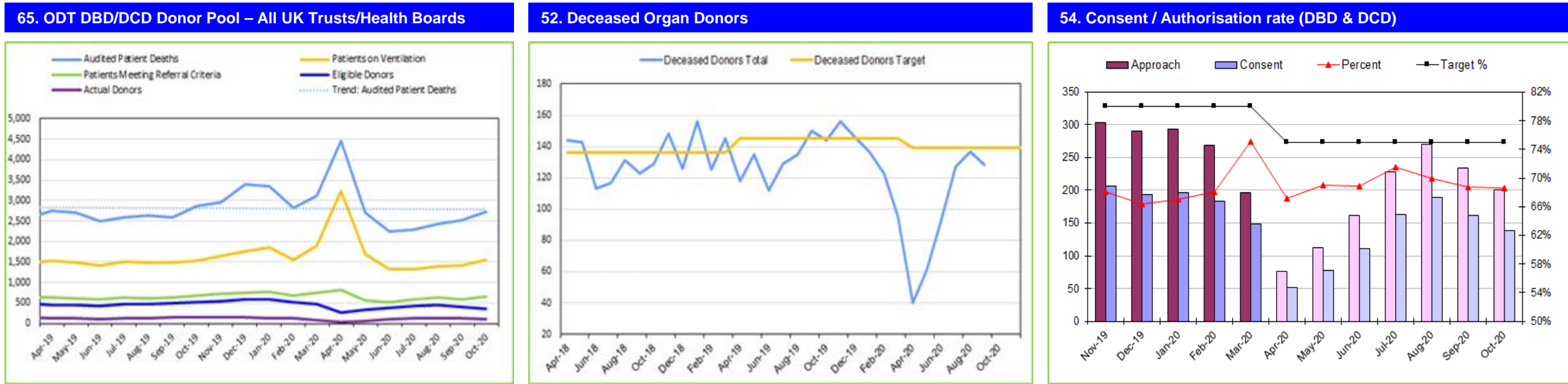
OTDT – Deceased Donors (All)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Number of Deceased Donors	R	R	R	R	↔	Q1: 194 deceased donors – chart 52 Q2: 395 deceased donors (779 to Sept 19 v 870 target). AP07: 107 in month v 144 in October 19. YTD: 694 YTD v 923 to October 2019
Deceased Organ Donors per million population (pmp)					-	End Q1 20/21: 21.2 pmp End Q2: 20/21: 20.9 pmp (24.3 v 25.6 target Q2 19/20)
% Consent/Authorisation Rate (Total)	R	R	R	R	↔	AP07: Next report at end of Q3 - December 20. Q1: 69% consent – chart 52. Q2: 70% consent (68% to Sept 19 v 80% target) AP07: 69% consent YTD v 68% consent YTD October 2019.

NOTE: Q1 RAG and Q2 RAG are discrete measures for each quarter; YTD RAG measured from April 20 to current month; Arrows indicate RAG trend between current month and end of previous quarter. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.

Key Messages / Issues for Attention:

- There were 107 deceased donors in October, down from 131 in September 2020, and versus in 144 in October 2019 – **chart 52**.
- Transplant centres reopened through May & June, and approached pre-Covid levels of activity by the end of August. Activity has since dropped back as the second wave of Covid has developed across the UK.
- The pool of eligible donors YTD October is 2,630 compared with 3,291 last year (-20%) – **chart 65**
- Overall consent was 69% in October 2020 compared with 72% consent in October 2019 – **chart 54**.

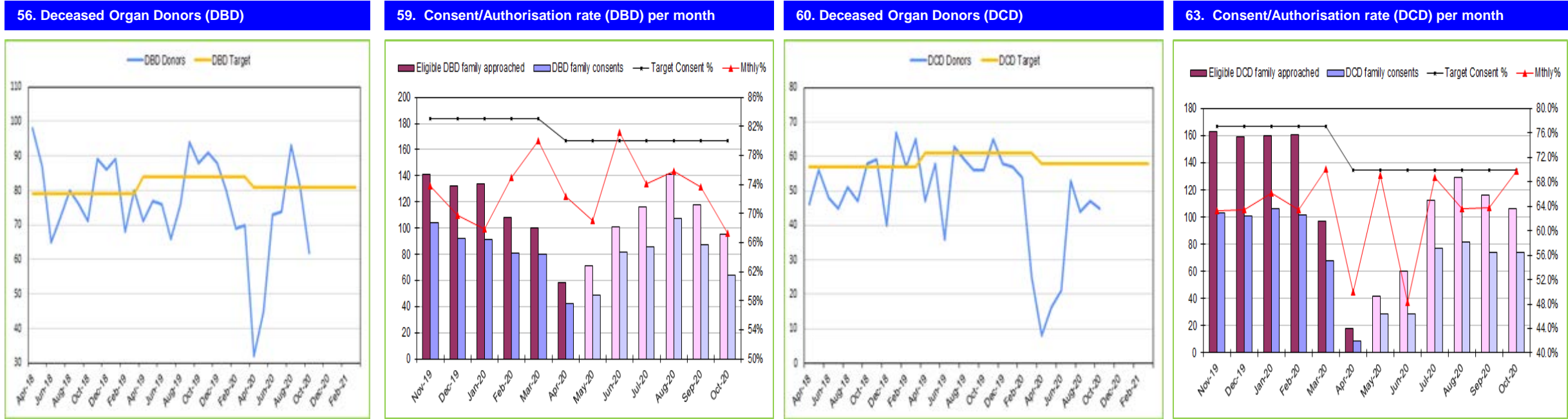


OTDT – Deceased Donors (DBD and DCD)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
% Consent/Authorisation Rate (DBD)					-	Q1: 74% consent - chart 59. Q2: 75% consent (70% to June 19 v 83% target). AP07: 74% consent YTD v 72% YTD October 2019.
% Consent/Authorisation Rate (DCD)					-	Q1: 56% consent - chart 63. Q2: 65% consent (64% to Sept 19 v 77% target). AP07: 64% consent YTD v 64% YTD to October 19.

Key Messages / Issues for Attention:

- There were 62 DBD donors in October (compared with 88 in October 2019) – **chart 56**.
- The consent rate for DBD donors, whilst volatile this year stands at 74% YTD, despite falling to 67% in October - **chart 59**.
- There were 45 DCD donors in October (compared with 56 in October 2019) – **chart 60**
- Consent for DCD donors has also been volatile, but has steadied since July at above 64% over the last 4 months - **chart 63**.



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.

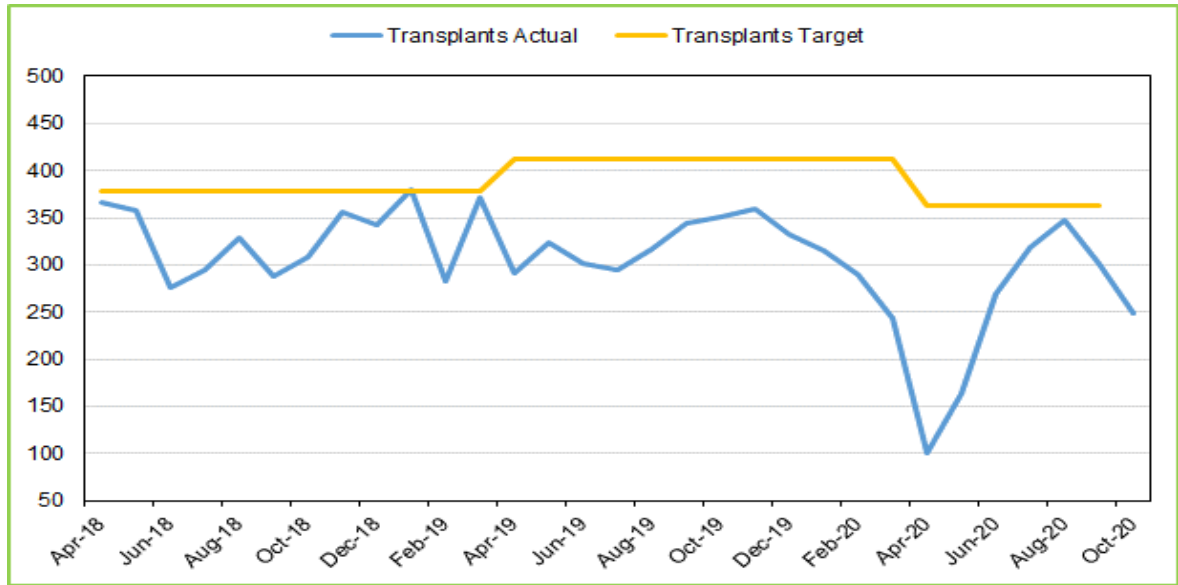
OTDT – Deceased Donor Transplants

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Number of Organ Transplants - Deceased Donors	R	R	R	R	↔	Q1: 533 deceased donor transplants to June 20 - chart 53. Q2: 966 transplants (1,876 to Sept 19 v 2,478 target)
Deceased Donor Organ Transplants pmp					-	AP07: further fall in activity to 249 in month v 351 in October 2019. YTD: 1,749 YTD Oct 2020 v 2,223 YTD Oct 2019. End Q1 20/21: 50.8 pmp End Q2 20/21: 50.9 pmp (59.0 v 68.0 target Q2 19/20) AP07: Next measure at end of Q3 - December 20

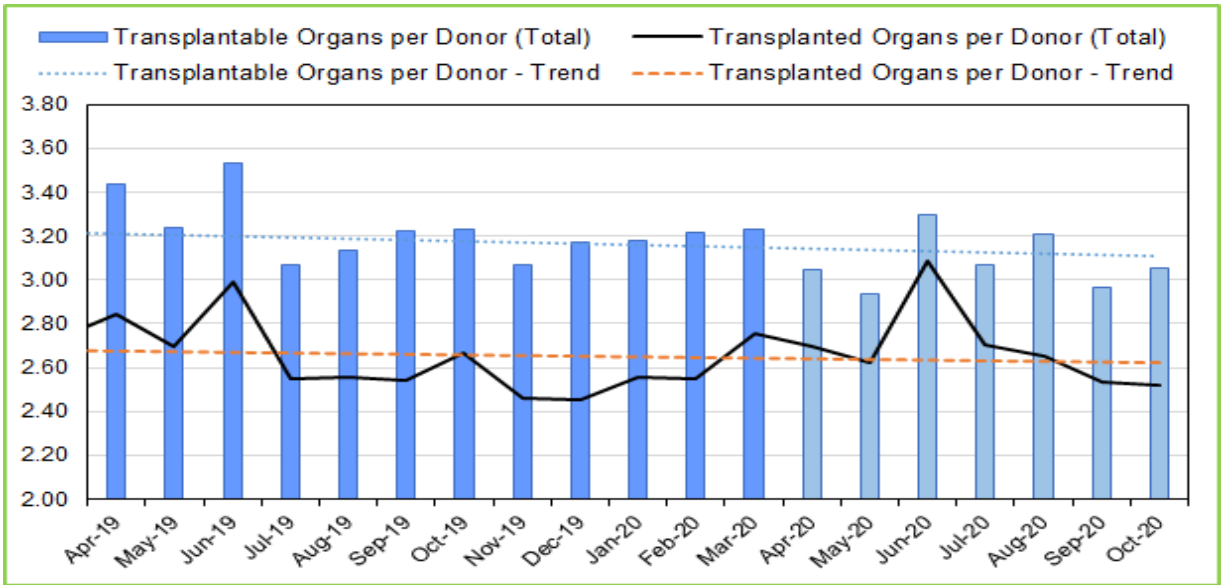
Key Messages / Issues for Attention:

- 249 deceased donor transplants were recorded in October compared with 351 in October 2019 – **chart 53**.
- Transplantable organs per donor were lower at 3.06 in October 2020 vs 3.23 in October 2019 – **chart 64**.
- Transplanted organs per donor were also lower at 2.52 in October 2020 vs 2.67 in October 2019. This represents a small decrease in deceased donor transplant activity year on year; also a slight fall in organ utilisation with reduced availability.

53. Deceased Donor Organ Transplants



64. Transplantable v Transplanted Organs per Donor



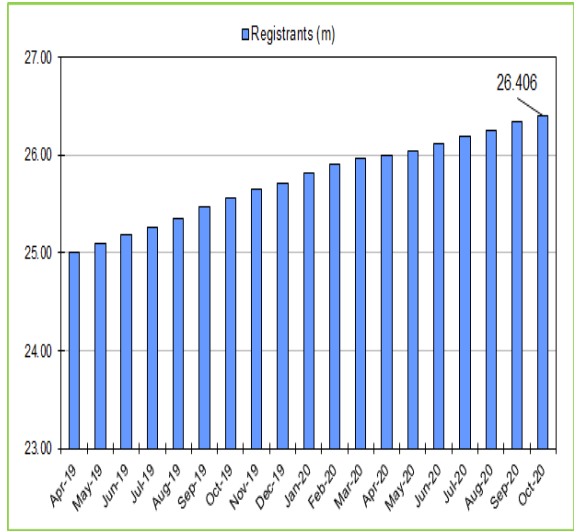
OTDT – Corporate Level Indicators

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
Cost per Transplant £000					-	End Q1 20/21: £20.9k v £17.0k target. AP07: Next measure at end of Q3 - December 20
% of Population Having Had Conversation re Donation Decision	R	-	-	-	-	39% v 51% target at June 2020. Annual Measure from June 2020 onwards: AP07: Next measure June 2021
Number of Living Donors (reported one month in arrears)					-	Q1: 27 living donors to June 20 - chart 55. 270 living donors to June 19 v 435 target. AP07: 49 living donors v 91 in September 19. YTD: 153 YTD Sept 2020 v 533 YTD Sept 2019.
Number of Living Donors pmp (reported one month in arrears)					-	End Q1 20/21: 11.7 pmp v 16.1 pmp at end Q1 19/20 End Q2 20/21: 10 pmp v 26 pmp target. AP07: Next report at end of Q3 - January 2021.
ODT Major & Critical Regulatory Non Compliances Target = 0	G	G	G	G	↔	Q2: None reported YTD v Zero target. AP07: None reported in month
ODT Serious Incidents Target = 0	R	G	G	R	↔	Q2: 1 reported YTD (INC 4791) v Zero target. AP07: None reported in month

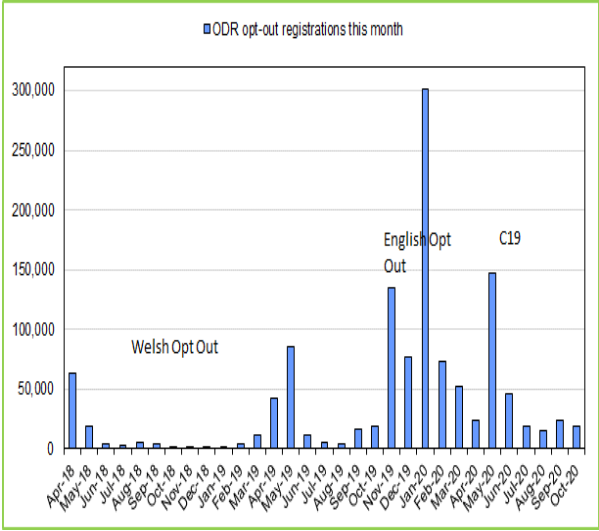
Key Messages / Issues for Attention:

- There were 69k new opt in registrations in October, bringing the Organ Donor Register to ca 26.4m registrations - **chart 66**.
- Opt out registrations fell to ca 19k in October – **chart 67**.
- 49 living donors were recorded in September 2020. This compares with 40 last month and 115 in September 2019. The Living donation programme was suspended during the Covid-19 pandemic and is taking time to re-establish. Living donor numbers are improving slowly, despite the impact of a second wave of Covid – **chart 55**.

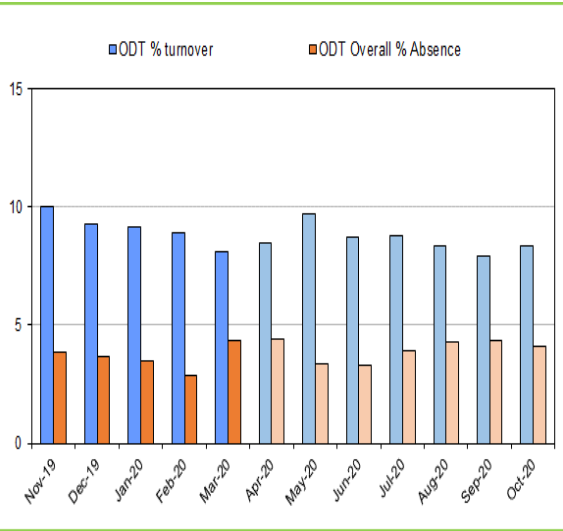
66. No. of People Registered on the ODR (Opt-Ins)



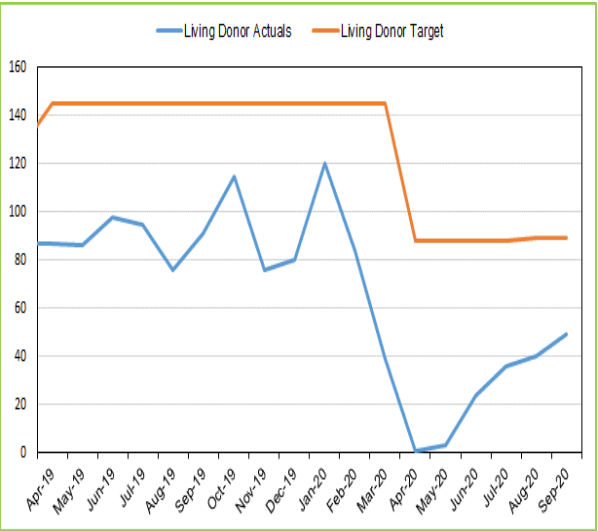
67. No. of People De-registering from ODR (Opt-Outs)



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.

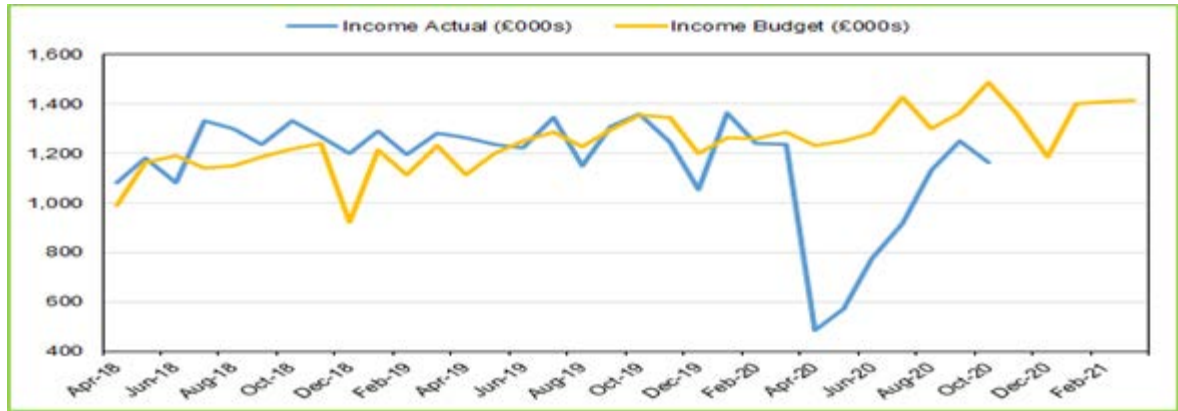
OTDT – Tissue & Eye Services (TES)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	AP07 RAG*	YTD RAG	AP07 v Q2 RAG*	PERFORMANCE
TES Sales Income £000 Target = £16.13m					-	Q1: £1.8m income v £3.8m plan – chart 69. Q2: £3.3m income v £4.1m plan AP07: Income level fell back in October and remains below target in month and YTD.
TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	G	-	-	G	-	78% top box scores for 9 months to June 2020. AP07: -
TES On Time in Full (OTIF) Target = 98%	G	G	G	G	↔	Q1: 99.2% OTIF v 98% target. Q2: 99.8% OTIF v 98% target AP07: OTIF 99% in month and 99.5% YTD v 98% target.
TES Cornea Stocks at End of Month Target = 300	R	R	R	R	↔	Q1: 161 corneas in stock end of June v 300 target - chart 70. Q2: 197 corneas in stock end of Sept v 300 target. AP07: Cornea stock improved to 223 at end of October.
TES Major & Critical Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q2: None reported YTD v Zero target. AP07: None reported in month
TES Serious Incidents Target = 0	G	G	G	G	↔	Q2: None reported YTD v Zero target. AP07: None reported in month

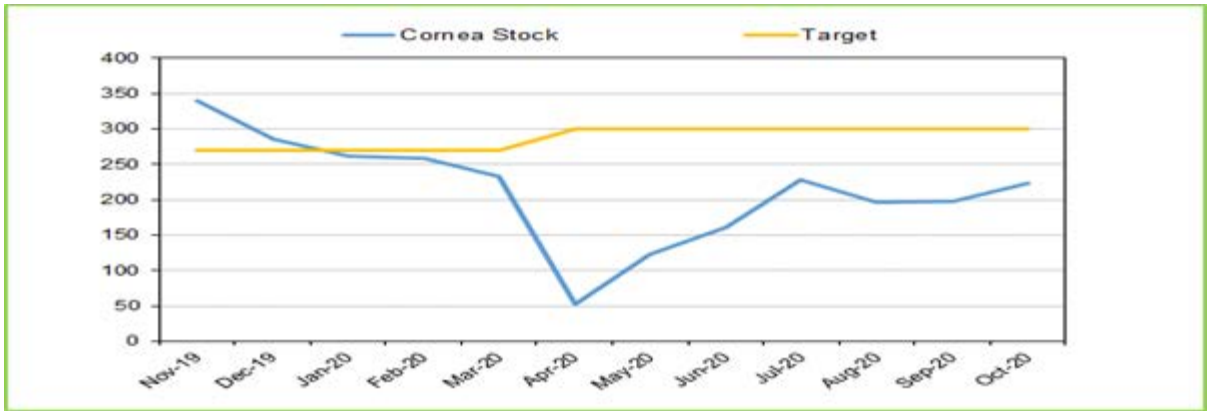
Key Messages / Issues for Attention:

- Ocular donation rates have again improved but are still a major concern and area of focus. Cornea stocks were 223 vs 300 target at end of October.
- Orthopaedic sales were forecast to increase in October as part of the NHS plan to recover elective activity, however the increase in Covid-19 cases has impacted this recovery.
- Income was £0.3m adverse in month and £3.1m adverse YTD, £2.1m due to reduced ocular activity and £1.0m reduced demand for Tissues– **chart 69**.
- Expenditure was £0.8m below plan YTD, driven by ongoing vacancies and underspends on activity related variable costs.
- TES is reporting £0.2m I&E deficit YTD (£2.3m adverse to plan) and a forecast deficit for the year of £4.3m (£2.9m 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.

CORPORATE LEVEL INDICATORS

Corporate

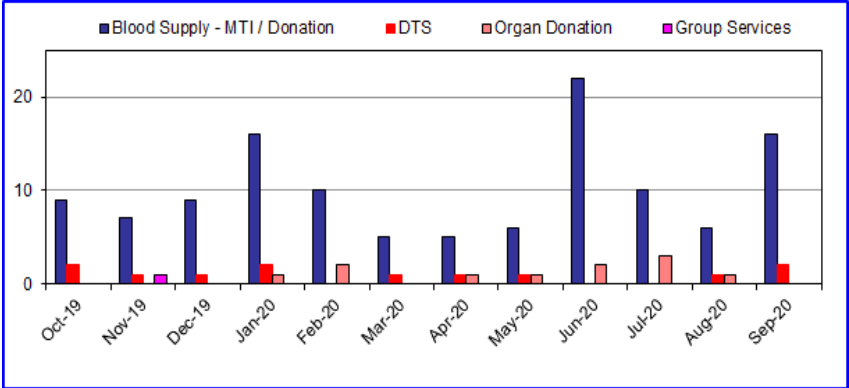
- 94% of all DDTS Mission and Business Critical Services met their availability targets in the reporting period. No change from the previous reporting month.
- In the current reporting period there were 4 Mission and Critical Services affected with no patient safety impact. Action plans to minimise the risk and impact of future occurrences are in progress.
- Health and Safety Incidence rate (12 months to September 2020) for all work related lost time is 1.7 (no change from last month) – **chart 72**
- Quality overdue items increased to 73 (+4) in October, largely overdue QI documents in DDTS and change controls in Clinical Services – **chart 73**
- NHSBT total absence is currently ca 8% (winter absence pressure building) with 3% Covid-19 related.

71. IT System Performance (Server Availability)

Service	Period Target	Aug-20	Sep-20	RAG Trend
Donor Portal	99.95%	100.00%	95.50%	↓
Donor Path	99.95%	100.00%	100.00%	↔
Pulse	99.95%	100.00%	99.49%	↓
OBOS	99.95%	100.00%	100.00%	↔
TMS	99.95%	100.00%	100.00%	↔
Hematos	99.95%	100.00%	99.83%	↓
Sp-ICE	99.95%	100.00%	100.00%	↔
ODR	99.95%	100.00%	100.00%	↔

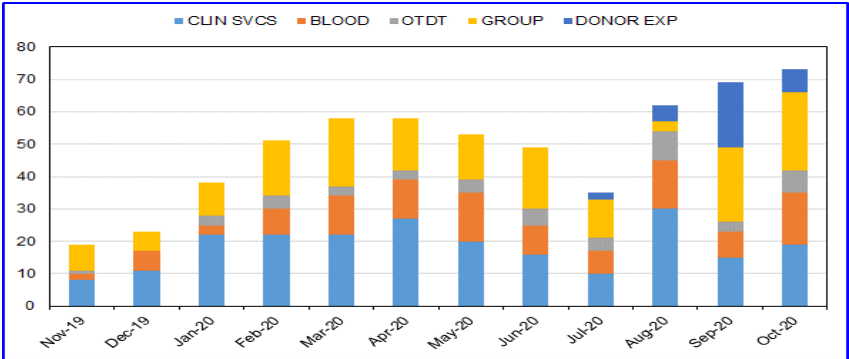
72. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (x 1 mth 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	30	<=11	16
Clinical	<=3	0	<=1	2
OTDT	<=3	0	<=1	0
Donor Experience	<=0	1	<=0	0
Group Services	<=0	0	<=0	0
NHSBT	<=30	31	<=13	18



73. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
GROUP	17	10	0	3	1	31
Clinical Services	1	2	1	14	1	19
OTDT	5	0	1	1	0	7
BD	1	1	0	6	0	8
M&L	0	2	0	5	1	8
Total	24	15	2	29	3	73



Status update: Overall summary

Overall summary up to 18/11/20

Figures from 08/11/20 to 15/11/20 (excluding patients randomised which is up to 18/11/20)

(Figures in brackets are previous week)

Donors booked YTD (exl Sample)

39.0k (37.2k)

Plasma Units collected post wastage YTD

41.9k (39.9k)

LT & MT units collected YTD

22.6k (21.1k)

Val HT units collected YTD

10.2k (9.8k)

Issued to Hospitals YTD

6.1k (5.2k)

Val HT units in stock

3820 (4333)

No of patients randomised YTD

5255 (4590)

Capacity expansion:

- 3 further Plasma centres have opened this week, with 2 additional centres due to be opened in the next fortnight taking us to a total of 13 new centres opened by the end of November. Delays in opening additional new centres and the fragility in the capacity plan to keep centres open remains primarily as a result of staffing challenges.

Trial updates and post-trial preparation:

- Over 5000 patients have now been randomised across both trials, in line with increasing numbers of hospitalisations. The current trajectory for the RECOVERY trial completion based on these trends is end of November. Under discussion with CMO, it was suggested that the team should hold off on ring-fencing stock for REMAP-CAP until the outcome of the RECOVERY trial is known
- A Policy Group and an Implementation Group are being established by RAPID C-19, with representation from NHSBT on both to input the clinical commissioning policy and governance systems for managing supply and demand

Continued focus on increasing proportion of HT donors:

- Whilst call conversion rate has dropped (21.5% to 15% week on week), those being booked should be more likely to provide HT units as the individuals have already been tested. Additionally, last week was our highest outbound appointment booking week to date on the programme (3,413 appointments) – with a planned increased NCC capacity this number should continue to rise
- Focussed plan on hospital engagement (please see agenda item 6)

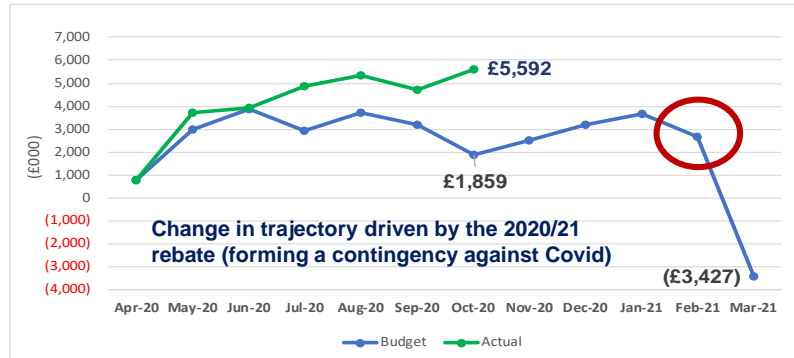
Key areas of challenge exist around: 1.) Resilience of the new centres 2.) Maximising HT donors 3.) Planning for after the trials

Date:	Week commencing 16/11/20	Week commencing 23/11/20
Key Activities	<ul style="list-style-type: none"> Go-Lives for Wolverhampton, Huddersfield and Arundel RAPID C-19 meeting on 16/11 to discuss use of plasma post trials Review supplier responses for 3rd party sampling with evaluation board taking place Transition new starters in 'host' locations and commence training for Cohort 5 Nursing and Donor carer training review panel on 16/11 Extend operational ramp-up plan through to end-December on site-by-site basis Start planning grids with new ratios of CVP, CPH, CMT and ACP slots to be applied from 7/12 Target: 121 ICUs on boarded on to REMAP CAP, 216 Hospitals on boarded on to RECOVERY by 20/11 	<ul style="list-style-type: none"> Steering Group on 24/11/20 Delivery of replacement freezers for Filton and Colindale on 27/11/20 Scoring of supplier responses to the off-session sampling ITQ Target: 121 ICUs on boarded on to REMAP CAP, 220 Hospitals on boarded on to RECOVERY by 27/11/20
Key Decisions	<ul style="list-style-type: none"> Go / No Go decisions in advance of scheduled Go Lives – <i>Programme Leadership</i> 	<ul style="list-style-type: none"> Decision on 3rd party sampling supplier – <i>Programme Leadership</i> Go / No Go decisions in advance of scheduled Go Lives – <i>Programme Leadership</i>

2020/21 Financial Performance Headlines – October 2020

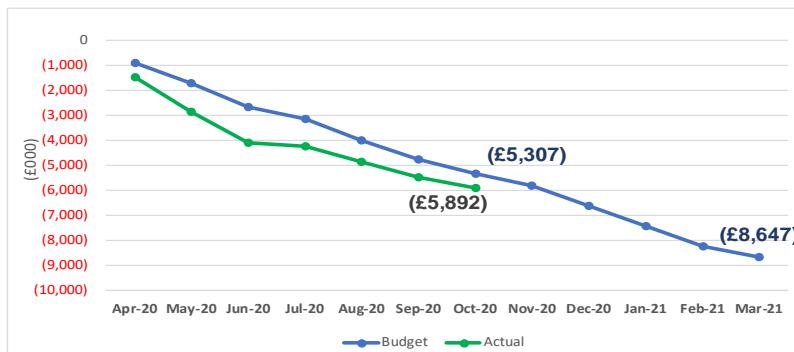
NHSBT year to date surplus £5.1m (£12.7m ahead of plan)

Blood and Group: Year-to-Date Net Income & Expenditure (excl. Change Programme)



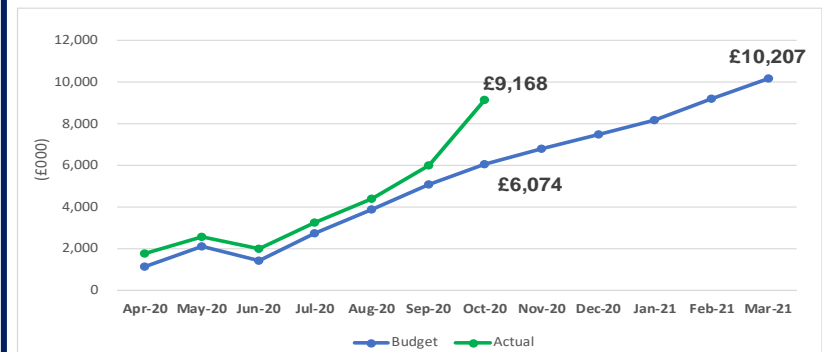
£3.7m ahead of plan, which sees the retained rebate broadly offsetting Sps lost contribution (£4.0m)

Clinical Services: Year-to-date Net Income & Expenditure



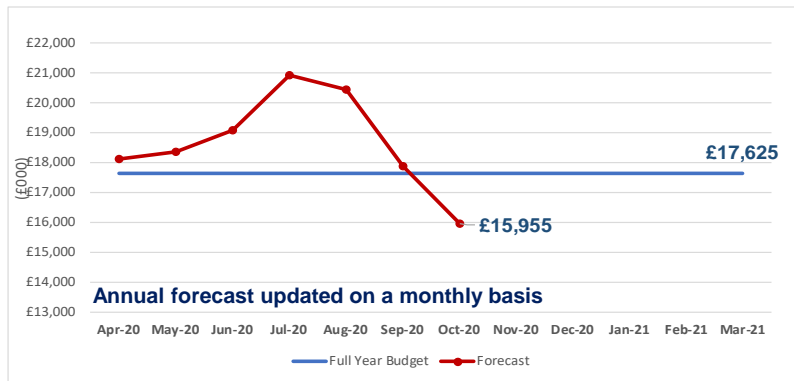
£0.6m behind plan as a result of Covid (to be fully offset against Blood rebate contingency)

Organ and Tissue Donation & Transplantation: Year-to-date Net Income & Expenditure



£3.1m ahead of plan due to lower activity in ODT (+5.4m), partially offset by lost contribution in TES (-£2.3m)

Blood and Group Change Programme: Forecast Outturn 2020/21



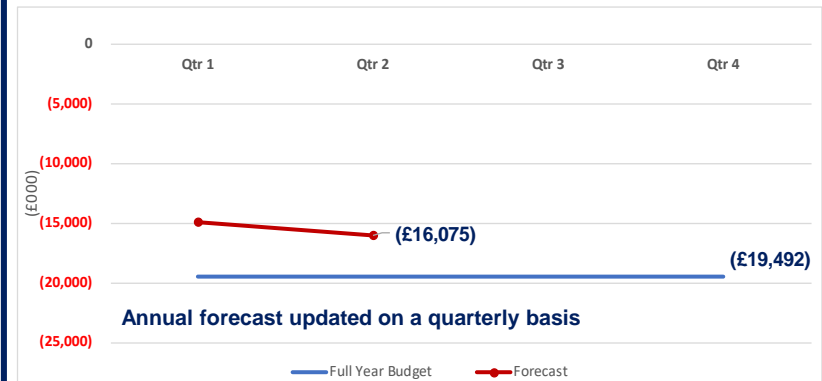
Blood and Group change programme forecast £16.0m (vs £17.6m full year budget)

NHSBT Cash Flow 2020/21



Forecast cash balance at the end of March 2021 is £36.5m.

NHSBT I&E: Forecast Outturn 2020/21



Q2 forecast is a £16.1m deficit, £3.4m ahead of plan, primarily driven by underspends in ODT

2020/21 NHSBT Financial Performance Headlines - October 2020 *Blood and Transplant*

Year to date position	+£5.1m surplus	NHSBT YTD position surplus of £5.1m, £12.7m better than plan. <ul style="list-style-type: none"> Blood and Group +£10.2m – Phasing in change programme and release of Covid contingency Clinical Services -£0.6m – Lost contribution as a result of COVID OTDT +£3.1m - lower Q1 activity/supplier rebate in ODT, partially offset by lost contribution in TES 	
Full year forecast (Q2)	-£16.1m deficit	NHSBT full year outturn deficit of £16.1m, £3.4m ahead of plan. <ul style="list-style-type: none"> Blood and Group +£1.8m – assumes that the full COVID contingency will be utilised to offset additional expenditure and lost income across the organisation. Clinical Services -£0.7m – lower activity in H1. OTDT +£2.3m – Reduced operating expenditure in ODT with lower activity in Q1 and a supplier rebate, partially offset by lost contribution in TES driven by Covid. Capital outturn now expected to be lower than plan (£27m vs £30.4m). 	
Cash and Debtors	Cash balance £75m	Debtor days finished at 11 days - 11 days ahead of target 90+ overdue are £0.9m (£0.4m behind target) Cash at the end of October 2020 was £75m, forecast 2020/21 closing cash £36.5m.	
Response to Covid-19		Forecast position for the Covid-19 contingency fund, now fully utilised, however excess costs will be offset against underspends in travel and activity related expenditure resulting in minimal net impact. Q2 forecast for Convalescent Plasma £61m, however, latest forecast spend £81m (vs DHSC business case £97m)	

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

2020/21 NHSBT Income & Expenditure – October 2020



Blood and Transplant

	Year to date			Full year			Forecast
	Budget	Actual	Variance	2019-20	Latest	Q2	variance vs
	£k	£k	£k	Actual	Budget	Forecast	Budget
				£k	£k	£k	£k
Blood and Group							
Programme Funding - Convalescent Plasma	0	15,241	15,241	0	0	61,780	61,780
Programme Funding - Corporate	0	0	0	0	0	10,200	10,200
Blood & Components Income	162,646	163,088	442	267,960	276,097	279,224	3,127
Blood & Component - Rebate	(5,661)	0	5,661	0	(8,136)	0	8,136
Blood Supply Other Income	1,921	1,746	(175)	3,448	3,285	3,185	(100)
Group Services Other Income	988	1,437	449	2,300	1,692	2,088	396
Blood and Group Income	159,894	181,512	21,618	273,707	272,938	356,477	83,539
Cost of Sales - Blood Component Stock Movement	(365)	(2,376)	(2,011)	(881)	0	(2,370)	(2,370)
Convalescent Plasma	0	(15,241)	(15,241)	0	0	(61,780)	(61,780)
Donor Experience	(12,653)	(12,396)	257	(23,208)	(24,936)	(24,895)	41
Blood Supply: Blood Donation	(35,956)	(35,484)	473	(60,134)	(61,597)	(61,536)	61
Blood Supply: Manufacturing, Testing & Issue	(37,860)	(36,099)	1,761	(66,250)	(65,159)	(63,804)	1,355
Blood Supply: Logistics	(11,760)	(11,765)	(5)	(20,367)	(19,824)	(20,324)	(500)
Chief Executive and Board	(447)	(372)	76	(855)	(767)	(667)	100
Quality	(3,509)	(3,145)	364	(5,428)	(5,995)	(5,542)	452
Estates & Facilities	(23,612)	(22,833)	779	(42,183)	(41,267)	(40,507)	760
Finance	(3,424)	(3,364)	60	(5,890)	(5,860)	(5,857)	3
Strategy and Transformation	(653)	(900)	(247)	(602)	(1,120)	(1,739)	(619)
Business Transformation Services	(1,074)	(1,348)	(273)	(2,052)	(1,843)	(2,091)	(248)
People	(5,066)	(4,874)	191	(8,104)	(8,901)	(8,848)	53
Digital, Data and Technology Services	(18,959)	(17,139)	1,820	(26,054)	(34,477)	(33,061)	1,416
Change Programme	(10,168)	(3,718)	6,450	(6,918)	(17,625)	(17,885)	(260)
Miscellaneous and Capital Charges	(2,695)	(8,584)	(5,889)	(3,654)	(4,620)	(24,803)	(20,183)
Blood and Group Expenditure	(168,203)	(179,640)	(11,436)	(272,581)	(293,990)	(375,708)	(81,718)
Blood and Group Total	(8,309)	1,873	10,182	1,126	(21,052)	(19,231)	1,821
Clinical Services							
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells	2,428	2,428	0	4,162	4,162	4,162	0
Diagnostic and Therapeutic Services Income	37,451	33,446	(4,005)	62,461	64,974	60,317	(4,657)
Clinical Services - Research & Development	510	1,400	889	2,248	875	861	(14)
Clinical Services Income - Medical	603	599	(4)	1,143	1,033	1,031	(2)
Clinical Services Income	40,992	37,872	(3,120)	70,014	71,044	66,371	(4,673)
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	(33,782)	(31,520)	2,262	(56,131)	(58,275)	(55,704)	2,571
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	(1,059)	(541)	518	(875)	(2,495)	(1,862)	633
Clinical Services: Research & Development	(2,705)	(3,502)	(797)	(5,458)	(4,204)	(4,204)	0
Clinical Services: Medical	(8,753)	(8,202)	551	(13,887)	(14,716)	(13,969)	747
Clinical Services Expenditure	(46,299)	(43,764)	2,535	(76,351)	(79,691)	(75,740)	3,951
Clinical Services Total	(5,307)	(5,892)	(585)	(6,337)	(8,647)	(9,369)	(722)
Organ and Tissue Donation & Transplantation							
Programme Funding - Organ Donation & Transplantation	36,358	36,358	0	62,338	62,327	62,327	0
Programme Funding - Organ Donation and Transplantation - Opt Out	5,900	4,550	(1,350)	6,497	10,462	14,672	4,210
Organ Donation & Transplantation - NHSE Income	1,864	809	(1,054)	1,261	3,333	2,081	(1,252)
Organ Donation & Transplantation - UKHDs & Other Income	6,925	6,995	70	12,234	11,872	11,904	32
Tissue & Eye Services Income	9,359	6,304	(3,055)	15,041	16,130	12,838	(3,292)
OTDT Income	60,405	55,015	(5,389)	97,371	104,125	103,822	(302)
Cost of Sales - Tissues Stock Movement	(438)	(469)	(31)	(540)	(750)	(750)	0
OTDT - Organ Donation and Transplantation	(38,899)	(32,893)	6,007	(64,013)	(65,805)	(61,158)	4,647
OTDT - Organ Donation and Transplantation Change Programme	(8,150)	(6,396)	1,755	(10,466)	(15,653)	(18,432)	(2,779)
OTDT - Tissue and Eye Services	(6,843)	(6,090)	753	(11,036)	(11,710)	(10,957)	753
OTDT Expenditure	(54,330)	(45,847)	8,483	(86,055)	(93,918)	(91,298)	2,621
OTDT Total	6,074	9,168	3,094	11,316	10,207	12,525	2,318
NHSBT Summary							
Income	261,291	274,400	13,108	441,092	448,107	526,670	78,563
Expenditure	(268,833)	(269,251)	(418)	(434,986)	(467,599)	(542,745)	(75,146)
NHSBT Surplus/(Deficit)	(7,541)	5,149	12,690	6,105	(19,492)	(16,075)	3,417

Blood and Group FY Budget;
- Operating I&E (-£21.1m)
- Change Programme (-£17.6m)
- Underlying I&E (-£3.4m)

Clinical Services FY Budget;
- Operating I&E (-£8.6m)
- Change Programme (-£2.5m)
- Underlying I&E (-£6.1m)

OTDT FY Budget;
- Operating I&E (£10.2m)
- Change Programme (-£1.9m)*
- Underlying I&E (£12.1m)

*CP includes ring fenced funding for Opt Out, DCD Hearts and Donor Characterisation

Financial Performance – October 2020 Year-to-Date

Year to date position – Surplus £5.1m (£12.7m ahead of plan)

Donor Experience	Q1			Q2			M07			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Expenditure	(5.2)	(4.8)	0.4	(5.5)	(5.4)	0.1	(1.9)	(2.1)	(0.2)	(12.7)	(12.4)	0.3
Surplus/(Deficit)	(5.2)	(4.8)	0.4	(5.5)	(5.4)	0.1	(1.9)	(2.1)	(0.2)	(12.7)	(12.4)	0.3

Expenditure is lower than plan primarily due to reduced travel. The large underspend in Q1 associated with venue hire is now beginning to reduce driven by the need for larger session spaces. All excess expenditure attributable social distancing is being offset against the contingency.

Blood Supply	Q1			Q2			M07			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	70.8	70.4	(0.4)	70.0	70.8	0.7	23.7	23.7	(0.0)	164.6	164.8	0.3
Rebate	0.0	0.0	0.0	(3.1)	0.0	3.1	(2.5)	0.0	2.5	(5.7)	0.0	5.7
CVP Funding	0.0	3.5	3.5	15.4	7.2	(8.2)	(15.4)	4.6	20.0	0.0	15.2	15.2
Expenditure	(36.9)	(37.2)	(0.3)	(36.9)	(37.8)	(0.9)	(12.1)	(10.7)	1.4	(85.9)	(85.7)	0.2
CVP Expenditure	0.0	(3.5)	(3.5)	(15.4)	(7.2)	8.2	15.4	(4.6)	(20.0)	0.0	(15.2)	(15.2)
Surplus/(Deficit)	33.9	33.2	(0.7)	30.0	33.0	3.0	9.1	13.0	3.9	73.0	79.1	6.1

Blood Supply continue to report favourable movements against plan for both the rebate and expenditure, driven by reduced activity and the partial release of the Covid contingency. All additional costs of collection, with social distancing driving the requirement for increased capacity are reported against Covid (in Group), hence minimal cost pressures in expenditure.

Group Services	Q1			Q2			M07			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	0.4	0.6	0.2	0.4	0.5	0.1	0.1	0.3	0.2	1.0	1.4	0.4
Expenditure	(25.2)	(23.0)	2.2	(25.5)	(25.2)	0.3	(8.7)	(8.2)	0.5	(59.4)	(56.4)	3.1
Covid	0.0	(1.8)	(1.8)	0.0	(2.3)	(2.3)	0.0	(2.1)	(2.1)	0.0	(6.2)	(6.2)
Blood and Group Transformation	(4.2)	(1.4)	2.9	(4.5)	(1.9)	2.5	(1.5)	(0.4)	1.1	(10.2)	(3.7)	6.4
Surplus/(Deficit)	(29.0)	(25.6)	3.4	(29.5)	(28.9)	0.7	(10.0)	(10.4)	(0.3)	(68.6)	(64.8)	3.8

Group Services are reporting an underspend of £3.1m driven by Estates and vacancies in Digital, Data & Technology Services and Quality. There has been additional expenditure of £6.2m attributable to Covid-19 that is offset against the blood rebate contingency.

Blood and Group Surplus/(Deficit)	(0.4)	2.7	3.1	(5.1)	(1.4)	3.8	(2.8)	0.5	3.3	(8.3)	1.9	10.2
-----------------------------------	-------	-----	-----	-------	-------	-----	-------	-----	-----	-------	-----	------

Clinical Services	Q1			Q2			M07			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	17.2	14.1	(3.1)	17.9	17.9	0.0	6.0	5.9	(0.1)	41.0	37.9	(3.1)
Expenditure	(19.4)	(18.0)	1.5	(19.4)	(19.0)	0.4	(6.4)	(6.3)	0.1	(45.2)	(43.2)	2.0
Change Programme	(0.4)	(0.2)	0.2	(0.5)	(0.3)	0.2	(0.2)	(0.1)	0.1	(1.1)	(0.5)	0.5
Surplus/(Deficit)	(2.7)	(4.1)	(1.4)	(2.1)	(1.4)	0.7	(0.6)	(0.4)	0.1	(5.3)	(5.9)	(0.6)

The lost contribution as a result of Covid-19 is at £1.7m YTD (vs £1.9m in Q1), with some services returning to pre-Covid activity levels during Q2/Q3 (all losses are offset against the Covid contingency). The Clinical Services Directorate continues to see the impact of vacancies, further building on the favourable expenditure variance seen in Q1.

Organ and Tissue Donation & Transplantation	Q1			Q2			M07			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	22.3	20.4	(1.9)	22.6	21.9	(0.7)	7.7	7.4	(0.3)	52.6	49.7	(3.0)
Expenditure	(20.9)	(18.4)	2.5	(18.9)	(17.9)	1.0	(6.4)	(3.2)	3.2	(46.2)	(39.5)	6.7
Change Programme	(0.0)	(0.0)	0.0	(0.0)	0.0	0.1	(0.3)	(1.0)	(0.7)	(0.4)	(1.0)	(0.6)
Surplus/(Deficit)	1.4	2.0	0.6	3.7	4.0	0.3	1.0	3.2	2.2	6.1	9.2	3.1

TES are continuing to be severely impacted by Covid-19 going into Q3, with loss contribution increasing to £2.3m YTD. All losses are offset against the Covid contingency

ODT are reporting significant positive cost variances primarily driven by a combination of fixed programme funding, supplier rebate and lower activity at the beginning of the year.

NHSBT Total	(1.6)	0.7	2.3	(3.5)	1.3	4.8	(2.4)	3.2	5.6	(7.5)	5.1	12.7
-------------	-------	-----	-----	-------	-----	-----	-------	-----	-----	-------	-----	------

Cash Flow – as at October 2020

	Actual Apr-20 £k	Actual May-20 £k	Actual Jun-20 £k	Actual Jul-20 £k	Actual Aug-20 £k	Actual Sep-20 £k	Actual 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	58,866	75,360	69,110	65,916	76,175	70,966	50,549
Receipts													
Debtors & Other Receipts	35,581	32,866	35,501	33,400	29,191	34,799	45,446	22,860	30,802	29,161	31,158	32,834	393,600
Revenue Cash Limit	0	0	16,525	5,508	0	11,017	5,508	5,775	5,508	5,508	5,509	5,642	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	0	0	0	0	5,250	0	2,625	0	2,625	12,990
Revenue Cash Limit - Convelescent Plasma - Phase I	0	0	0	0	7,400	0	5,900	4,600	0	0	0	0	17,900
Revenue Cash Limit - Convelescent Plasma - Phase II	0	0	0	0	0	0	0	0	16,925	16,925	16,925	16,925	67,700
Revenue Cash Limit - Pensions Uplift	0	0	0	0	0	0	0	6,512	814	814	1,636	0	9,776
Capital Cash Limit	4,100	0	0	0	0	0	0	12,000	0	7,000	0	11,400	34,500
Total income	42,171	32,866	52,026	38,909	36,591	45,815	56,854	56,997	54,049	62,033	55,228	69,426	602,966
Payments													
Staff Expenses	10,757	18,732	18,962	19,095	19,169	19,469	19,615	25,351	19,744	19,648	19,521	25,705	235,768
Other Revenue Payments	10,775	16,504	23,235	23,480	17,015	20,392	20,109	36,397	34,298	28,626	34,915	58,375	324,120
Capital Charges	8,756	0	0	0	0	8,985	0	0	0	0	0	8,985	26,726
Capital Payments	340	451	940	827	914	1,263	637	1,500	3,200	3,500	6,000	10,827	30,400
Total costs	30,628	35,687	43,136	43,402	37,098	50,109	40,361	63,247	57,242	51,775	60,436	103,892	617,015
Closing bank balance	62,092	59,271	68,161	63,667	63,160	58,866	75,360	69,110	65,916	76,175	70,966	36,500	36,500

Debtor Days (Target is 22 days)	18	14	10	10	17	14	11
YTD BPPC By Value % (Target is 95%)	91.8%	94.1%	95.7%	95.3%	93.7%	91.9%	92.7%
YTD BPPC By Number % (Target is 95%)	88.3%	90.9%	92.4%	93.0%	93.2%	93.5%	94.0%

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	3,434	766	515	923	5,639

Top 5 > 90 days Overdue Debtors £000's	Sep-20			Oct-20		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
OXFORD BIOMEDICA (UK) LTD				180	536	Invoices outstanding - awaiting payment
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FT	133	225		147	249	On escalation process as Trust unresponsive
LEEDS TEACHING HOSPITALS NHS TRUST				72	363	Invoices outstanding - awaiting payment
ST GEORGES UNIVERSITY HOSPITALS NHS FOUNDATION TRUST				71	90	Invoices in query
UNIVERSITY OF CAMBRIDGE	35	72		68	71	Invoices in query
GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST	62	98				
GEORGE ELIOT HOSPITAL NHS TRUST	56	56				
GUY'S AND ST. THOMAS' NHS FOUNDATION TRUST	30	79				
Total 5 Overdue Debtors	316	529		537	1,310	
Other Debtors	607	5,109		385	4,329	
Total Overdue Debtors	923	5,639		923	5,639	

>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	Actual Sep-20 £000s	Actual Oct-20 £000s	Forecast Nov-20 £000s	Forecast Dec-20 £000s	Forecast Jan-21 £000s	Forecast Feb-21 £000s	Forecast Mar-21 £000s	
Ledger Balance at month end	751	931	969	889	906	516	923						
Target	750	750	750	750	750	750	500	500	500	500	500	500	

NHSBT Headcount WTE and Pay Expenditure Report
For the Year to date - 31 OCT 2020

Directorate	Stats					Pay Expenditure					
	Plan WTE (Ave YTD)	Actual WTE at period end	YTD Ave WTE	Variance Ave WTE	Variance %	YTD Pay Budget £k	YTD Employee Pay Spend £k	YTD Temporary Staff Spend £k	YTD Total Actual Pay Spend £k	YTD Variance £k	YTD Variance %
Convalescent Plasma	0	36	23	-23	0.0%	£3,285	£601	£2,645	£3,246	£39	0.0%
Donor Experience	190	190	189	1	0.6%	£5,078	£4,928	£62	£4,989	£88	1.7%
Blood Supply: Blood Donation	1,340	1,445	1,363	-24	-1.8%	£28,300	£28,385	£88	£28,473	-£173	-0.6%
Blood Supply: Manufacturing, Testing & Issue	760	765	771	-10	-1.4%	£18,895	£18,992	£220	£19,212	-£317	-1.7%
Blood Supply: Logistics	310	328	324	-14	-4.4%	£6,789	£7,338	£0	£7,338	-£549	-8.1%
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	728	693	693	35	4.9%	£21,633	£20,370	£97	£20,467	£1,166	5.4%
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	0	2	2	-2	0.0%	£0	£103	£0	£103	-£103	0.0%
Clinical Services: Medical	172	157	158	14	8.0%	£7,291	£6,736	£102	£6,838	£453	6.2%
Clinical Services: Research and Development	34	47	42	-8	-22.0%	£980	£1,523	£0	£1,523	-£543	-55.4%
OTDT: Organ Donation & Transplantation	452	468	456	-4	-0.8%	£17,132	£16,968	£1	£16,969	£163	1.0%
OTDT: Organ Donation & Transplantation: Change Programme	76	46	45	31	40.8%	£1,994	£1,645	£164	£1,810	£184	9.2%
OTDT: Tissue and Eye Services	147	142	143	5	3.3%	£3,822	£3,626	£0	£3,626	£195	5.1%
Estates & Facilities	77	76	77	1	0.9%	£2,029	£2,008	£41	£2,049	-£20	-1.0%
Information Communication Technology	226	202	191	34	15.1%	£7,395	£6,480	£156	£6,636	£759	10.3%
People	129	129	127	2	1.2%	£3,888	£3,870	£3	£3,873	£15	0.4%
Quality	94	90	88	7	7.1%	£3,148	£2,921	-£1	£2,919	£229	7.3%
Finance	100	102	100	-1	-0.6%	£2,943	£2,857	£87	£2,945	-£2	-0.1%
Strategy and Transformation	14	19	14	0	-2.2%	£557	£585	£216	£802	-£245	-44.1%
Business Transformation Services	29	26	25	4	13.2%	£991	£996	£0	£996	-£4	-0.4%
CEO and Board	5	5	5	0	5.0%	£329	£312	£0	£312	£18	5.3%
Blood & Group Change Programme	12	8	10	2	18.2%	£0	£340	£32	£371	-£371	0.0%
Miscellaneous (including COVID-19)	0	17	35	-35	0.0%	£328	£2,214	£452	£2,666	-£2,338	0.0%
Total	4,897	4,992	4,881	16	0.3%	£136,806	£133,797	£4,364	£134,916	£1,890	1.4%

Contribution Analysis (Year-to-Date) – October 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	163.5	8.3	5.4	1.0	0.8	6.3	6.1	-	1.3	0.6	6.9	-	-	200.3
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	6.9	6.9
Grant in Aid	15.2	-	-	-	-	-	-	-	1.1	1.3	-	-	40.8	58.4
Other	4.8	0.3	0.2	-	0.2	-	0.4	1.6	-	0.0	0.2	-	1.0	8.7
Total Income	183.6	8.6	5.6	1.0	1.1	6.3	6.5	1.6	2.4	1.9	7.2	-	48.7	274.4
Expenditure														
Variable Costs														
Consumables	(22.1)	(0.6)	(1.9)	(0.3)	(0.0)	(1.2)	(1.0)	(0.3)	(0.3)	(0.1)	(2.1)	-	(1.6)	(31.6)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(22.1)	(0.6)	(1.9)	(0.3)	(0.0)	(1.2)	(1.0)	(0.3)	(0.3)	(0.1)	(2.1)	-	(1.6)	(31.6)
Variable Contribution	161.5	7.9	3.7	0.8	1.1	5.2	5.5	1.2	2.1	1.9	5.0	-	47.0	242.8
Direct Costs														
Cost of Sales	(2.4)					(0.5)	-	-	-	-	-		-	(2.8)
Pay	(57.5)	(4.8)	(3.8)	(0.5)	(0.1)	(4.2)	(3.0)	(0.7)	(0.9)	(0.7)	(2.1)	-	(17.0)	(95.3)
Non Pay	(20.9)	(0.3)	(0.4)	(0.1)	(0.0)	(1.3)	(0.5)	(0.2)	(0.5)	(0.2)	(0.4)	-	(14.6)	(39.3)
Total Direct Costs	(80.7)	(5.1)	(4.2)	(0.6)	(0.1)	(6.0)	(3.5)	(0.9)	(1.4)	(0.9)	(2.6)	-	(31.5)	(137.4)
Direct Contribution	80.7	2.8	(0.5)	0.2	1.0	(0.8)	2.0	0.3	0.7	1.0	2.4	-	15.5	105.3
Direct Support														
Operational Directorate costs	(7.9)	(0.7)	(0.4)	(0.1)	(1.0)	(0.5)	(0.4)	(0.1)	(0.1)	(0.1)	(0.2)	(0.0)	(1.6)	(13.1)
Logistics	(11.3)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	0.0	(0.0)	(11.6)
Clinical	(5.4)	(0.2)	-	-	-	(0.1)	(0.1)	-	(0.1)	(0.0)	(0.1)	-	(0.6)	(6.7)
Attributable Estates costs	(10.6)	(0.6)	(0.5)	(0.1)	(0.2)	(0.7)	(0.7)	(0.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.4)	(14.0)
Attributable IT costs	(10.2)	(0.4)	(0.5)	(0.0)	(0.1)	(0.3)	(0.3)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(2.5)	(14.7)
De Depreciation / Cost of Capital	(0.9)	(0.2)	(0.3)	(0.0)	(0.2)	(0.1)	(0.2)	(0.1)	(0.1)	(0.0)	(0.2)	0.0	(0.3)	(2.6)
Total Direct Support	(46.4)	(2.2)	(1.6)	(0.2)	(1.5)	(1.7)	(1.7)	(0.3)	(0.4)	(0.4)	(0.7)	0.0	(5.4)	(62.6)
Notional Internal Income Uplift	(1.2)	(0.1)	1.2	0.2	0.2	0.0	0.0	(0.0)	(0.3)	0.0	-	-	(0.0)	0.0
Contribution to Unallocated Costs	33.0	0.5	(0.8)	0.2	(0.2)	(2.5)	0.3	(0.0)	(0.0)	0.6	1.7	0.0	10.1	42.7
Total Allocated Costs	(150.5)	(8.0)	(6.4)	(0.9)	(1.3)	(8.8)	(6.2)	(1.6)	(2.5)	(1.4)	(5.4)	0.0	(38.6)	(231.7)
Unallocated Costs Apportioned														
Directorate costs	(13.6)	(0.6)	(0.5)	(0.1)	(0.1)	(0.7)	(0.4)	(0.1)	(0.2)	(0.1)	(0.4)	(0.1)	(3.6)	(20.3)
Estates costs	(2.9)	(0.2)	(0.1)	(0.0)	(0.0)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	(0.0)	(1.1)	(5.0)
Depreciation / Cost of Capital	(1.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.4)	(1.7)
Total Unallocated Costs	(17.4)	(0.8)	(0.7)	(0.1)	(0.1)	(0.9)	(0.6)	(0.2)	(0.3)	(0.2)	(0.6)	(0.1)	(5.1)	(27.0)
Operating Net Surplus / (Deficit)	15.6	(0.3)	(1.5)	0.1	(0.4)	(3.5)	(0.3)	(0.2)	(0.3)	0.4	1.2	(0.1)	5.0	15.7
Transformation Costs	(3.7)	-	-	-	-	-	-	-	-	-	-	(0.5)	(6.4)	(10.6)
Total Allocated Costs Inc Transformation	(154.2)	(8.0)	(6.4)	(0.9)	(1.3)	(8.8)	(6.2)	(1.6)	(2.5)	(1.4)	(5.4)	(0.5)	(45.0)	(242.3)
YTD Net Surplus / (Deficit) Inc Transformat	11.9	(0.3)	(1.5)	0.1	(0.4)	(3.5)	(0.3)	(0.2)	(0.3)	0.4	1.2	(0.5)	(1.4)	5.1
YTD Budget	0.4	0.1	0.5	0.1	(0.3)	(1.1)	(0.7)	(0.3)	0.6	0.2	0.7	(1.1)	(6.6)	(7.5)
YTD Variance (Budget vs Actual)	11.5	(0.4)	(2.0)	(0.1)	(0.1)	(2.3)	0.4	0.1	(0.8)	0.2	0.5	0.5	5.2	12.7

RAG removed due to COVID-19 impact in Q1. The next slide demonstrates the contribution analysis for Q2 onwards

Contribution Analysis (Excl. Q1) – October 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	108.4	5.0	3.8	0.6	0.7	4.5	4.2	1.0	1.5	1.1	4.6	-	27.0	162.4
Variable Costs	(13.7)	(0.4)	(1.3)	(0.1)	(0.0)	(0.7)	(0.6)	(0.2)	(0.2)	(0.0)	(1.4)	-	(1.1)	(19.9)
Direct Costs	(48.0)	(2.9)	(2.4)	(0.3)	(0.0)	(3.5)	(2.0)	(0.5)	(0.8)	(0.5)	(1.5)	-	(16.2)	(78.7)
Direct Support (incl Notional Income)	(27.5)	(1.3)	(0.2)	(0.0)	(0.7)	(1.0)	(1.0)	(0.2)	(0.4)	(0.2)	(0.4)	0.0	(3.1)	(36.2)
Total Allocated Costs	(89.3)	(4.6)	(3.9)	(0.5)	(0.8)	(5.2)	(3.6)	(0.9)	(1.5)	(0.8)	(3.3)	0.0	(20.4)	(134.8)
Unallocated Costs	(11.5)	(0.5)	(0.4)	(0.1)	(0.1)	(0.6)	(0.4)	(0.1)	(0.2)	(0.1)	(0.3)	(0.1)	(2.9)	(17.1)
Operating Net Surplus / (Deficit)	7.7	(0.1)	(0.4)	0.0	(0.2)	(1.3)	0.2	0.0	(0.2)	0.3	0.9	(0.1)	3.7	10.5
Transformation Costs	(2.3)	-	-	-	-	-	-	-	-	-	-	(0.3)	(3.3)	(5.9)
M04- M07 Net Surplus / (Deficit)	5.3	(0.1)	(0.4)	0.0	(0.2)	(1.3)	0.2	0.0	(0.2)	0.3	0.9	(0.4)	0.4	4.6
M04 - M07 Budget	(2.8)	0.1	0.4	0.1	(0.2)	(0.4)	(0.4)	(0.0)	0.3	0.1	0.4	(0.7)	(2.7)	(5.9)
M04 - M07 Var (Budget vs Actual)	8.1	(0.1)	(0.9)	(0.0)	(0.0)	(0.9)	0.6	0.0	(0.5)	0.1	0.6	0.3	3.1	10.4
RAG STATUS (Actuals V Plan)	G	R	R	G	G	R	G	G	R	G	G	G	G	G

Notes:

- 1 There is an ongoing review and reconciliation of the current model and methodologies. A new iteration will be agreed in Quarter 4 for action in 2021/22 reporting.
- 2 RAG Status: M04-M07 contribution vs Planned contribution by service (Green: >/= 0%, Amber: 0 to -5%, Red: >/- 5% (Materiality limit £100k))
- 3 This excludes the Quarter 1 financials to exclude the impact of Covid-19