

NHSBT Board Performance Report

December 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	30-39

Performance Headlines

Blood Supply	
<p>With ongoing good collection performance, in excess of demand, red cell stocks rose to around 35k through December and have remained at around that level through January to date. Collections of O negative red cells, however, were 17% lower than plan during December, with much of the adverse variance in the last two weeks of the month. Under collection has continued through January and, with demand remaining constant (i.e. O negative demand has not declined in line with overall demand), O negative stock (and B negative) has very quickly fallen into the red at around 4.5 days.</p> <p>Based on current performance, red cells stocks are forecast to remain above target (7 to 7.5 days) but O negative stock will stay red (4 - 4.5 days) and potentially fall to low red through February. In the present environment created by the Covid 2nd wave opportunities to reduce demand are limited and with a risk that O negative demand could remain high if not increase. Efforts are therefore focused on immediate actions to rapidly increase O negative (and B negative) collection rates.</p>	

Clinical Services (Diagnostics, Therapeutic Apheresis and Stem Cells)	
<p>Activity levels were improving steadily, as hospitals restored elective activity, but have now started to be impacted by the second wave of Covid-19. TAS procedures are 5% below plan but 2% ahead of last year in the year to date. Stem cell transplant activity continues to be significantly impacted by Covid-19 with 1,011 transplants YTD v 1,321 planned, although the income shortfall is less impacted given that a high proportion comes from Cryo storage and CBC. Overall Q3 income is 6% adverse to plan (versus level with plan in Q2 and 18% adverse to plan in Q1).</p> <p>YTD income is now £3.7m adverse to budget but, due to a favourable position on expenditure, the overall income and expenditure position is nett £1.5m worse than plan. The I&E forecast for the full year is £1.5m behind plan.</p>	

Organ and Tissue Donation & Transplantation	
<p>ODT : Activity has dropped back, but has not ceased entirely so far in the second wave. There were 97 deceased donors and 243 deceased donor transplants in December versus 104 and 263 respectively in the previous month. The living donor kidney transplantation programme has been slower to restart, however activity has built steadily to 48 transplants in November.</p> <p>TES : Orthopaedic sales began to recover in December but will continue to be impacted by the second wave of Covid-19 and cancellation of elective activity. Ocular demand is also recovering but is currently greater than our ability to supply. Income in December was 8% behind plan and £3.2m (27%) adverse in the year to date, with reduced cornea transplants continuing to be the major driver. TES is forecasting a full year I&E deficit of £4.7m, £3.3m adverse to plan.</p>	

NHSBT Level / Finance	
<p>NHSBT total absence is currently ca 9% with 3% Covid-19 related.</p> <p>Year to date NHSBT is reporting a surplus of £1.0m, £14.4m 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 Q3, NHSBT is forecasting a full year I&E deficit of £12.1m, £7.4m better than budget.</p> <p>Final expenditure on Phase 1 of the Convalescent Plasma project is £14.7m. The spend for Phase 2 is forecast to be £64.5m, although this was prior to the announcement of the results of the RECOVERY trial on 15 January 2021 (both phases separately funded by Treasury).</p>	

Key Issues / Action for attention:

CUSTOMER SERVICES

- OTIF in December was above target at 98.6%
- NPS score was 86.9 against a target of 83.0
- Donor Satisfaction was at 83.2% 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 those detailed below:

- Failed venepuncture in mobiles are above target at 1.9%, increase of 0.2% from November. Potential units lost due to FVP is 565.
- Failed venepuncture in DC's are above target at 2.3%, decrease of 0.1% from November. Potential units lost due to FVP is 244.

COLLECTION & STOCK

- The 'back-to-green' plan was successful in returning red cell stocks back to target before Christmas. As we began 2021, overall red cell stocks were at c7 days of stock (DOS)
- Demand for red cells so far during January has been c10% below what we would have expected for this period before the pandemic, although some segments of demand (e.g. O neg and Ro) have not decreased to this same extent.
- Collections of O neg whole blood have been below plan over recent weeks, which has led to a decline in O neg red cell stocks. We have re-activated some of the 'First Responders' measures that successfully boosted O neg collections over October-November.
- Looking ahead, there are some supply challenges that may cause stocks to decline, including an increase in COVID-19 outbreaks on blood collection teams and potential for further bad weather. So far during January, these factors have reduced collections to a greater extent than demand has reduced. Additionally, c50 of our mobile team venues have so far been contacted to host either COVID vaccination or rapid testing sessions for extended periods. We have contacted local Public Health Leads to mitigate the risk of this worsening as the vaccination programme accelerates.

SICKNESS ABSENCE - M&L sickness was 4% against a target of 4.8% + COVID related absence of 4.2% . Collections sickness was 3.46% (down from 5.03% in Nov) + COVID related absence of 3.21% up from 2.92% in Nov.

WASTAGE – Overall component loss rate (for all reasons) rose to 5% from 4.4% in Nov.

RISK

3 new risks on the system since last month

- West End Fire Safety Risk; Escape access via 3rd party egresses being blocked. Ratified at Dec BD Risk Management Review. Mitigating action process review and improvement to reduce likelihood.
- Loss of Mobile Venues; Covid-19 Vaccine & Testing Programmes
- Donors creating multiple portal accounts; donating more frequently - long standing low impact risk, nothing in place to stop or reduce.

PROJECTS

- Convalescent Plasma project continuing to expand collection network, recruit staff and recruit donors
- Liverpool DC temporary relocation complete
- New Pop Up Centre in Shepherds Bush to open in February
- Considerations of lateral flow testing to start at the end of January.
- Linking in with PMO with regards to colleague vaccination.

BLOOD SUPPLY – Safety & Compliance

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
Blood Supply Number of Critical & Major Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q3: 0 reported YTD v NIL Target. YTD AP09: 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 Q3: 0 reported YTD AP09: NIL serious incidents reported
H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	A	A	G	G	↑	Q1: 73.7% v 75% target Q2: 75.4% v 75% target Q3: 78.2% v 75% target YTD AP09: Above target YTD at 75.9% v 75% plan.

NOTE: Q1, Q2 & Q3 RAG are discrete measures for each quarter; YTD RAG is measured from April 20 to current month; Arrows indicate RAG trend between Q3 and Q2. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.

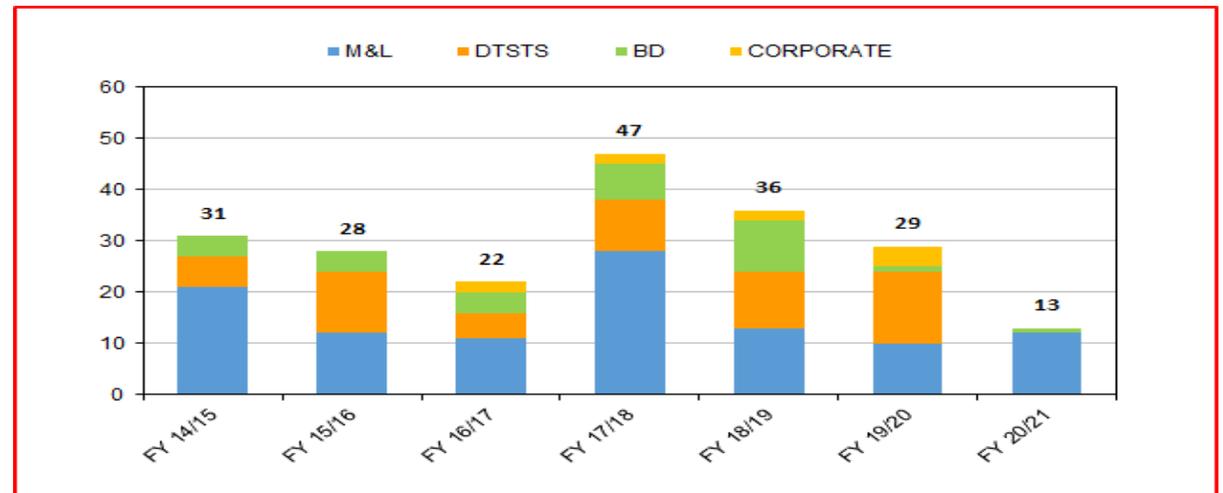
Key Messages / Issues for Attention:

- Five SABREs reported by NHSBT in December, all in Blood Supply. Year to date SABREs are 13 (1 in BD and 12 in M&L) – **chart 3**.
- Major QI's raised further increased to 43 in month - no obvious trends are apparent, however a group of arm cleaning and Hb screening events is being investigated. Targeted monitoring of events at new CVP sites continues.

1. Major QIs raised per month - Blood Supply



3. Reports to SABRE



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

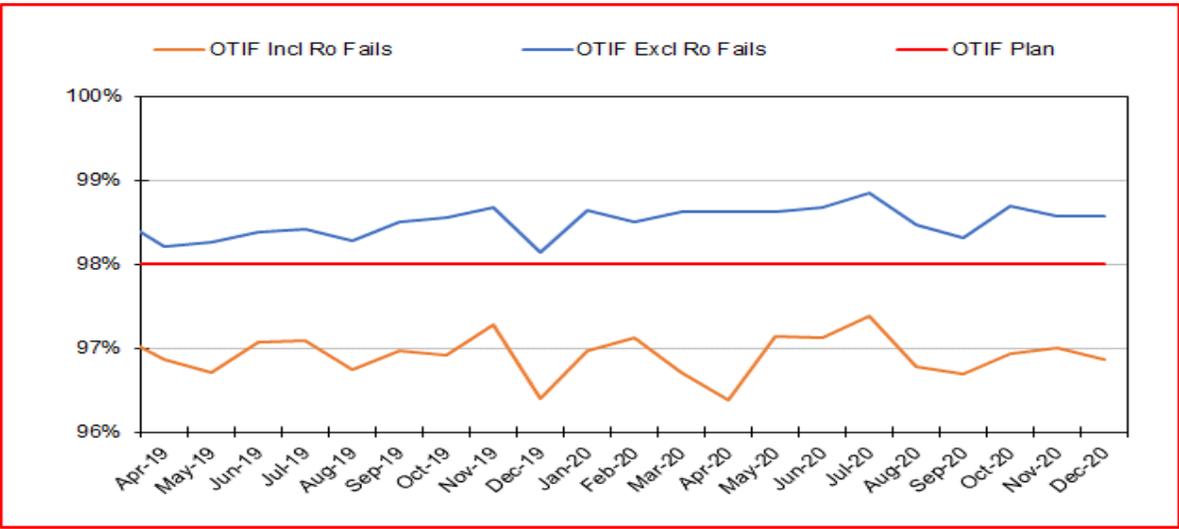
BLOOD SUPPLY – Customer Service

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 98.6% Q3: OTIF 98.6%
M&L Hospital Satisfaction Score >= 9 or 10 Target = 70%	-	-	G	G	↑	YTD AP09: OTIF stable at 98.6% v 98% target Top box hospital satisfaction at 84% v 70% target; up from 77% in September 2019 survey. YTD AP09: Next survey in April 2021 for 6 months to March 2021

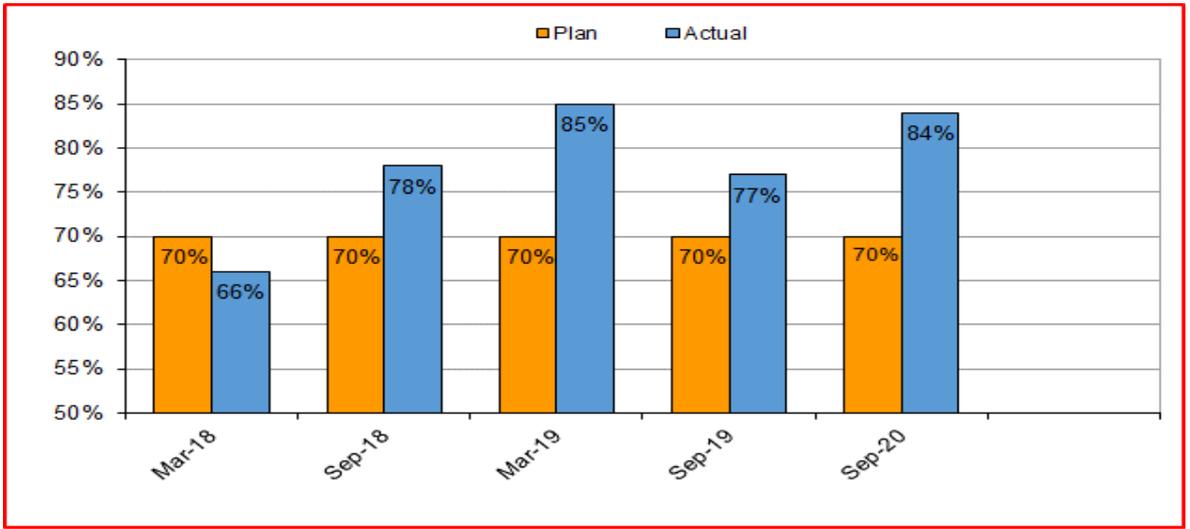
Key Messages / Issues for Attention:

- OTIF in December, excluding R_o 'in full' fails, remained high, at 98.6% (versus target of 98%) - **chart 4**

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



5. Hospital Satisfaction (quarterly survey)



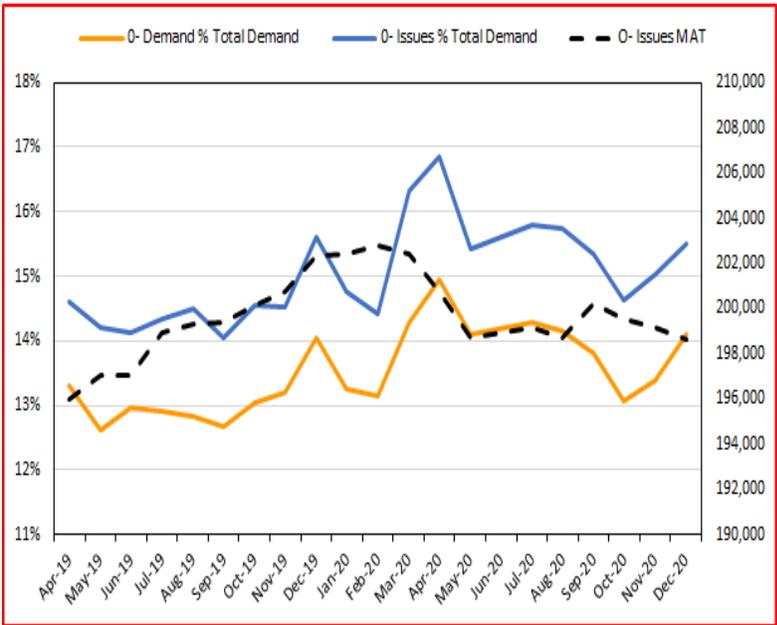
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

BLOOD SUPPLY – Red Cell Demand

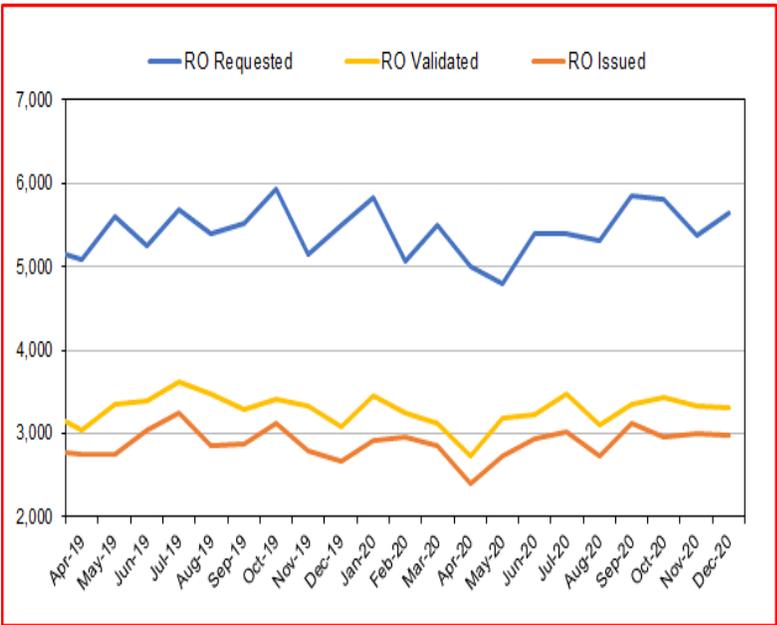
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD December 2020	2019/20 - YTD December 2019	Change
A Neg	78,636	84,454	-6.9%
A Pos	272,026	304,135	-10.6%
AB Neg	5,878	6,771	-13.2%
AB Pos	17,827	20,911	-14.7%
B Neg	26,952	28,050	-3.9%
B Pos	76,046	82,951	-8.3%
O Neg	148,891	152,718	-2.5%
O Pos	334,154	371,591	-10.1%
Total	960,410	1,051,581	-8.7%

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



10. Ro Red Cells Demand, Validated and Issued

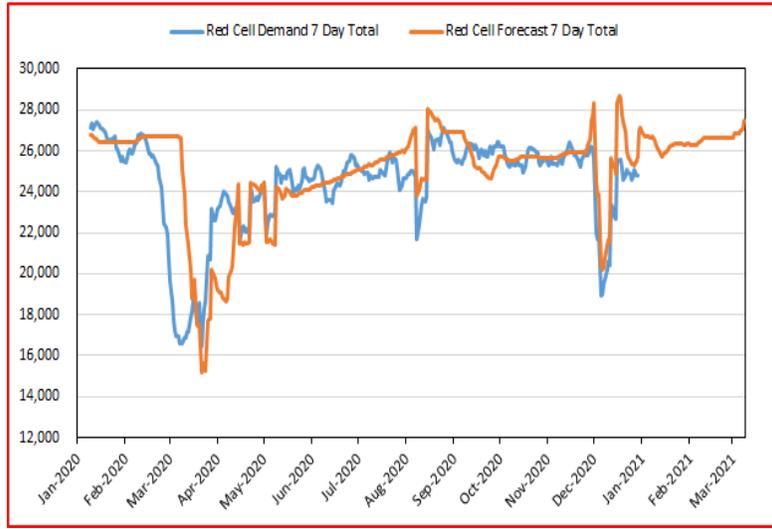


Key Messages / Issues for Attention:

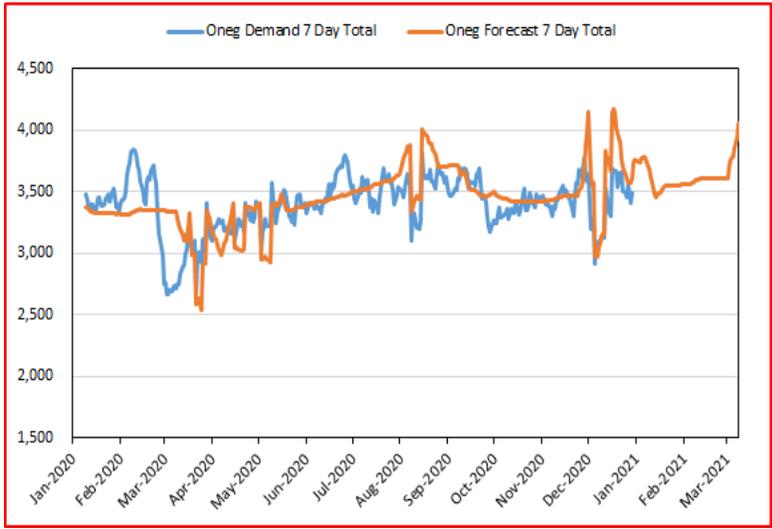
- Red cell and platelet demand trends during the Covid-19 period are provided on the following page.
- Red cell demand in December was 3.5% below forecast. Demand is running 6% below forecast during January (and 10% below pre-Covid level) reflecting the increasing impact of the high level of Covid related hospital admissions.
- O negative demand, however, has remained broadly stable and has not fallen to the same degree as overall demand (and hence the share of total demand is therefore increasing) – **chart 9**.
- Ro demand is also not declining in line with total demand and was 4.6% above forecast in December. Ro collections were 53% of that required to meet total demand in December, requiring the substitution of ca 2,670 units of O negative red cells – **chart 10**.

BLOOD SUPPLY – Demand trends during Covid-19 versus revised forecasts (as at 21 January 2021)

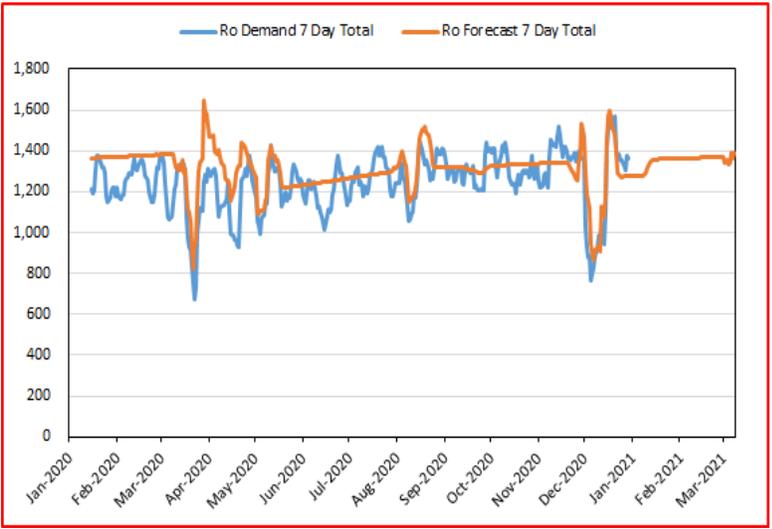
Red Cell 7 Day Moving Demand



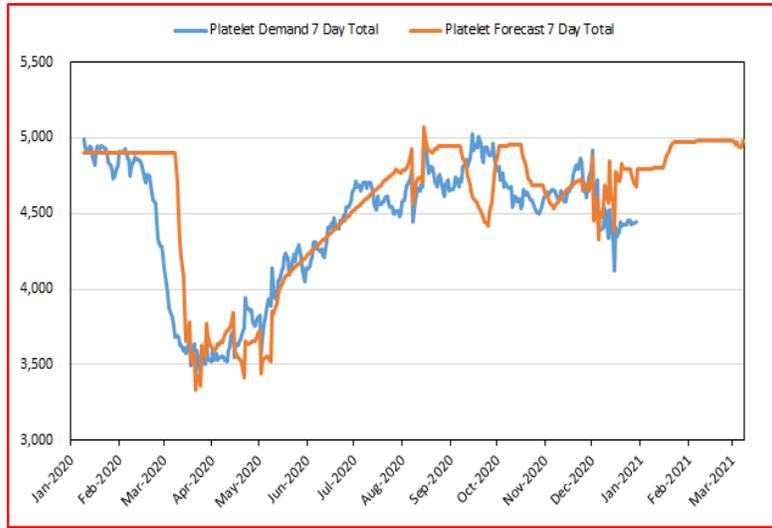
Red Cell O negative 7 Day Moving Demand



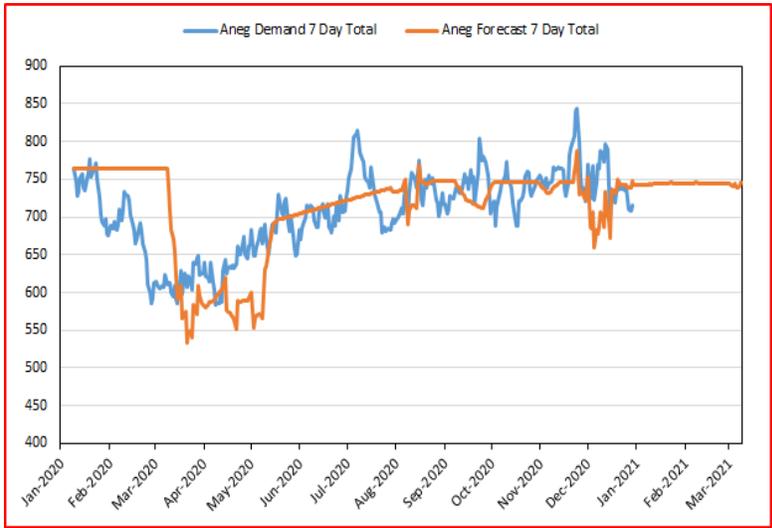
Red Cell Ro 7 Day Moving Demand



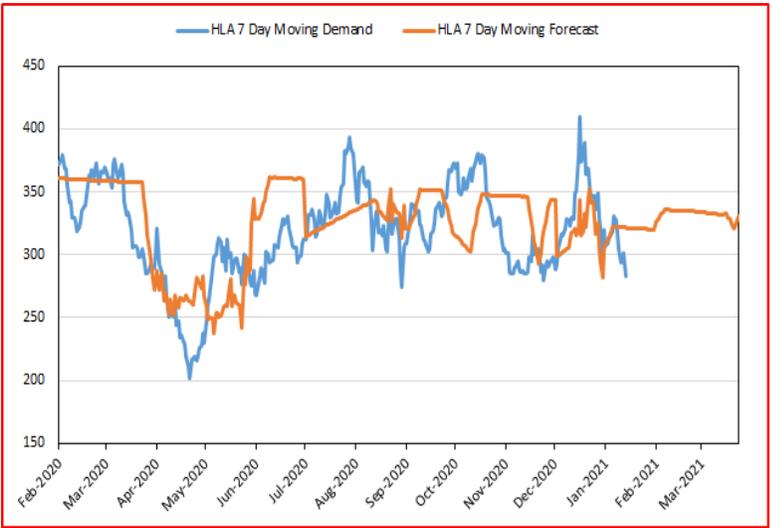
Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand



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

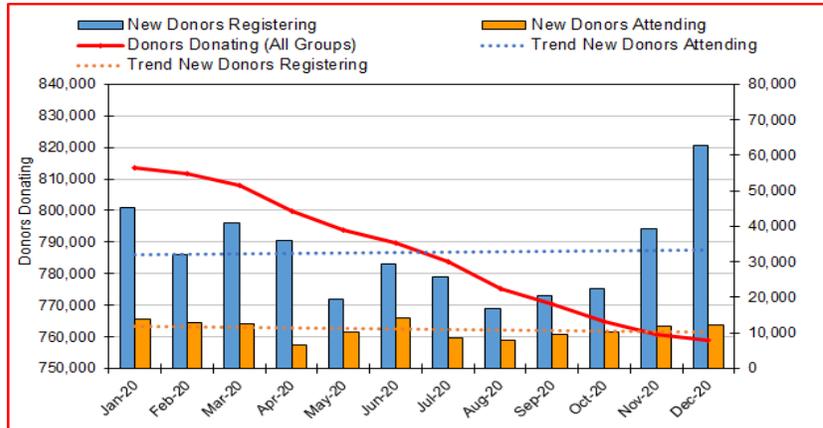
BLOOD SUPPLY – Whole Blood Donor Base

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 Q3: 759k v 809k target YTD AP09: Donor base 40k lower than in April at 759k.
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 Q3: Steady at 1.78 v 1.80 target YTD AP09: Donation frequency steady at 1.78
Blood Donors Donating in Last 12 Months O Negative Target = 117,124	A	R	R	R	↔	Q1: 113k v 115k target - chart 22. Q2: 112k v 116k target Q3: 110k v 116k target YTD AP09: Donor base 2.5k lower than in April at 110k.
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 Q3: 1.93 v 1.83 target YTD AP09: Donation frequency increasing to 1.93 as donor base falls and demand remains high.
Blood Donors Donating in Last 12 Months Ro Kell Negative Target = 26,881	R	R	R	R	↔	Q1: 22.4k v 24.4k target - chart 23. Q2: 22.1k v 25.3k target Q3: 21.8k v 26.1k target YTD AP09: Donor base ca 900 lower than in April at 21.8k
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 Q3: 20.5k v 21.7k target YTD AP09: Donor base ca 450 lower than in April at 20.5k

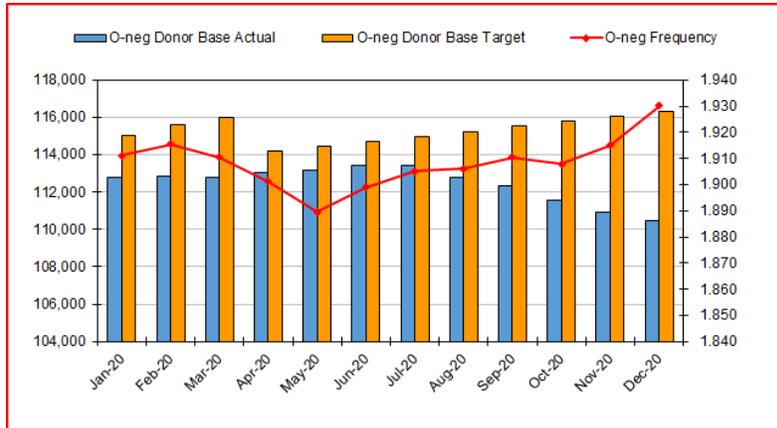
Key Messages / Issues for Attention:

- 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, indicates that this should improve, prior to any additional marketing action, as the number of appointments increases and the donation potential implied 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.

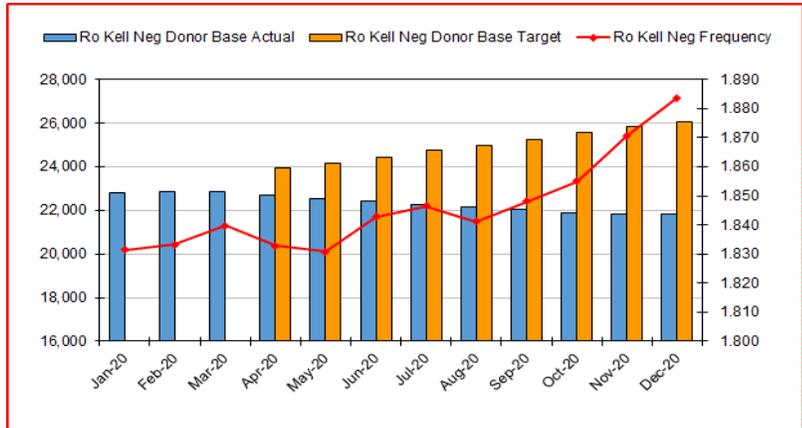
20. Donor Base All Groups



22. O - Donor Base and Donation Frequency



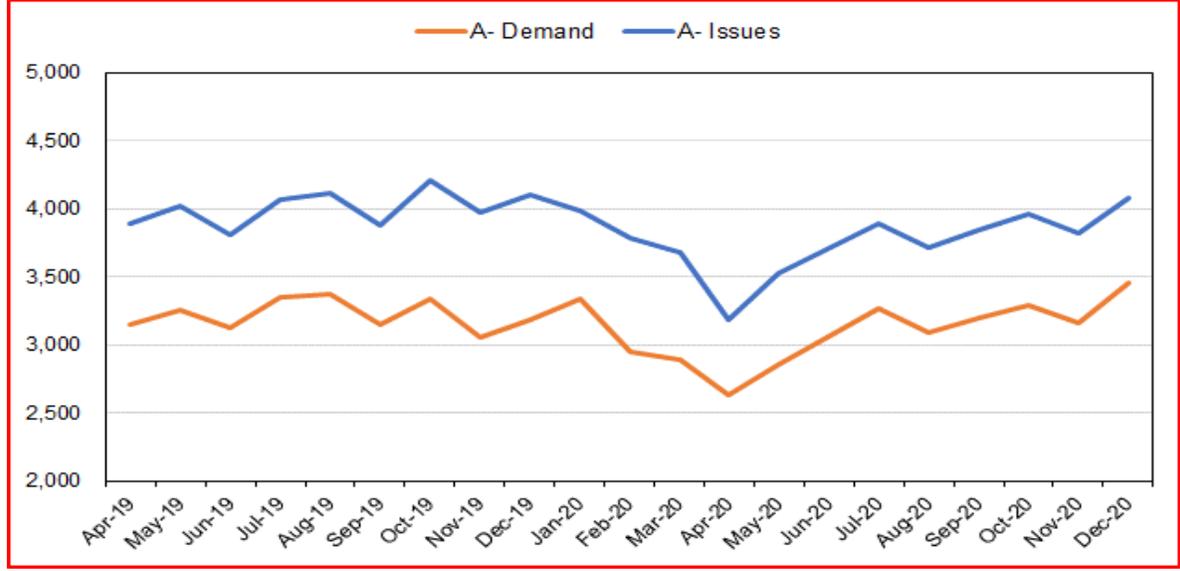
23. Ro Kell Negative Donor Base & Donation Frequency



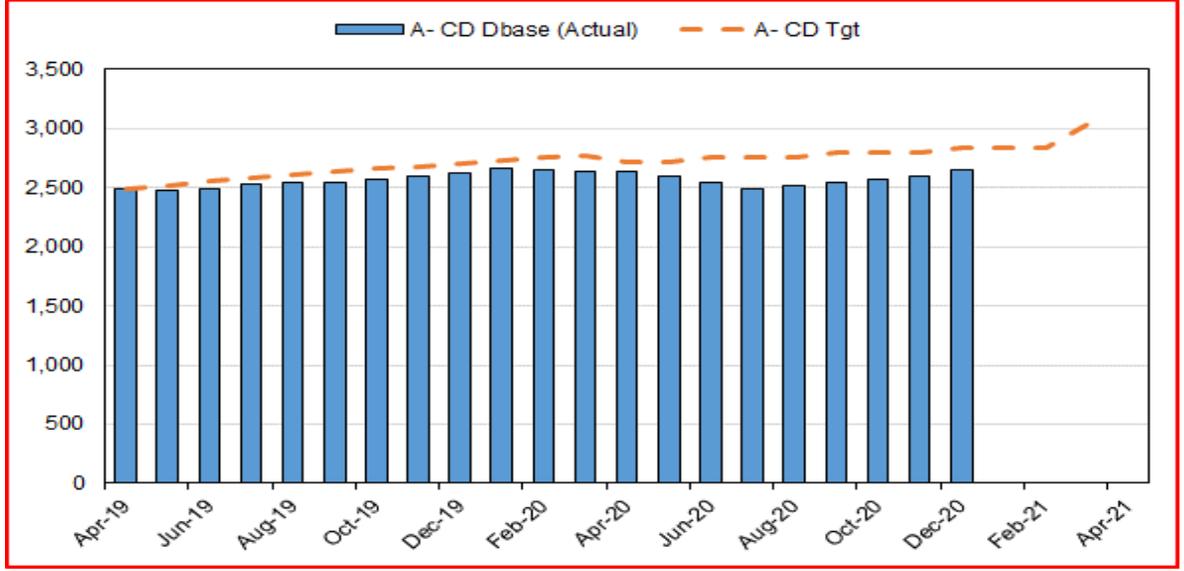
BLOOD SUPPLY – Platelet Demand & Donor Base

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 Q3: 2,645 v 2,844 target <hr/> YTD AP09: Donor base +5 from April at 2,645 v 2,844 target.

12. A neg Platelet Demand and Issues



13. A- CD Platelet Donor Base



Key Messages / Issues for Attention:

- Platelet demand was in line with forecast in December with demand being maintained despite the impact of Covid-19 on hospitals. A revised forecast at around 96% of pre-covid levels has been set.
- A neg + AB neg demand increased to 17.9% of total demand in December with the MAT reaching 17.7% YTD
- The number of A- CD donors, whilst increasing, 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**.

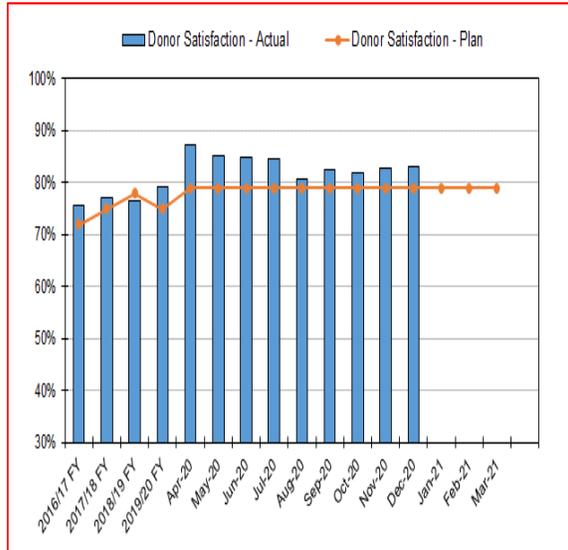
RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

BLOOD SUPPLY – Collection Performance

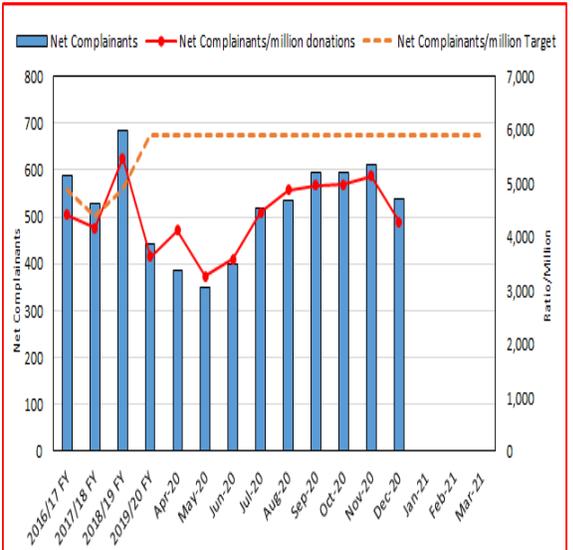
STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
YTD Blood Donor Satisfaction Score >= 9 or 10 Target 75%	G	G	G	G	↔	Q1: 86% satisfaction v 75% target - chart 14 Q2: 85% satisfaction Q3: 84% Satisfaction
Complaints per Million Whole Blood Donations YTD Target = 0.59%	G	G	G	G	↔	Q1: 0.37% complaints v 0.59% target - chart 15 Q2: 0.48% complaints Q3: 0.48% complaints
						YTD AP09: Stable at 84% v 75% target. YTD AP09: Complaints 0.44% v 0.59% target.

- Key Messages / Issues for Attention:**
- Collection performance was maintained on an overall basis during the month, but O negative collection was c3k units below plan (-17%), with performance deteriorating towards the end of the month – (charts 25 & 26).
 - Donor satisfaction remained steady at 83% in December, well above target of 75% – chart 14
 - Donor complaints fell in December. The main areas of complaint continue to be staff attitude, appointment and session availability, appointment cancellations and donors not being informed of session changes or cancellations – chart 15.

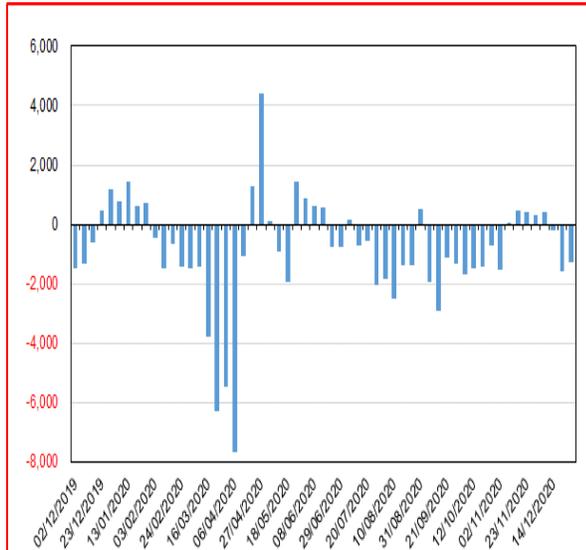
14. Donor Satisfaction



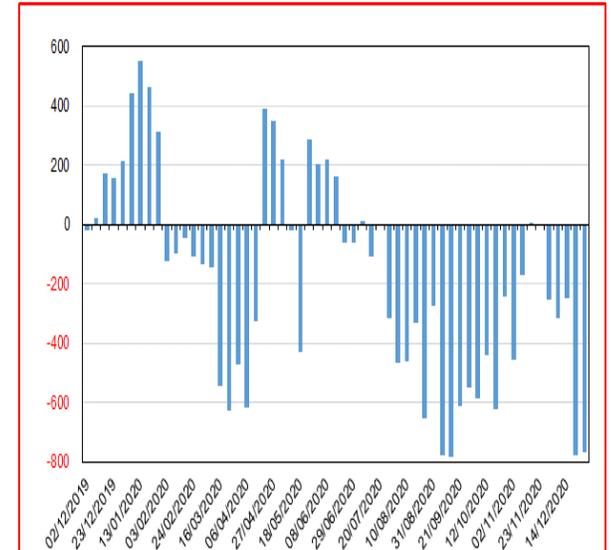
15. Donor Complaints



25. Weekly Collection Variance to Plan



26. Weekly Collection Variance to Plan O-



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

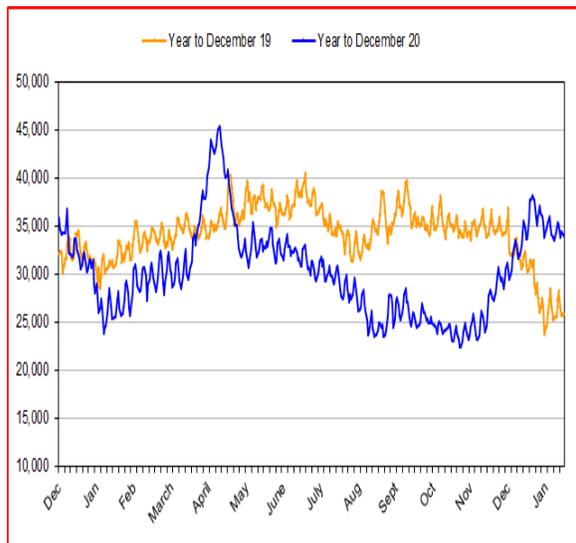
BLOOD SUPPLY – Stock Levels

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 Q3: 9 red cell stock alerts YTD AP09: 19 red cell stock alerts August - November; none in December.
Platelet Stock Alert < 1 days Target = 0	R	G	R	R	↓	Q1: 3 Platelet stock alerts v Nil target - chart 19. Q2: 0 platelet stock alerts Q3: 1 platelet stock alert YTD AP09: 4 platelet stock alerts in April (2), May (1) and December (1).

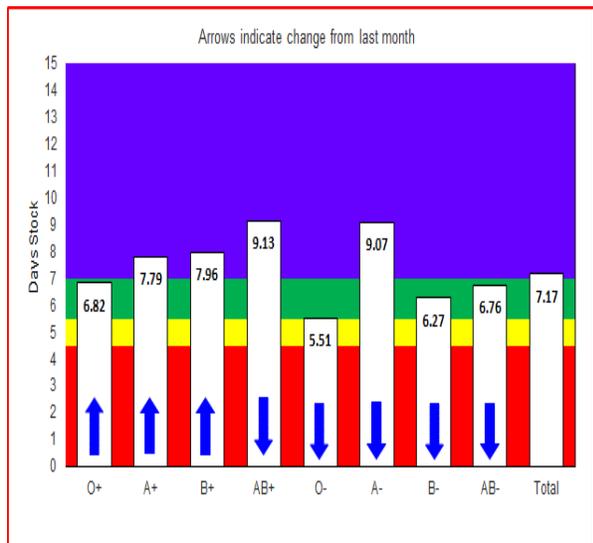
Key Messages/Performance/Issues for Attention:

- Collection performance fell markedly during the month, but with demand also lower than forecast, was sufficient for overall stock levels to remain stable over Xmas and New Year. At the end of December stocks levels reached c 7.6 days and 36k units – **charts 16 & 17**.
- In January to date, collections have been lower than required to meet demand, resulting in stock decline of 0.2 DOS.
- With O neg collection c3.0k (-17%) under plan over the last 4 weeks, O neg stocks have declined from 7.1 days (green) at end of December to 4.4 days (red) 21st January.
- Should collection levels and demand stabilise at recent levels overall stock levels will remain stable.
- However, if collection performance gets worse and/or demand increases, overall stock could fall below target levels (<4.5 DOS) within a few weeks
- Platelet stocks remain strong but with one stock alert for B neg platelets in early December.

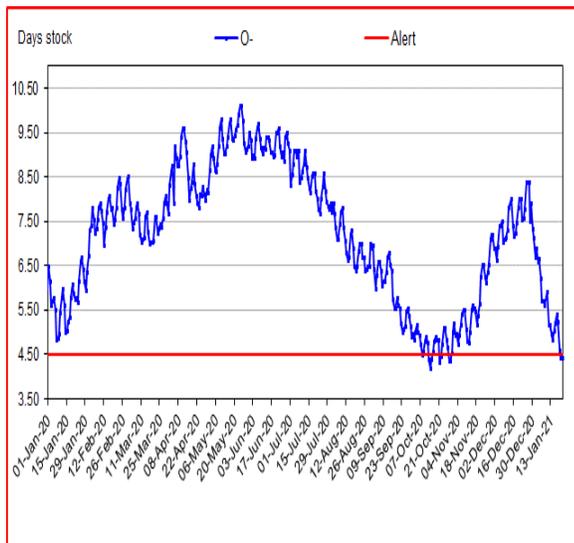
16. Red Cell - Blood Stocks (Units)



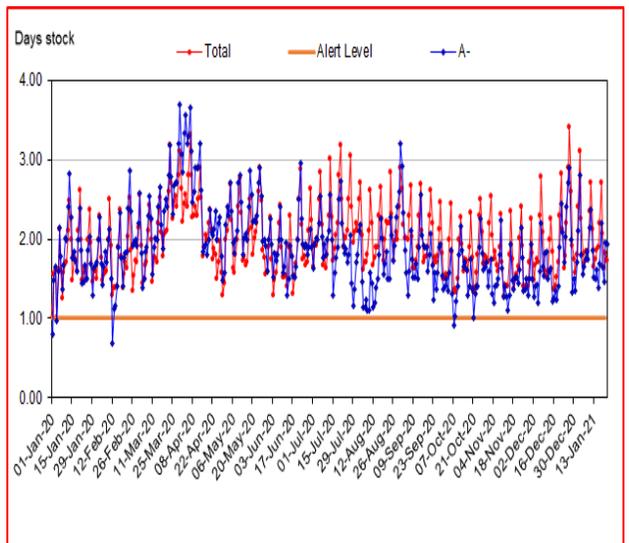
17. Avg. RC Stock by Blood Group – Jan to date



18. Red Cell - O neg : weekday stock levels



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



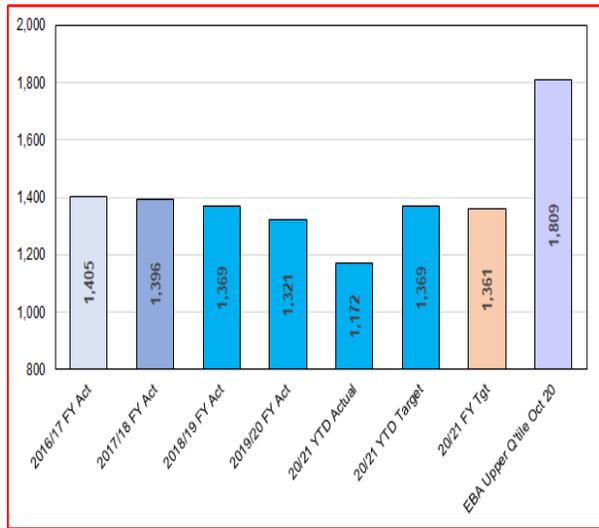
BLOOD SUPPLY – Blood Donation Productivity

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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	G	↔	YTD AP09: Productivity remains below target in month and YTD Q1: 23% v 23.80% target Q2: 24% v 24.30% target Q3: 26.4% v 24.30% target YTD AP09: Above target in month at 26% and YTD at 24.7%

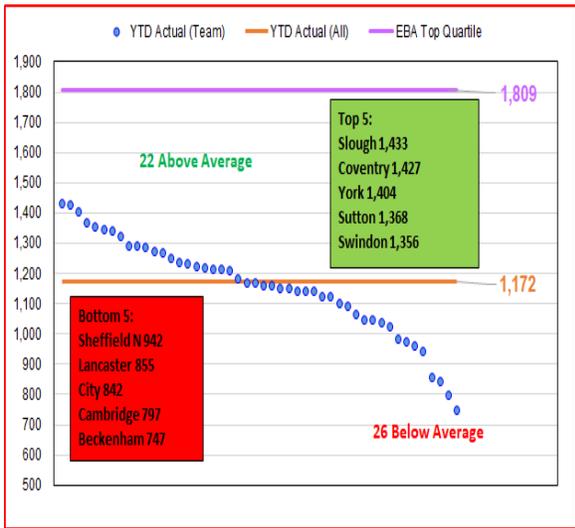
Key Messages / Issues for Attention:

- Productivity and capacity utilisation are impacted by the low activity levels arising from Covid-19. Outcomes 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.**

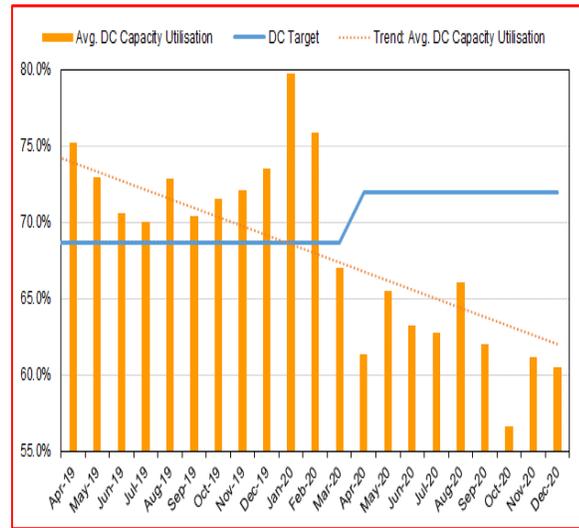
29. Blood Donation Productivity



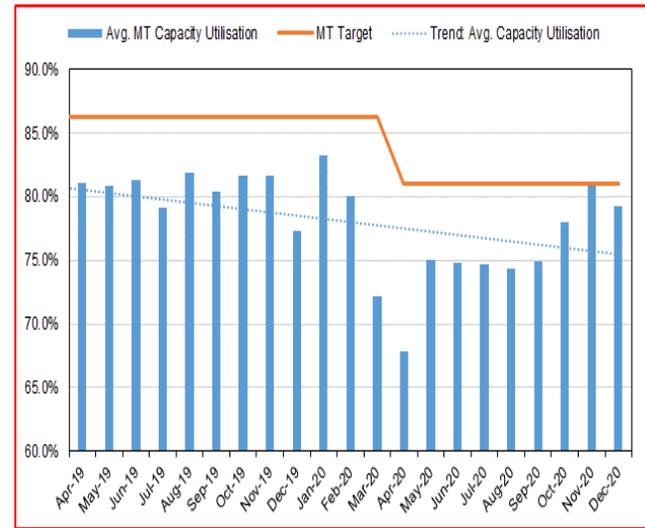
30. Blood Donation Productivity Mobile Teams



27. Capacity Utilisation - Donor Centres (DC)



28. Capacity Utilisation – Mobile Teams



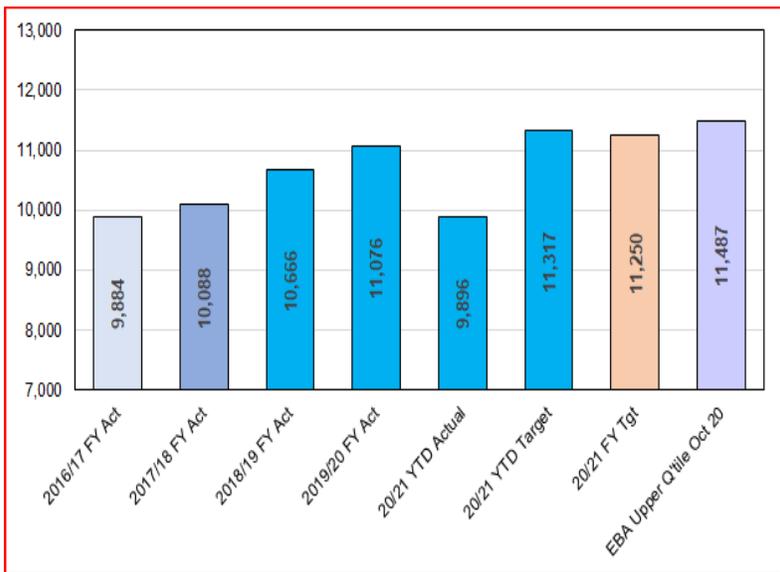
BLOOD SUPPLY – M&L Productivity

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
Manufacturing Productivity YTD Target = 11,750					↑	Q1: Productivity 8,747 v 11,284 target - chart 31 Q2: Productivity 9,337 v 11,417 target Q3: 11,839 v 11,250 target YTD AP09: Productivity below target at 9896 v 11,317 target
Testing Productivity YTD Target = 33,700					↔	Q1: Productivity 28,119 v 33,667 target - chart 32. Q2: Productivity 26,717 v 34,280 Q3: Productivity 31,992 v 32,112 YTD AP09: Productivity below target at 28,860 v 33,888
Hospital Services Productivity YTD Target = 36,500					↔	Q1: Productivity 28,896 v 36,473 target - chart 33. Q2: Productivity 31,915 v 37,032 Q3: Productivity 34,047 v 34,061 YTD AP09: Productivity below target at 34,047 v 34,061

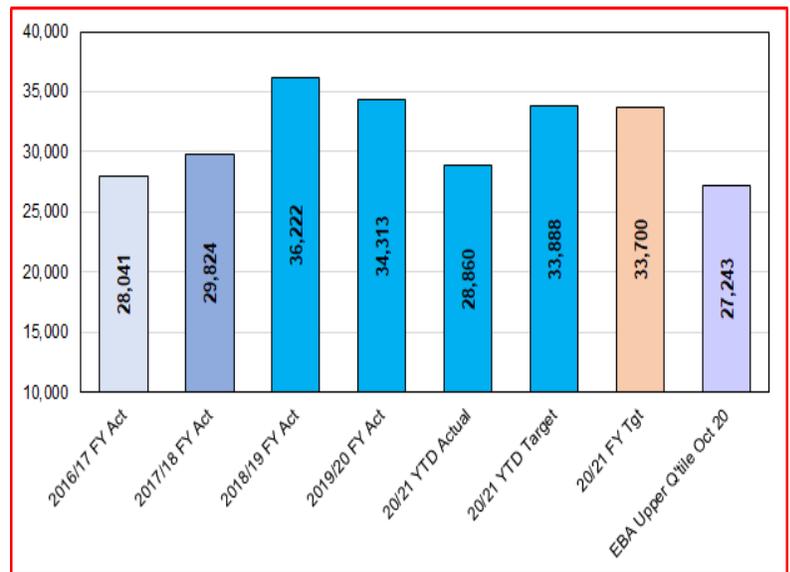
Key Messages / Issues for Attention:

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

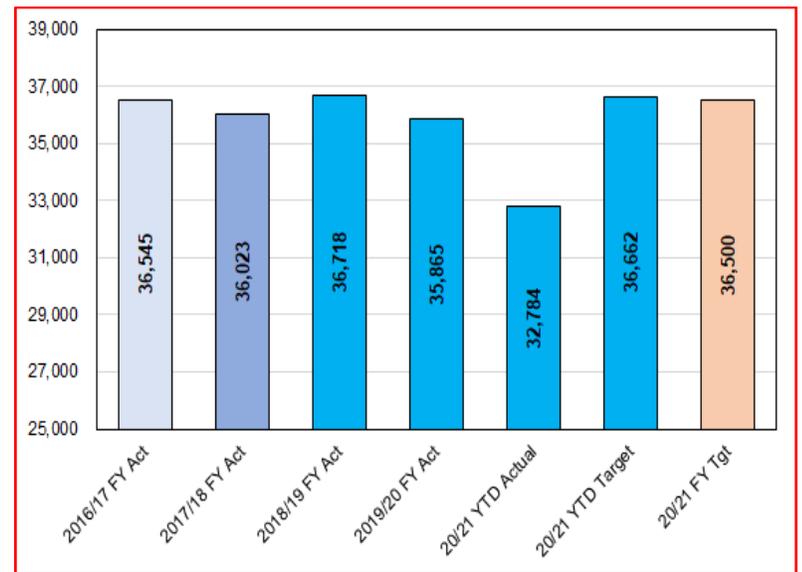
31. Manufacturing Productivity : YTD and Current Month



32. Testing Productivity : YTD and Current Month



33. Hospital Services Productivity : YTD and Current Month

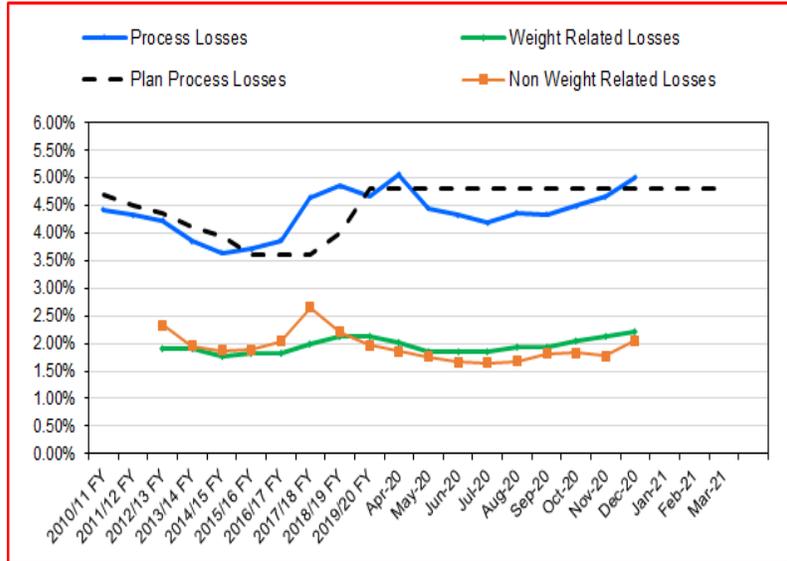


RAG THRESHOLDS: Green >= Target; Amber 98% of Target; Red < 98% of Target

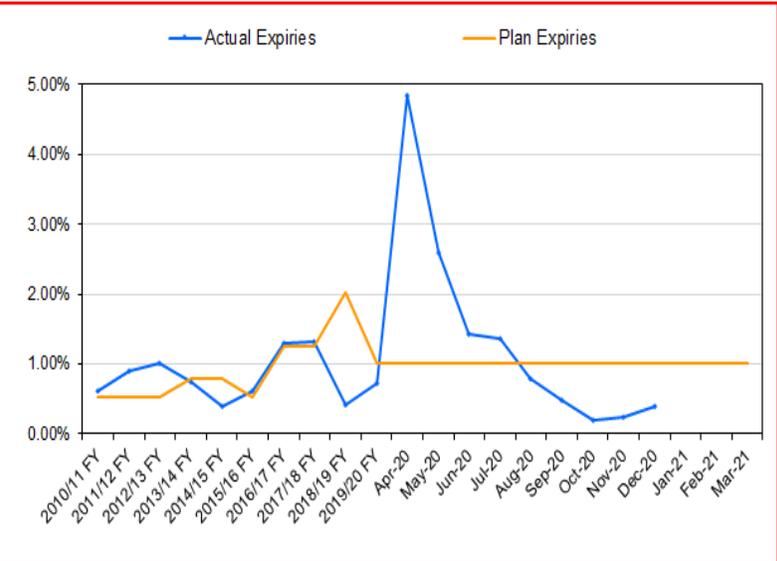
YTD RAG status will be reinstated post COVID-19.

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

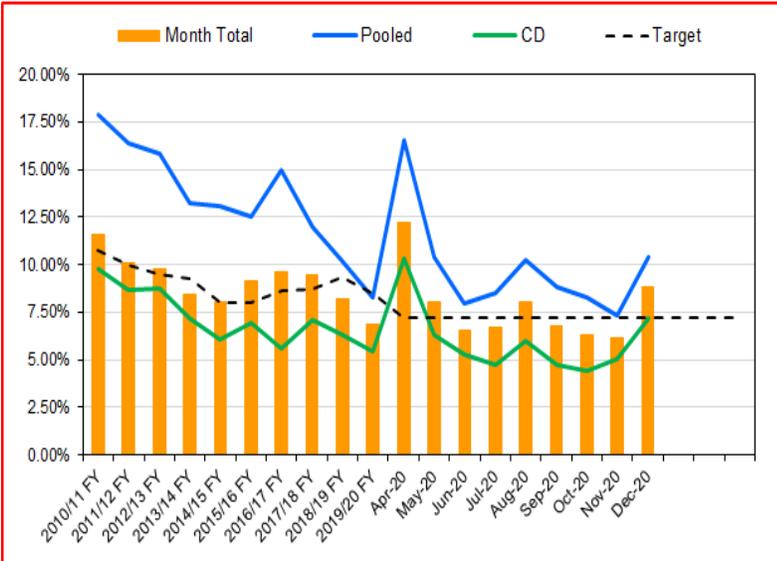
34. % Donations NOT Converted to Validated Red Cells



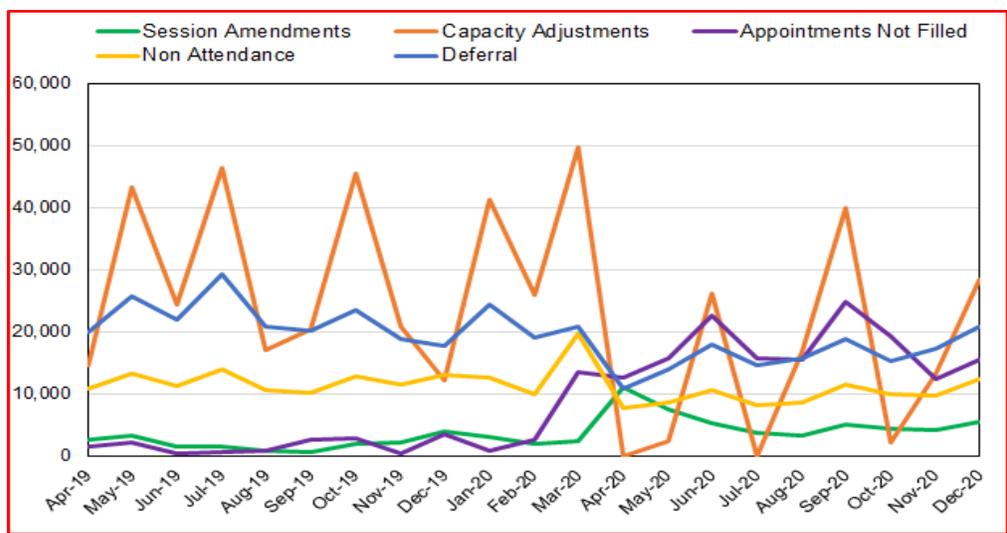
35. Red Cell Expiries



36. Percentage of Platelets Produced NOT Issued



37. Appointment Slots Not Resulting in a Validated Red Cell



Key Messages / Issues for Attention:

- 43% (89k) of bookable appointment slots (207k) did not yield a validated red cell in December; of the 89k, 32% were NHSBT capacity adjustments, 23% deferrals, 14% non-attends and 17% appointments not filled – **chart 37**.
- Red cell production waste increased to 5% in December, (YTD 4.5%) – **chart 34**.
- Despite increasing stock levels, expiries remained low at 0.38% in December, (YTD 1.3%) - **chart 35**.
- Platelet waste increased sharply to 8.8% in December, and platelet expiries rose to 4.9%, reflecting lower demand through Xmas and New Year– **chart 36**.

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

Clinical Services: Director Report – December 2020

Key Issues / action for attention:

- Overall, levels of activity have risen steadily across the Clinical Services portfolio since the end of Q1; we experienced some impact of the COVID-19 second wave on service demand during Q3, but not to the same extent as the initial phase of the pandemic earlier this year.

Diagnostics

- H&I** continues to be affected by lower NHS demand, driven by the initial suspension of elective work in hospitals during the first phase of the COVID-19 pandemic, the gradual pace of activity restoration and by the second wave of the pandemic. Income is down on plan by 24% year-to-date (YTD) and just above plan in-month.
- RCI** activity is also below plan, mostly on pre-transfusion patient investigations (down 16% on last year). The financial impact on RCI is partially mitigated by the fixed cost / variable recharge contract mechanism in place.
- IBGRL's** supply issue relating to fetal screening consumables remains an ongoing risk, but is being proactively managed.
- Diagnostics** are £2.6m worse than budget YTD, with the year-end forecast also £2.6m worse than plan.

Stem Cells & Therapeutics (SCT)

- SCDT** have issued 35 cord blood units YTD, 5 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 (88 actual v 149 plan). BBMR international exports are forecast to be impacted by US transplant centres applying a filter to their search engines to consider US matches first to avoid logistical challenges and reduce risks to patients.
- In **CMT** the number of stem cell transplants supported remains lower than target YTD (1,011 v 1,321), however, routine service activity was ahead of budget in both Q2 and Q3 and is now 4% above plan YTD.
- CBC** remains on target, with a high confidence level of achieving plan. **Advanced Cell Therapy** income is 8% behind budget YTD and forecast to end the year £0.6m (41%) adverse due to pandemic driven project delays.
- Overall, **SCT** are £0.5m worse than financial plan YTD and forecasting £1.0m adverse at year-end.

Therapeutic Apheresis Service (TAS)

- Activity levels remain below plan by ca 5% YTD due to the impact of COVID-19 in Q1 (-20%), however, they exceeded target in Q2 as activity rose rapidly, with Q3 activity slightly behind plan. TAS has secured an agreement with NHSE/I that covers (in part) the in-year financial loss of any ECP activity in light of the newly commissioned drug, Ruxolitinib; this will ensure TAS can sustain ECP services across all sites whilst the impact of this new drug becomes clear.
- The nursing and medical workforce in London has been fragile, and this, combined with increased referral levels, has impacted our ability to treat patients. It is anticipated that the situation will remain fragile until Q1 21/22 when newly recruited staff start in-post; short-term, London workload is being supported by nurses and Consultants from across the wider TAS establishment.
- TAS** are £0.6m better than plan in the YTD and forecast to remain at £0.6m favourable at year-end.

Financial Summary

- Overall, the YTD I&E position is £1.3m worse than plan. Q1 was £1.6m adverse (impact from phase one of the pandemic); Q2 £0.5m favourable during the initial restoration period; and Q3 £0.2m adverse, as the second wave started to impact.
- The year-end forecast is £1.5m behind budget and remains uncertain given the unknown impact of the Covid-19 second wave on demand in Q4; under spends of £1.5m (predominantly) from vacant posts in medical, customer service and management roles offset (in-part) adverse forecasts for the operational functions (£3.0m).

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

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 was provided at November Board; further engagement activity is planned for 2021.
- 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 EU.

Clinical Services – Group Level Indicators

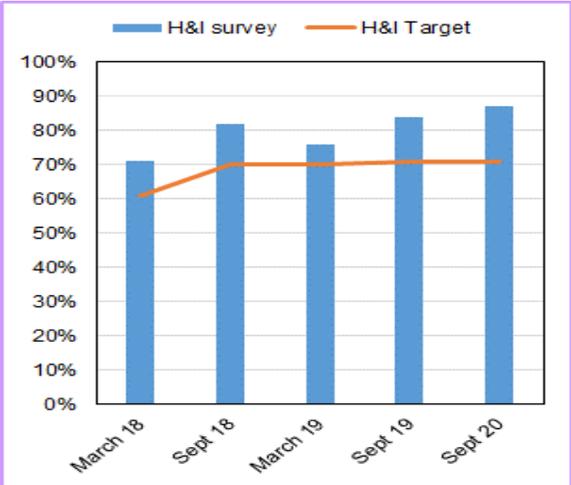
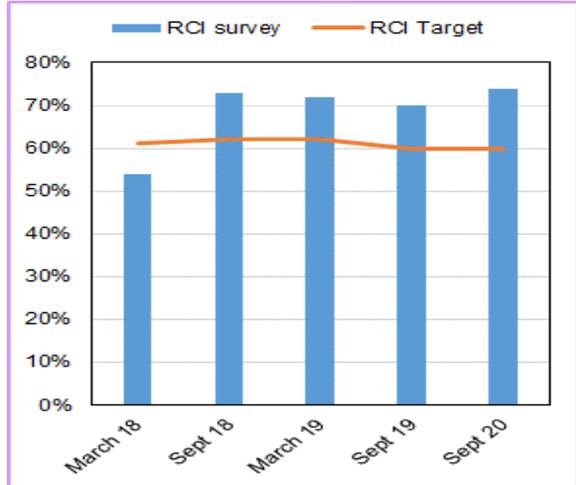
STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
DTS Sales Income £000 Full Year Target = £71.04m	R	G	R	G	↓	Q1: £14.1m v £17.2m plan = £3.1m adverse Q2: £17.8m v £17.8m plan = break even Q3: £16.8m v £17.3m plan = £0.5m adverse YTD AP09: £5.7m v £5.7m plan in month; £48.7m v £52.4m plan YTD.
DTS Number of Serious Incidents Target = 0	G	G	G	G	↔	Q3: None reported YTD v zero target YTD AP09: No serious incidents reported.
DTS Number of Critical Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q3: None reported YTD v zero target YTD AP09: None reported YTD
DTS Number of Major Regulatory Non Compliance Target = 0	G	G	G	G	↔	Q3: None reported YTD v zero target YTD AP09: None reported YTD.

NOTE: Q1, Q2 & Q3 RAG are discrete measures for each quarter; YTD RAG is measured from April 20 to current month; Arrows indicate RAG trend between Q3 and Q2. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.

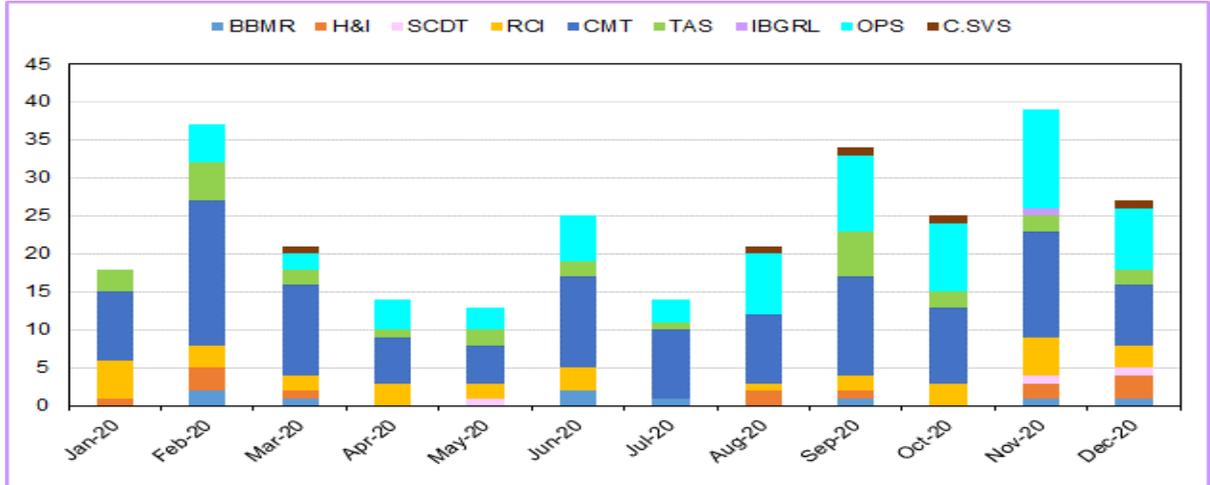
Key Messages / Issues for Attention:

- Levels of activity have risen steadily across the Clinical Services portfolio since the end of Q1. The second wave of Covid-19 has impacted service demand during Q3, but not to the same extent as the initial phase of the pandemic.
- Within this H&I and SCDT continue to report the largest adverse I&E variances to pre-Covid plan levels.
- The I&E contribution is £1.3m adverse year to date (income £3.6m adverse, expenditure £2.3m favourable).
- The year-end I&E position is forecast to be £1.5m behind plan – no change 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

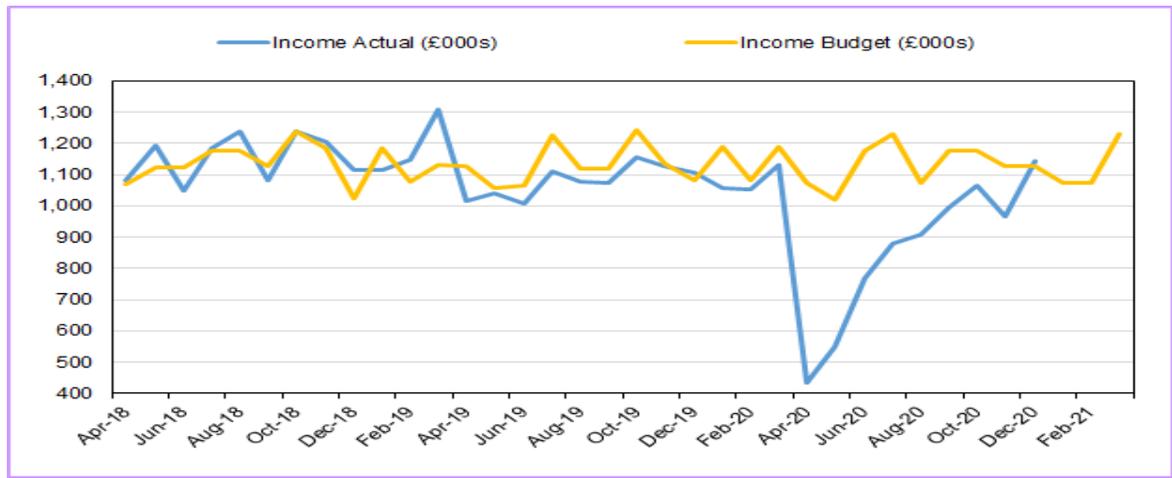
Clinical Services – H&I

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
H&I Sales Income £000 Target = £13.58m					↔	Q1: £1.7m income v £3.3m plan – chart 38 Q2: £2.8m income v £3.5m plan Q3: £3.2m income v £3.4m plan YTD AP09: Income above plan in December but below plan YTD at £7.7m v £10.2m plan
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. YTD AP08: Performance steady at 89% v 80% target YTD.
H&I Sample Turnaround v SLA YTD Target = 95%	G	G	G	G	↔	98% YTD v 95% target - chart 46. YTD AP09: Performance steady at 98.6% v 95% target

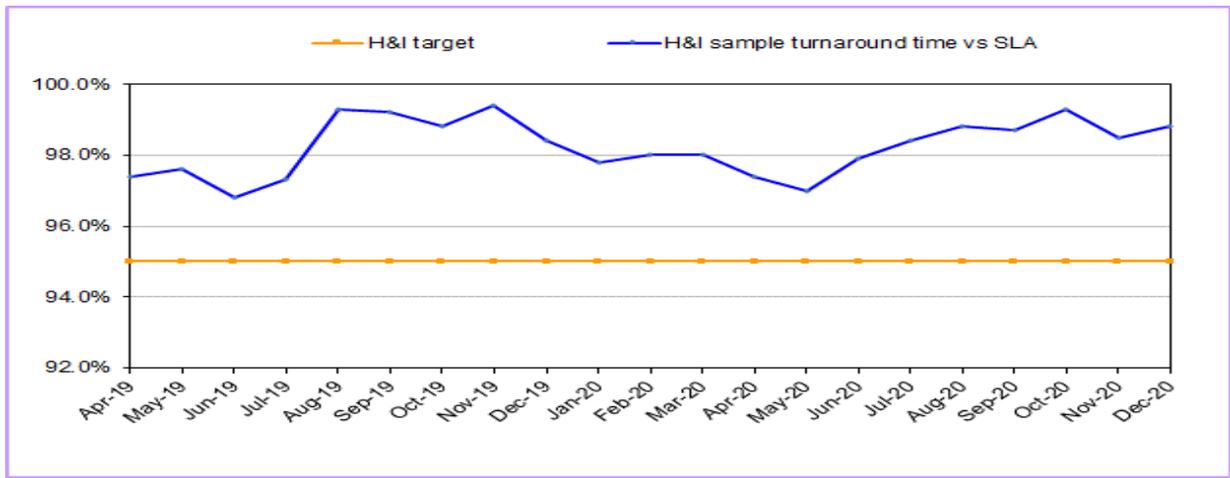
Key Messages / Issues for Attention:

- Whilst hospital referral activity has recovered to ca 80% of pre-Covid levels, activity is down across all service lines and 31% down overall.
- The YTD income shortfall (-24%) is predominately driven by a decline in hospital referrals due to Covid and cancellation of clinics.
- Internally, platelet donor typing is down 22% versus plan, however TRALI reduction screening is 88% ahead of plan.
- Overall, H&I is reporting an I&E deficit of £2.0m versus plan to December, a favourable movement of £0.1m from last month.
- H&I is forecasting a full year I&E deficit £1.7m adverse to plan, no change from last month.

38. H&I Income



46. Turnaround Time vs SLA (H&I)



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

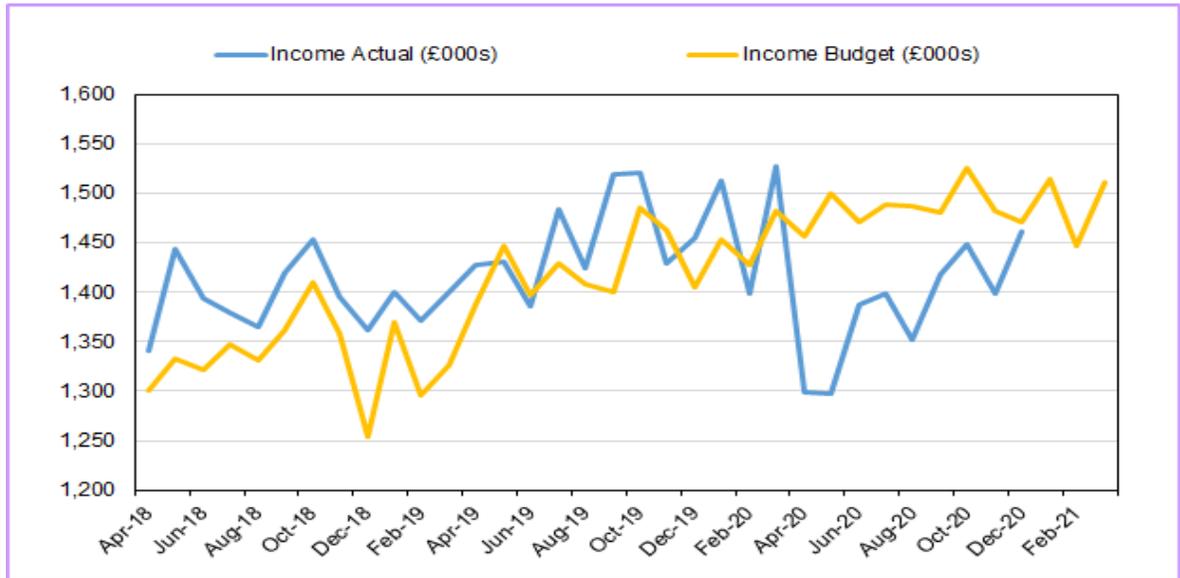
YTD RAG status will be reinstated post COVID-19.

Clinical Services - RCI

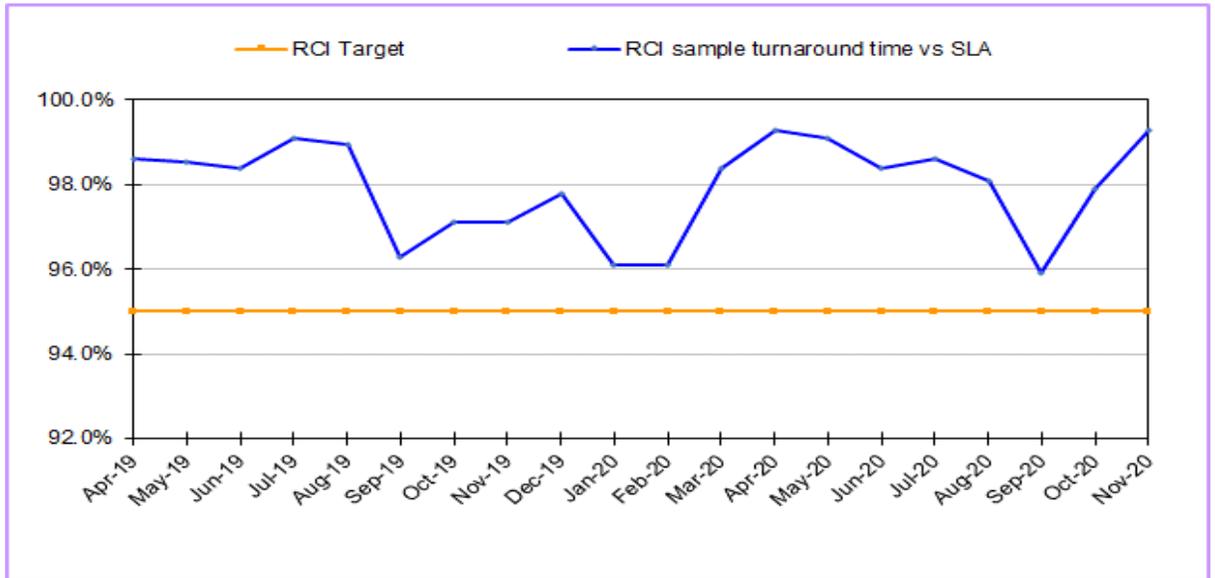
STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
RCI Sales Income £000 Target = £17.83m					↔	Q1: £3.9m income YTD v £4.4m plan - chart 39. Q2: £4.2m income v £4.5m plan Q3: £4.3m income v £4.5m plan YTD AP09: Income levels remain below plan in month and YTD; £12.5m v £13.4m plan.
RCI Sample Turnaround v SLA Target = 95%	G	G	G	G	↔	Q1: 98.9% v 95% target - chart 45. Q2: 97.5% v 95% target YTD AP08: Performance steady at 98% v 95% target YTD November

- 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 Clinical Services.
 - Income level was only marginally below plan in December.
 - Red Cell Reference Services have been particularly impacted with income £523k (17%) adverse YTD and 13% lower than last year.
 - Antenatal Reference Service income is 7% adverse YTD and 4% lower than last year; Reagent income is 6% 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 £0.4m, £0.8m 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.

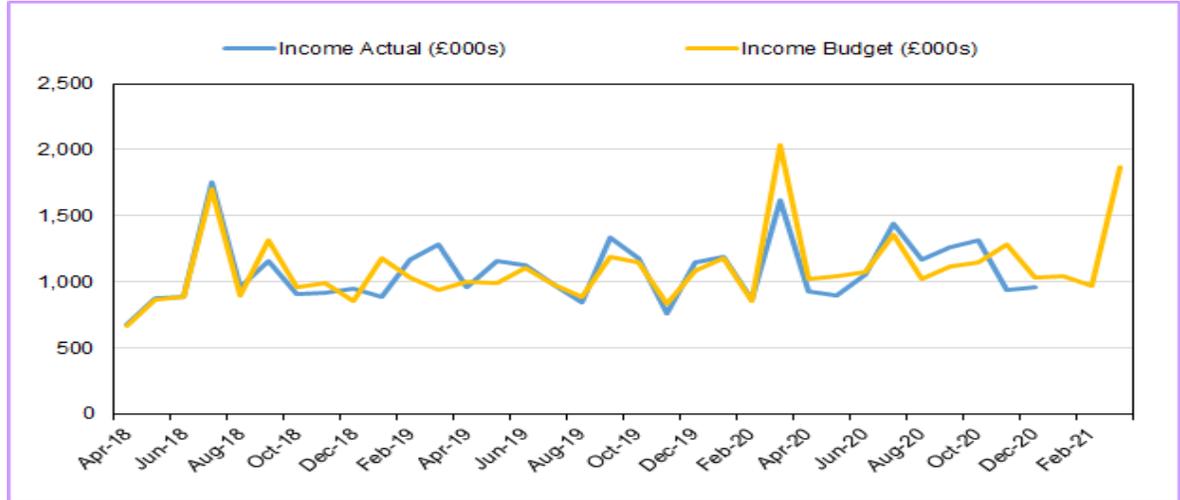
Clinical Services - CMT

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
CMT Total Sales Income £000 Target = £14.08m	A	G	G	G	↔	Q1: £2.9m income YTD v £3.1m plan - charts 40 & 41. Q2: £3.9m income v £3.5m plan Q3: £3.2m income v £3.0m plan YTD AP09: Income above target YTD; £10m v £9.7m plan.
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 Q3: £323k income v £323k plan YTD AP09: £1.7m v £1.7m plan
CMT Hospital Satisfaction % Scoring >= 9 or 10 Target = 62%	-	-	-	-	↔	Date of next survey to be confirmed AP09: -
CMT On Target in Full (OTIF) Target = 100%	G	G	G	G	↔	Q3: CMT OTIF performance 100% YTD AP09: OTIF performance continues at 100%

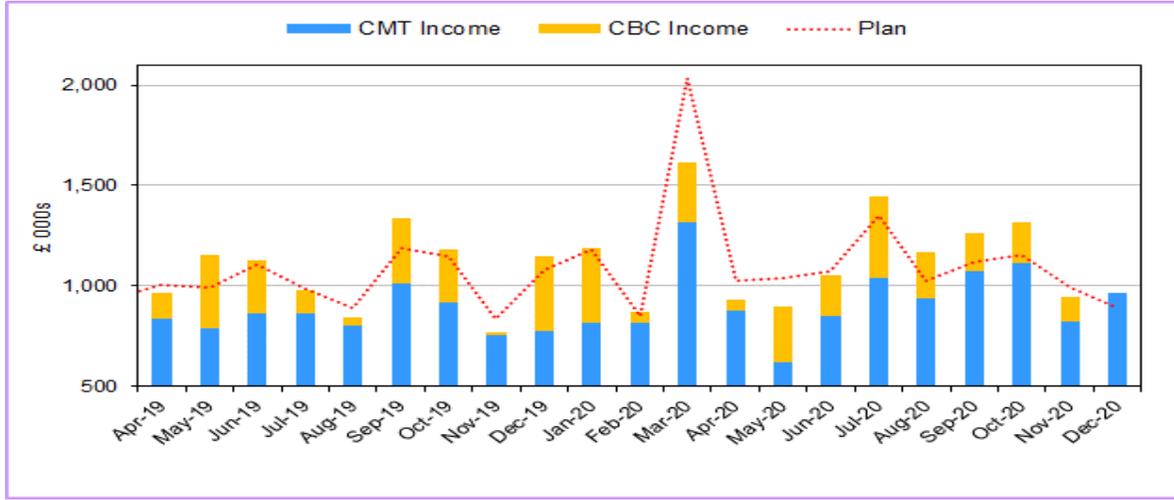
Key Messages / Issues for Attention:

- With c85% of CMT income derived from cryopreservation and CBC projects, both much less impacted by Covid-19, overall income is £0.3m (4%) ahead of plan year to date.
- Stem cell transplant activity, however, continues to be significantly impacted by Covid-19 with 1,011 transplants YTD v 1,321 planned (-23%).
- Cryopreservation income continues above plan levels at c £163k favourable YTD.
- Project income in Advanced Cell Therapy continues to improve at £16k favourable YTD despite 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 £364k but is forecasting a full year I&E deficit of £0.8m (in line 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.

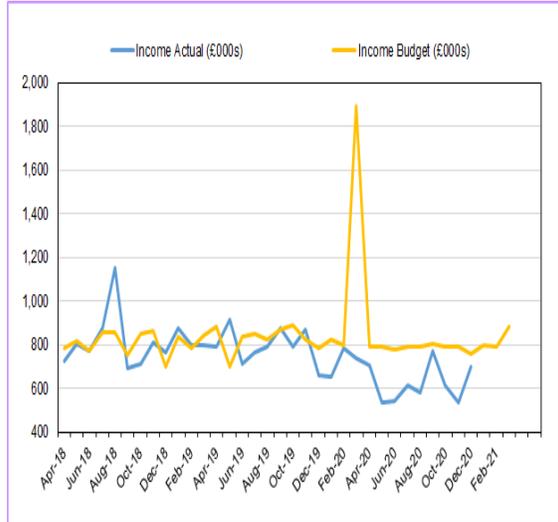
Clinical Services - SCDT

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 Q3: £1.9m income v £2.3m plan YTD AP09: Income below target YTD at £5.6m v £7.1m plan.
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 Q3: 30 additions to banked cords v 93 target YTD AP09: Just 49 cords banked YTD v 279 planned. Activity remains depressed in December with 4 banked v 31 target.
SCDT BAME Cord Blood Additions to Bank Target = 40%	R	R	R	R	↔	Q1: 0% BAME additions v 40% target Q2: 37% BAME additions v 40% target Q3: 27% BAME additions v 40% target YTD AP09: 25% of cords banked YTD are BAME.
SCDT Cord Blood Issues Target = 54	G	R	R	R	↔	Q1: 13 issues v 13 target - charts 50 & 51. Q2: 12 issues v 14 target Q3: 10 issues v 13 target YTD AP09: 35 issues YTD v 40 target.
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 Q3: 26 bone marrow provisions v 49 plan YTD AP09: 88 provisions v 149 planned.
SCDT FIT Donors Added to Bank Target = 10,000	R	G	G	G	↔	Q1: 750 FIT donors added YTD v 2,500 target Q2: 3,724 FIT donors added v 2,500 target Q3: 3,449 FIT donors added v 2,500 target YTD AP09: 7,923 v 7,500 target

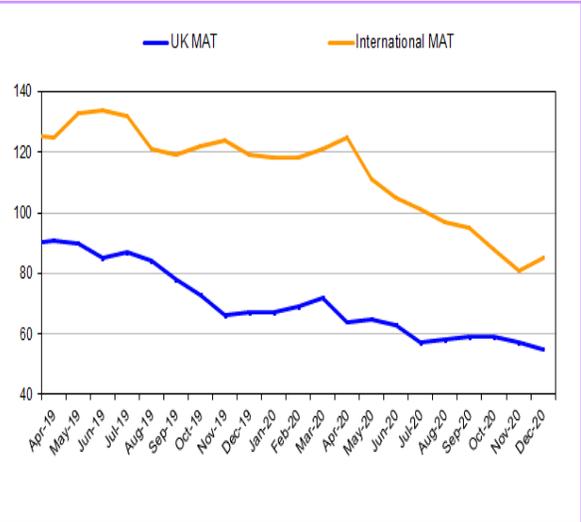
Key Messages/Issues for Attention:

- BBMR provision continues to be impacted by Covid-19 with fewer patients matched as stem cell transplants are delayed or deferred.
- BBMR harvests recorded 52 international and 36 UK patients YTD but at 88 in total is 61 (40%) behind plan of 149 – **chart 49**.
- Cord Collections in hospitals, ceased due to Covid, recommenced at 3 sites in July, driving a favourable expenditure position in CBB.
- Cord blood issues are just below plan, albeit the mix has changed, with 15 issued to UK patients, out of the 35 units issued in total – **charts 50 & 51**
- Overall SCDT income YTD is £1.5m adverse, largely due to a £1.3m (42%) adverse variance re BBMR harvest income. This is partially offset by YTD underspends of £0.7m to report a YTD I&E deficit of £0.8m.
- Full year forecast I&E contribution is £0.5m, £1.0m adverse to plan.

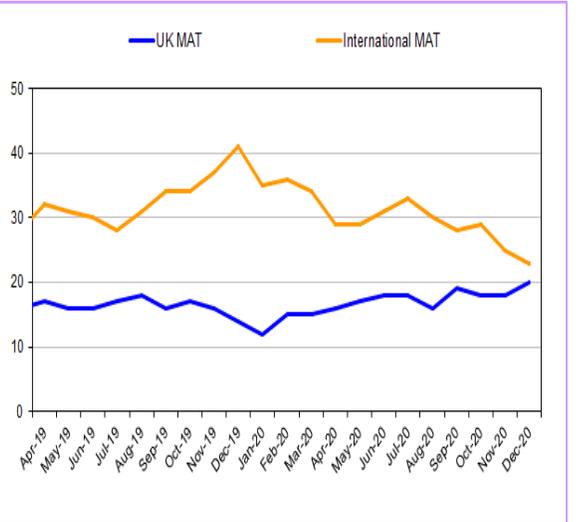
42. Stem Cells - SCDT Income



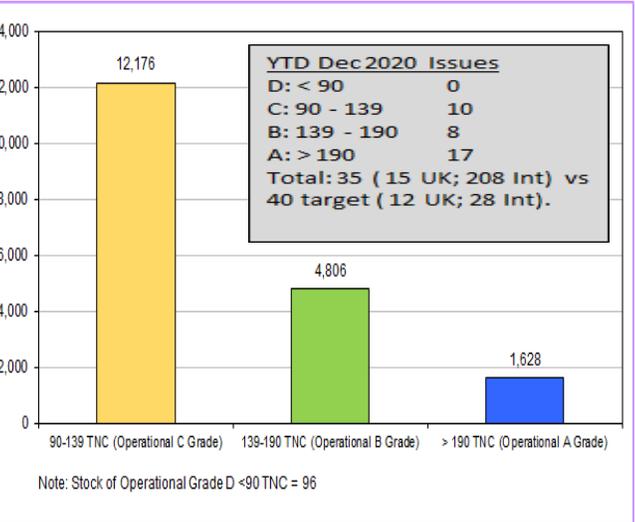
49. Adult donor provisions : UK & International MAT



50. Cord blood units issued : UK & International MAT



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



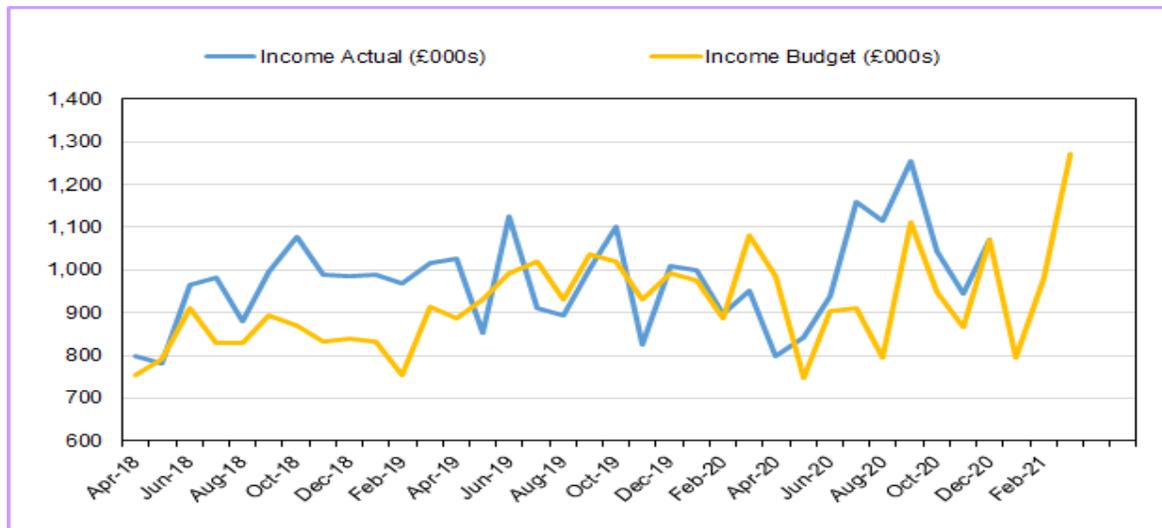
Clinical Services - TAS

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
TAS Sales Income £000 Target = £11.97m					↔	Q1: £2.6m income v £2.9m plan - charts 43 & 44. Q2: £3.5m income v £3.0m plan Q3: £3.0m income v £3.0m plan ----- YTD AP09: Income £9.2m v £9.0m plan.
TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-	-	-	-	↔	83% v target of 68% for year to March 2020 ----- YTD AP09: - Next survey for year to March 2021.
TAS Patient Experience % Scoring >= 9 or 10 Target = 90%	-	-	G	G	↔	97% v target of 90% for year to December 2020. ----- YTD AP09: Next survey for year to December 2021

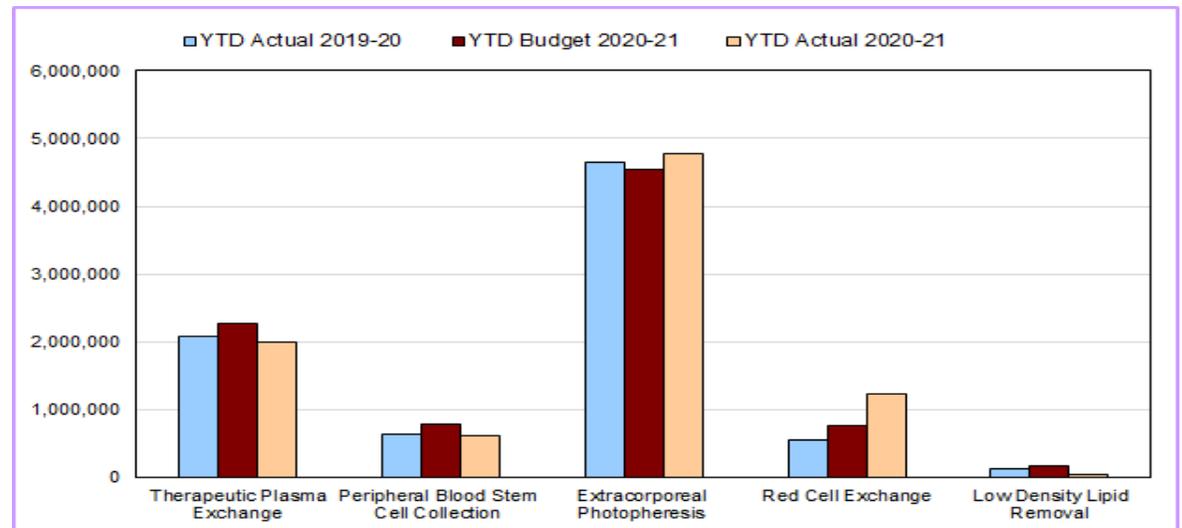
Key Messages / Issues for Attention:

- Activity in December was 46 procedures adverse to plan. YTD activity is 377 (5%) below plan but 147 procedures (2.1%) ahead of last year's YTD activity.
- YTD income of £9.2m is £0.2m (2%) ahead of plan and £0.4m (5%) ahead of last year – **chart 43**.
- The favourable income position is augmented by £0.4m underspend on activity related variable costs including harnesses and consumables.
- TAS is reporting a £2.9m I&E contribution YTD (£0.6m favourable to plan) and is forecasting a full year I&E contribution of £2.0m, £0.6m favourable to plan.

43. Therapeutic Apheresis Services Income



44. TAS YTD Income Activity v Target



Key Issues / Action for attention:

Donation

Deceased solid organ donors:

- We continue to experience a decrease in actual proceeding donors, with 97 in December (64 DBD, 33 DCD). However, amidst the current challenges, this number of proceeding donors is impressive. As predicted last month, the number of deceased donors per million population (18.8 pmp) is now less than when the *Taking Organ Transplantation to 2020 Strategy* was published (19.1 pmp in 2012/13).
- Following the low number of DCD donors in November (32), December was another low activity month with 33 proceeding DCD donors. There remains caution around using marginal donors at the current time due to the risk of COVID for transplant recipients; a transplant is not right for everybody at this moment. The OTDT clinical team including lay members, have devised Q&As for Clinicians and Patients with regards to COVID-19 vaccines and these were widely publicised in a communication from the OTDT Medical Director on 14 January 2021.
- Units are still referring even when they have no capacity to facilitate donation which is letting us know that they continue to support donation. Teams are working really hard to ensure messaging is consistent that organ donation and transplantation is still happening. Of the c1000 missed referrals YTD only 55 had missed donation potential from the information available, ie 'true misses'. The monthly numbers of true misses have been relatively small during the pandemic so far (average 5 per month from April to November), but 17 of the 55 were in December. These 17 were spread across 8 regions, and 7 were in ED (related to capacity).
- The overall consent/authorisation rate has fallen back to 69% YTD due to a decrease in the consent rate in December. However, at 69% YTD we are still on track for another record year for the consent/authorisation rate. Although consent/authorisation rates for both pathways are down this month, the biggest impact has been on DBD. During previous COVID surges it was DCD consent/authorisation rates that were most affected.
- December was a strong month for organs accepted for research and has brought this metric broadly back in line with last year's performance at 50%. Of the 36 organs available for research in December, 26 were accepted, resulting in a 72% acceptance rate. The launch of INOAR (Increasing the Number of Organs Available for Research) as part of the OTDT Recovery Programme on 13 January 2021 will give more families the option to choose for their loved one's organs to be removed for research purposes and ultimately improve patient outcomes and quality of life in the future.

Ocular donation:

- Ocular donation rates have remained low in December, and recovery plans have been implemented with key stakeholders to increase donation rates (181 stock vs 270 target). As the pandemic is putting increasing pressure on the NHS we are experiencing more short notice cancellations for ocular products, as elective surgery is stopped, which is increasing our discard rates as it is generally too late to redirect this tissue.

Utilisation

Deceased solid organ donor transplants:

- Deceased donor transplants continue to exceed numbers seen during April and May, despite immense pressure on hospitals. All liver centres in the south of the UK are only open for super urgent and selected clinically urgent patients. We are starting to see some degree of pressure in the remaining liver centres. At the time of writing, all London hospitals, Portsmouth and Birmingham renal centres are closed to deceased donation.
- Overall we have experienced a 23% reduction in deceased donor transplants YTD (-659) when compared with the same 9 months last year, but the fact that 2,256 deceased donor transplants have proceeded this YTD is very impressive given these unprecedented challenges. From the 64 DBD donors in December, 200 organs were transplanted. From the 33 DCD donors, 66 organs were transplanted. December was therefore a strong month for transplanted organs per donor due to 3.13 transplanted organs per DBD donor. In comparison the DCD rate was low in December at 2.00 transplanted organs per DCD donor.

Tissues and eyes:

- December income is behind plan by 7.5% (-£89.2k), which is again an improving position. The YTD income is adverse by £3.24m (-27.2%).
- Orthopaedic sales have started to recover in month, a trend which is not expected to continue due to the increase in COVID-19 cases, and elective surgery being cancelled. The £10bn Capacity framework that was let on Nov 20, to allow NHS Trusts to purchase elective capacity from the private sector, has been slow to show any impact, due to the private sector not engaging in the numbers that were expected.
- Serum Eyedrop sales have continued to be strong throughout the year and are £457k (17.6%) ahead of target.
- Ocular sales are £2.8m (56.1%) behind target, and are not recovering due to supply issues and elective surgery being cancelled.

Developments re strategic risk:

Projects:

- INOAR went live on 13 January 2021 as planned
- The DBC for the TissuePath project will go to the ET on 20 January 2021

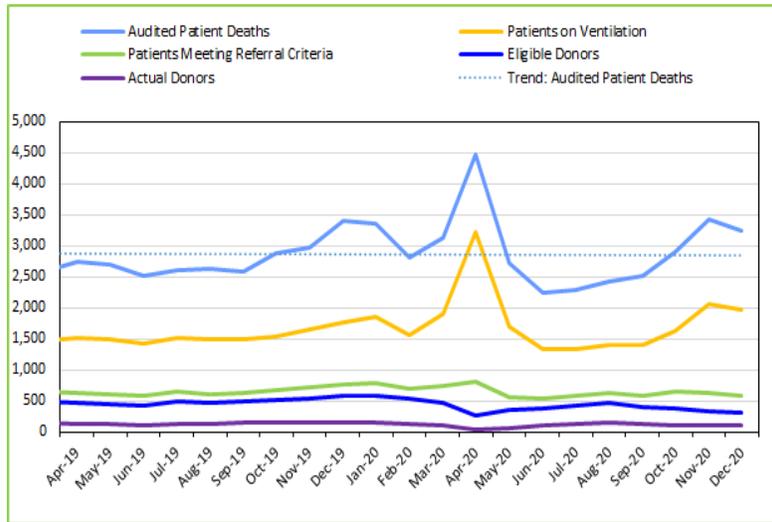
OTDT – Deceased Donors (All)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
Number of Deceased Donors	R	R	R	R	↔	Q1: 195 deceased donors v 417 plan - chart 52 Q2: 392 deceased donors v 417 plan Q3: 307 deceased donors v 417 plan AP09: 97 in month v 139 target in December. Peak 137 in August. YTD AP09: 894 YTD v 1,251 target
Deceased Organ Donors per million population (pmp)					↔	End Q1: 20/21: 21.2 pmp v 25.05 target End Q2: 20/21: 20.9 pmp End Q3: 20/21 18.75 pmp YTD AP09: Next report at end of Q4 March 2021
% Consent/Authorisation Rate (Total)	R	R	R	R	↔	Q1: 69% consent v 75% target - chart 52. Q2: 70% consent Q3: 68% consent YTD AP09: 69% consent YTD v 75% target

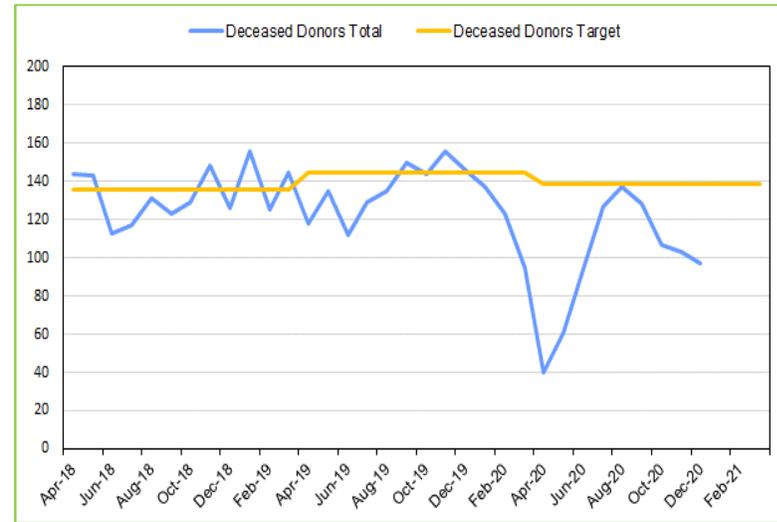
NOTE: Q1, Q2 & Q3 RAG are discrete measures for each quarter; YTD RAG is measured from April 20 to current month; Arrows indicate RAG trend between Q3 and Q2. Blue RAG indicates absence of measure in month. Grey RAG indicates RAG measure suspended due to impact of Covid pandemic.

- ### Key Messages / Issues for Attention:
- There were 97 deceased donors in December, down from 104 in November, and 146 in December 2019 (-29%) – **chart 52**.
 - Whilst transplant activity continued through December, activity has fallen as the second wave of Covid has developed. Transplant activity has begun to be suspended in January.
 - The pool of eligible donors YTD December is 3,280 compared with 4,423 last year (-26%) – **chart 65**
 - Overall consent is trending down wards but was 69.0% to December 2020 compared with 68% consent to December 2019 – **chart 54**.

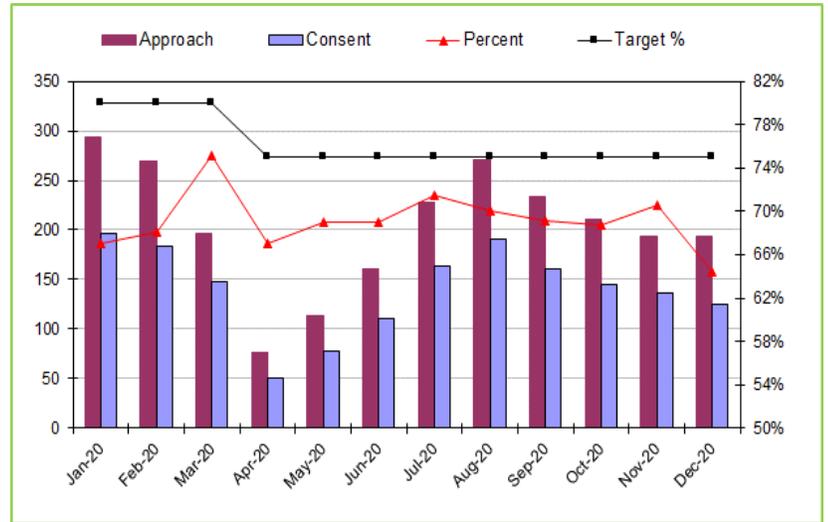
65. ODT DBD/DCD Donor Pool – All UK Trusts/Health Boards



52. Deceased Organ Donors



54. Consent / Authorisation rate (DBD & DCD)



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

YTD RAG status will be reinstated post COVID-19.

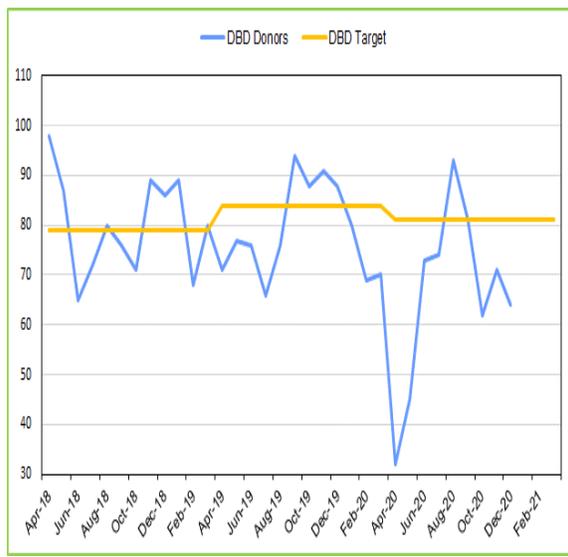
OTDT – Deceased Donors (DBD and DCD)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
% Consent/Authorisation Rate (DBD)	R	R	R	R	↔	Q1: 74% consent v 80% target - chart 59. Q2: 75% consent Q3: 70% consent YTD AP09: 73% consent v 80% target
% Consent/Authorisation Rate (DCD)	R	R	R	R	↔	Q1: 56% consent v 70% target - chart 63 Q2: 65% consent Q3: 65% consent YTD AP09: 64% consent v 70% target

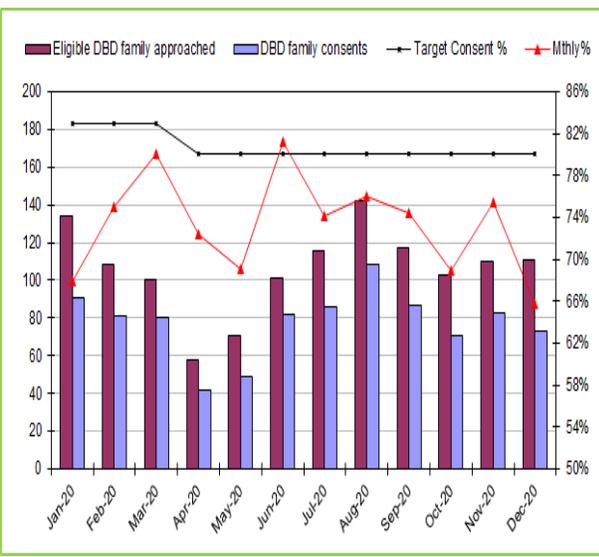
Key Messages / Issues for Attention:

- There were 64 DBD donors in December (compared with 88 in December 2019) – **chart 56**.
- The consent rate for DBD donors was 66% in December and 73% YTD (versus target of 80%) - **chart 59**.
- There were 33 DCD donors in December (compared with 58 in December 2019) – **chart 60**
- Consent for DCD donors is flat at around 64% (versus target of 75%) - **chart 63**.

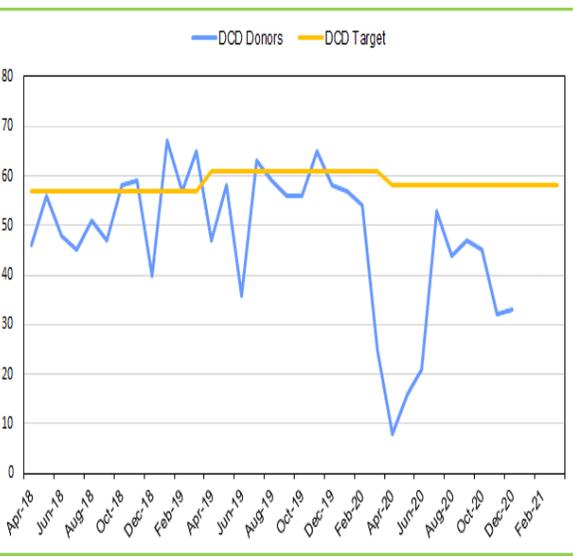
56. Deceased Organ Donors (DBD)



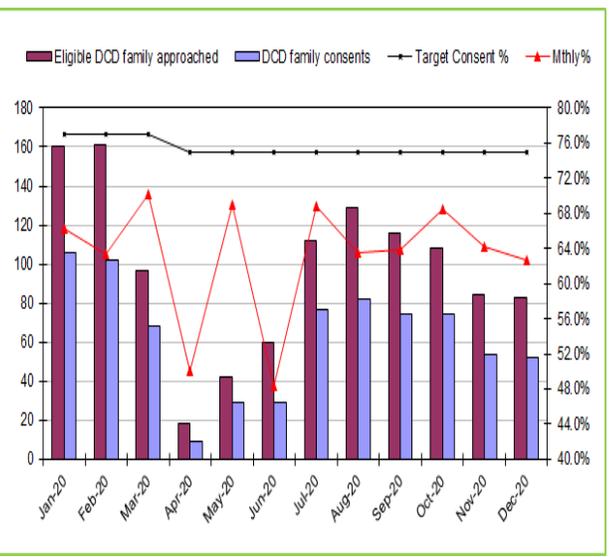
59. Consent/Authorisation rate (DBD) per month



60. Deceased Organ Donors (DCD)



63. Consent/Authorisation rate (DCD) per month



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.

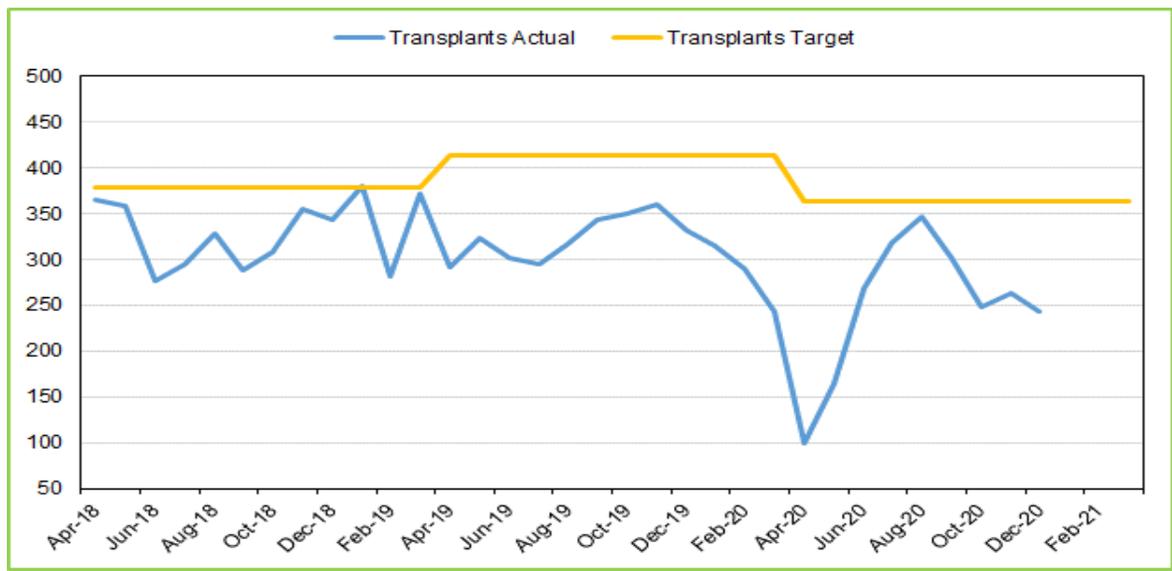
OTDT – Deceased Donor Transplants

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
Number of Organ Transplants - Deceased Donors	R	R	R	R	↔	Q1: 533 deceased donor transplants v 1,089 target - chart 53. Q2: 968 transplants v 1,090 target Q3: 755 transplants v 1,089 target
Deceased Donor Organ Transplants pmp					↔	YTD AP09: Deceased Donor Transplants 2,256 v 3,268 target End Q1 20/21: 50.8 pmp v 65.44 target End Q2 20/21: 50.9 pmp End Q3 20/21: 46.6 pmp
						YTD AP09: Next measure at end of Q4 - March 20

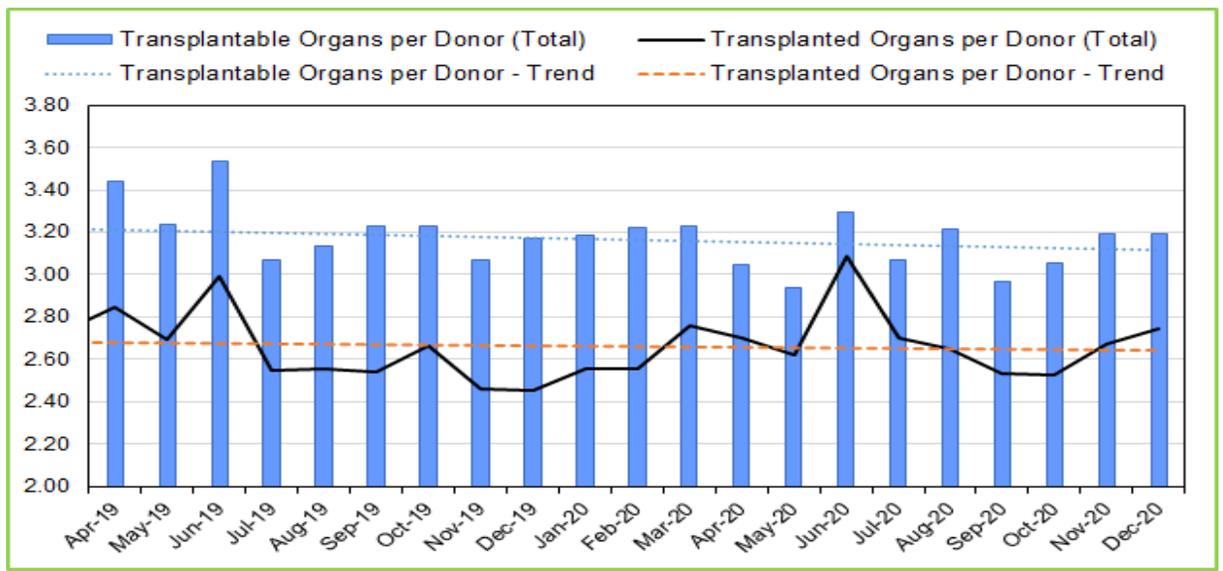
Key Messages / Issues for Attention:

- 243 deceased donor transplants were recorded in December compared with 332 in December 2019 (-27%) – **chart 53**.
- Transplantable organs per donor are improving steadily and are at 3.20 in December 2020 vs 3.17 in December 2019 – **chart 64**.
- Transplanted organs per donor are also improving at 2.74 in December 2020 vs 2.45 in December 2019, indicating a return to pre-Covid wave 1 levels of activity and improved organ utilisation being sustained through the second wave.

53. Deceased Donor Organ Transplants



64. Transplantable v Transplanted Organs per Donor



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 – Corporate Level Indicators

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 v Q2 RAG*	PERFORMANCE
Cost per Transplant £000					↔	End Q1 20/21: £20.9k v £17.0k target. YTD AP09: TBA - Awaiting data
% of Population Having Had Conversation re Donation Decision	-	-	-	-	↔	39% v 51% target at June 2020. Annual Measure from June 2020 onwards: YTD AP09: Next measure June 2021
Number of Living Donors (reported one month in arrears)	R	R	R	R	↔	Q1: 28 living donors v 266 target - chart 55. Q2: 158 living donors Q3: 104 to November AP08: 48 living donors in November 2020. Peak 76 in September. YTD AP08: 290 living donors YTD v 710 target
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. YTD AP09: Next report at end of Q3 - January 2021.
ODT Major & Critical Regulatory Non Compliances Target = 0	G	G	G	G	↔	Q3: None reported YTD v Zero target. YTD AP09: None reported YTD
ODT Serious Incidents Target = 0	R	G	G	R	↔	Q1: 0 reported Q2: 1 reported YTD (INC 4791) v Zero target. Q3: 0 reported YTD AP09: One reported YTD

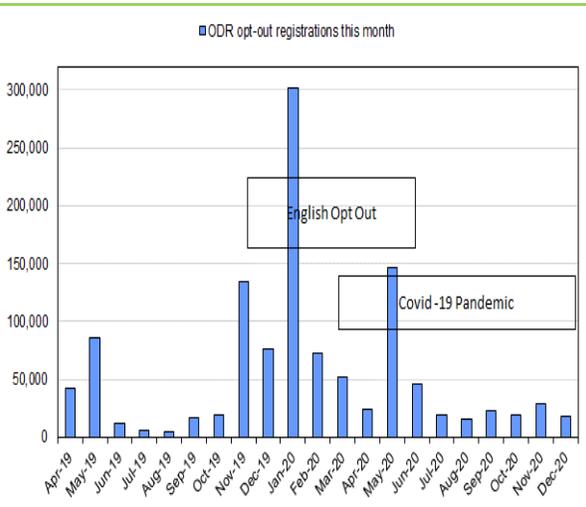
Key Messages / Issues for Attention:

- There were 26k new opt in registrations in December, bringing the Organ Donor Register to ca 26.6m registrations - **chart 66**.
- Opt out registrations were 17k in December - **chart 67**.
- 44 living donors were recorded in November 2020. This compares with 48 in the previous month and 76 in November 2019 (-42%). The Living donation programme was suspended during the Covid-19 pandemic and is taking time to re-establish. Living donor transplants have, so far, continued despite the impact of a second wave of Covid – **chart 55**.

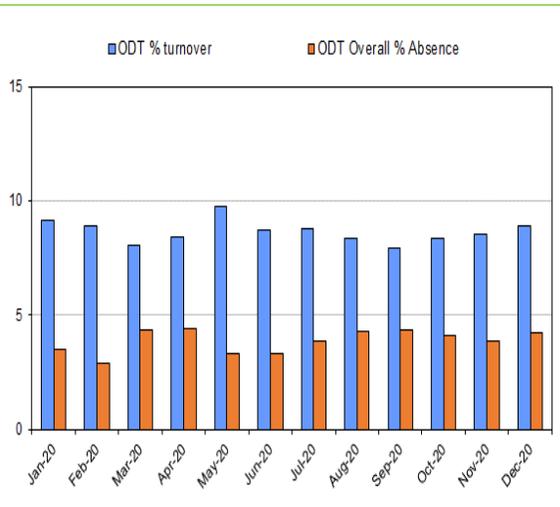
66. No. of People Registered on the ODR (Opt-Ins)



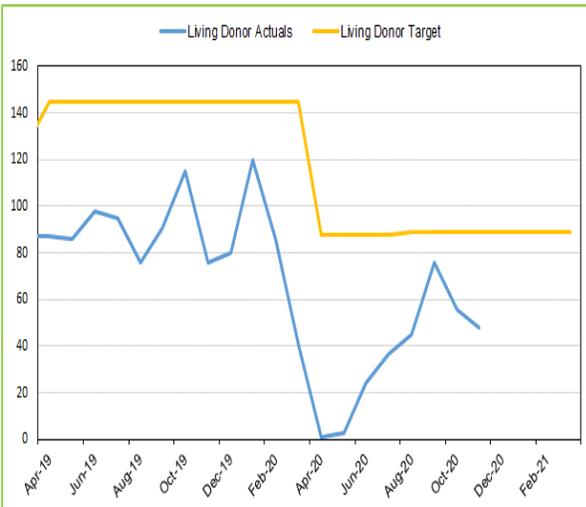
67. No. of People De-registering from ODR (Opt-Outs)



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.

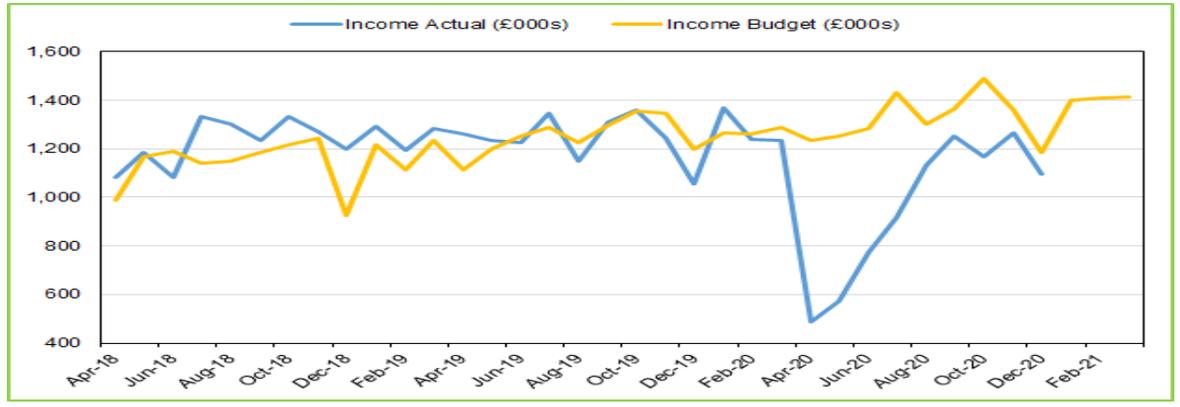
OTDT – Tissue & Eye Services (TES)

STRATEGIC TARGETS	Q1 RAG	Q2 RAG*	Q3 RAG*	YTD RAG	Q3 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 Q3: £3.5m income v £4.0m plan YTD AP09: £8.7m income v £11.9m plan
TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	R	-	-	-	↔	78% top box scores for 9 months to June 2020. YTD AP09: -
TES On Time in Full (OTIF) Target = 98%	R	G	G	G	↔	Q1: 99.2% OTIF v 98% target. Q2: 99.8% OTIF Q3: 99.6% OTIF YTD AP09: OTIF 100% in month and 99.7% YTD v 98% target.
TES Cornea Stocks at End of Month Target = 300	R	R	R	R	↔	Q1: 161 corneas in stock v 300 target – chart 70. Q2: 197 corneas in stock Q3: 236 corneas in stock YTD AP09: 236 corneas in stock – highest level YTD.
TES Major & Critical Regulatory Non Compliance Target = 0	R	G	G	G	↔	Q3: None reported YTD v Zero target. YTD AP09: None reported
TES Serious Incidents Target = 0	R	G	G	G	↔	Q3: None reported YTD v Zero target. YTD AP09: None reported

Key Messages / Issues for Attention:

- Ocular donation rates have again improved but are still a major concern and area of focus. Cornea stocks were 236 vs 300 target at end of December.
- Orthopaedic sales began to improve in December; the ongoing Covid-19 pandemic and cancellation of elective surgery cases has impacted this recovery.
- Income was £0.1m adverse in month (-8%) and £3.2m adverse YTD (-27%); £2.7m of this is reduced ocular activity (supply issues/cancellation of surgery), £1.0m reduced Tissue demand, offset by strong performance in Serum Eyedrops at £0.5m favourable (+17%) – **chart 69**.
- Forecasting a full year, I&E deficit of £4.7m, £3.3m 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

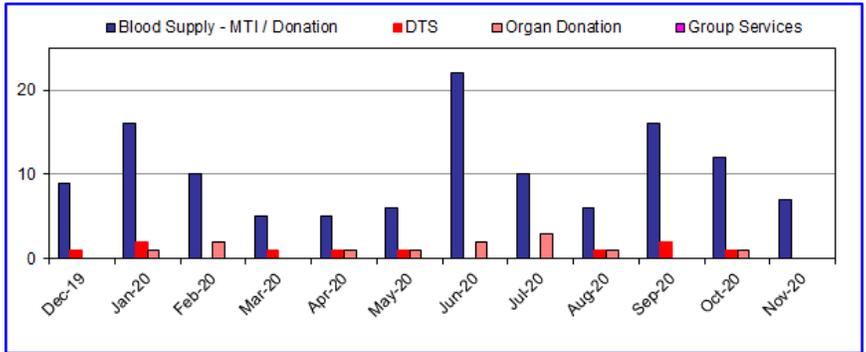
- 92% of all DDTS Mission and Business Critical Services met their availability targets in the reporting period, slightly lower than last month.
- Health and Safety Incidence rate (12 months to November 2020) for all work related lost time is 1.9 (up 0.1 from last month) – **chart 72**
- Quality overdue items increased to 125 (+61) in December, with +34 documents in Group / OTDT and +15 QI's in Blood and Donor Experience – **chart 73**
- NHSBT total absence is currently ca 9% with 4% Covid-19 related.

71. IT System Performance (Server Availability)

Service	Period Target	Nov-20	Dec-20	RAG Trend
Donor Portal	99.95%	100.00%	100.00%	↔
Donor Path	99.95%	100.00%	99.31%	↓
Pulse	99.95%	100.00%	99.74%	↓
OBOS	99.95%	96.33%	100.00%	↑
TMS	99.95%	100.00%	100.00%	↔
Hematos	99.95%	100.00%	100.00%	↔
Sp-ICE	99.95%	100.00%	100.00%	↔
ODR	99.95%	100.00%	100.00%	↔

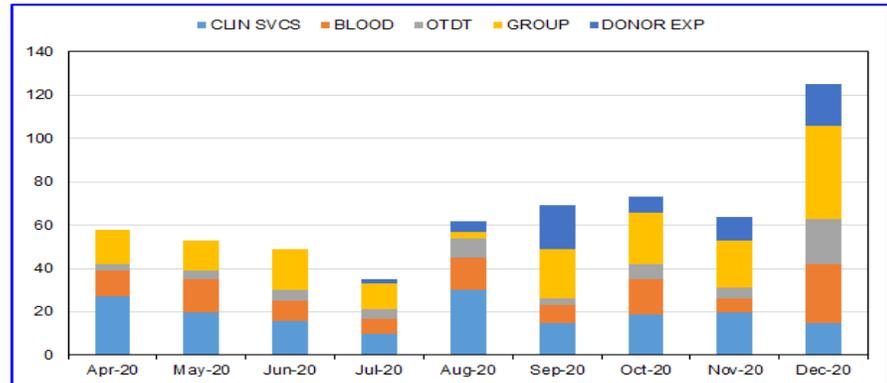
72. Health and Safety - Accident Reporting (one month in arrears).

H&S Incident Levels (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	35	<=11	7
Clinical	<=3	0	<=1	0
OTDT	<=3	0	<=1	0
Donor Experience	<=0	0	<=0	0
Group Services	<=0	0	<=0	0
NHSBT	<=30	35	<=13	7



73. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
Blood Supply	4	9	1	10	3	27
Clinical Services	2	5	0	8	0	15
Donor Experience	6	13	0	0	0	19
Group Services	29	9	0	5	0	43
OTDT	13	5	0	2	1	21
Total	54	41	1	25	4	125



CVP Status update: Overall summary

Overall summary up to 19/01/21

Figures from 04/01/20 to 11/01/21 (excluding patients randomised and HT stock which is up to 06/01/20)

(Figures in brackets are previous meeting)

Donors booked YTD (exl Sample) 62.4k (58.4k)	Plasma Units collected post wastage YTD 62.7k (60.0k)	LT & MT units collected YTD 36.3k (34.6k)	Val HT units collected YTD 15.5k (14.4k)	Issued to Hospitals YTD 13.9k (12.7k)	Val HT units in stock 2504 (1638)	Final No of patients randomised YTD 14.8k (14.8k)
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Steering Group update:

- The read outs from the REMAP CAP and RECOVERY trials were discussed at the Steering Group and decision taken by NHSBT to pause collection for 7 days
- The rationale for continuing to collect CVP including the potential for CVP to be beneficial in a sub group, emerging evidence around using CVP in earlier treatment and the potential for a 3rd trial to be initiated to treat vulnerable patients
- DHSC have therefore instructed NHSBT to resume collection of CVP with a continued focus on maximising HT collections

Resuming collections:

- We are planning to resume collections from 23/01 following the planned pause of 1 week following the announcements of the RECOVERY results
- Our donors that had an appointment cancelled during the pause are being contacted by the NCC. Any HT donors without a future appointment are being contacted urgently

Programme Communications:

- A managed communication cascade was carried out to the entire programme team on 20/01 follow the new that DHSC had instructed NHSBT to resume collection
- The programme has been proactively communicating to its donor base regarding the pause in collection and has now resumed marketing activities
- Briefing have been organised to the Executive Team and Board, All programme staff, Trade Unions, MHRA, Hospitals and trial teams (see slide 8)

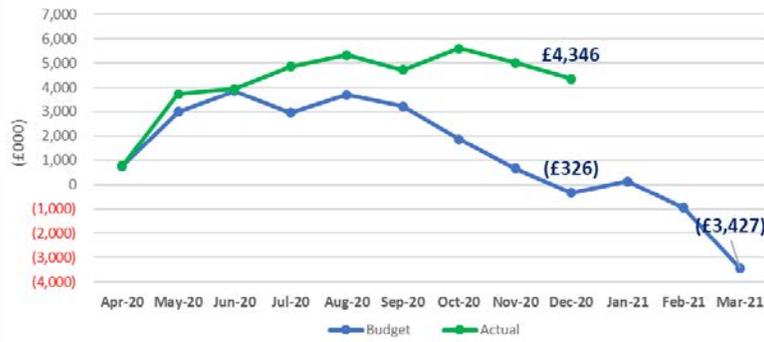
Key areas of challenge exist around: 1.) New site resilience 2.) Managing the pause in collection 3.) Communication to donors & maximising HT collections

Date:	Week commencing 18/01/21	Week commencing 25/01/21
Key Activities	<ul style="list-style-type: none"> • Urgent programme wide planning calls held 16-18/01 • Steering group held on 19/01 • Communication cascade to all programme stakeholders 20/01 • Preparation to enable collection to resume on 23/01 • Resumption of marketing activities and donor communications by NCC • All donors that were cancelled to be rebooked • Comms to hospitals on what should be done with current stock • Collections teams have focussed on keeping staff up to date and continuing with training of new staff during the 7 day pause • Issue resolution for future freezer storage due to the pause on issues to hospitals 	<ul style="list-style-type: none"> • Community Engagement Programme KO on 25/01 • Digital prioritisation session • Impact of pause on ramp up plan to be assessed. Ramp up plan to be rebase lined • Clinical team to continue with application with CTAP for 3rd trial • Continue with ramp up plan including opening extra beds at sites identified • Sending next cohort of test kits for Off Session Sampling
Key Decisions	<ul style="list-style-type: none"> • NHSBT instructed on 19/01 to resume collections of CVP – <i>Steering Group</i> • Decision made to resume collections on 23/01 – <i>Programme Leadership</i> • Use of 50 additional machines – <i>Programme Leadership</i> • Decision to progress Stoke site as will be required for WB (further discussion required on recruitment/transfer of staff) – <i>Programme Leadership</i> 	

2020/21 Financial Performance Headlines – December 2020

NHSBT year to date surplus £1.0m (£14.4m ahead of plan)

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



£4.7m ahead of plan, driven by the release of the Covid contingency.

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



£0.5m 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



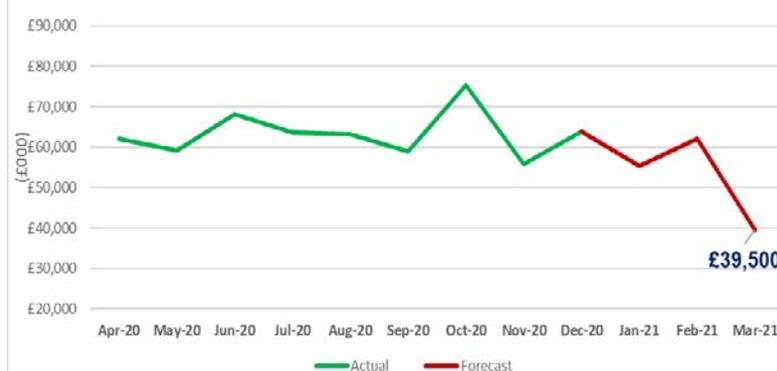
£4.9m ahead of plan due to lower activity in ODT (+7.4m), partially offset by lost contribution in TES (-£2.4m)

Blood and Group Change Programme: Forecast Outturn 2020/21



Blood and Group change programme forecast £16.1m (vs £17.6m full year budget)

NHSBT Cash Flow 2020/21



Forecast cash balance at the end of March 2021 is £39.5m.

NHSBT I&E: Forecast Outturn 2020/21



Q3 forecast is a £12.1m deficit, £7.4m ahead of plan.

2020/21 NHSBT Financial Performance Headlines – December 2020

<p>Year to date position</p>	<p>+£1.0m surplus</p>	<p>NHSBT YTD position surplus of £1.0m, £14.4m better than plan.</p> <ul style="list-style-type: none"> • Blood and Group +£9.9m – Phasing in change programme and release of Covid contingency • Clinical Services -£0.5m – Lost contribution as a result of COVID, partially offset by vacancies • OTDT +£5.0m - activity/supplier rebate in ODT, partially offset by lost contribution in TES 	
<p>Full year forecast (Q3)</p>	<p>-£12.0m deficit</p>	<p>NHSBT full year outturn deficit of £12.0m, £7.4m ahead of plan.</p> <ul style="list-style-type: none"> • Blood and Group +£2.1m – assumes that the full COVID contingency will be utilised to offset additional expenditure and lost income across the organisation. • Clinical Services -£0.4m – lower activity due to Covid, offset by Clinical directorate vacancies. • OTDT +£5.8m – 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 (£23m vs £30.4m – subject DHSC confirmation). 	
<p>Cash and Debtors</p>	<p>Cash balance £64m</p>	<p>Debtor days finished at 18 days - 10 days ahead of target</p> <p>90+ overdue are £0.7m (£0.2m behind target)</p> <p>Cash at the end of December 2020 was £64m, forecast 2020/21 closing cash £39.5m.</p>	
<p>Response to Covid-19</p>	<p>Forecast position for the Covid-19 contingency fund, now fully utilised, with costs in excess of contingency £5.3m. COVID related underspends in Blood could further offset this by £3.8m with the balance of £1.5m to be met from NHSBT's corporate reserves.</p> <p>Q3 forecast for Convalescent Plasma £80m, however, latest forecast spend £80m (vs DHSC business case £97m).</p>		

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

2020/21 NHSBT Income & Expenditure – December 2020

	Year to date			Full year			Forecast variance vs Budget £k
	Budget	Actual	Variance	2019-20 Actual	Latest Budget	Q3 Forecast	
	£k	£k	£k	£k	£k	£k	
Blood and Group							
Programme Funding - Convalescent Plasma	0	28,463	28,463	0	0	79,959	79,959
Programme Funding - Corporate	0	7,326	7,326	0	0	10,600	10,600
Blood & Components Income	201,257	209,765	8,508	267,960	267,961	279,224	11,263
Blood Supply Other Income	2,467	2,319	(148)	3,448	3,285	3,085	(200)
Group Services Other Income	894	1,410	516	2,300	1,692	2,114	422
Blood and Group Income	204,619	249,283	44,665	273,707	272,938	374,982	102,044
Expenditure							
Cost of Sales - Blood Component Stock Movement	(753)	(1,184)	(431)	(881)	0	(1,259)	(1,259)
Convalescent Plasma	0	(28,463)	(28,463)	0	0	(79,959)	(79,959)
Donor Experience	(17,678)	(17,521)	157	(23,208)	(24,936)	(25,407)	(471)
Blood Supply: Blood Donation	(46,108)	(45,736)	373	(60,134)	(61,597)	(60,619)	978
Blood Supply: Manufacturing, Testing & Issue	(48,534)	(46,911)	1,623	(66,250)	(65,159)	(63,259)	1,900
Blood Supply: Logistics	(15,028)	(15,261)	(233)	(20,367)	(19,824)	(20,374)	(550)
Chief Executive and Board	(575)	(487)	88	(855)	(767)	(625)	143
Quality	(4,489)	(4,015)	474	(5,428)	(5,995)	(5,388)	606
Estates & Facilities	(30,575)	(29,733)	841	(42,183)	(41,267)	(40,243)	1,024
Finance	(4,397)	(4,410)	(13)	(5,890)	(5,860)	(5,956)	(96)
Strategy and Transformation	(840)	(1,310)	(470)	(602)	(1,120)	(1,887)	(767)
Business Transformation Services	(1,380)	(1,492)	(112)	(2,052)	(1,843)	(1,911)	(68)
People	(6,594)	(6,534)	60	(8,104)	(8,901)	(9,097)	(196)
Digital, Data and Technology Services	(24,529)	(22,698)	1,831	(26,054)	(34,477)	(33,522)	954
Change Programme	(13,574)	(8,316)	5,258	(6,918)	(17,625)	(16,149)	1,476
Miscellaneous and Capital Charges	(3,465)	(19,182)	(15,718)	(3,654)	(4,620)	(28,286)	(23,666)
Blood and Group Expenditure	(218,519)	(253,253)	(34,734)	(272,581)	(293,990)	(393,940)	(99,950)
Blood and Group Total	(13,901)	(3,970)	9,931	1,126	(21,052)	(18,958)	2,094
Clinical Services							
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells	3,121	3,121	0	4,162	4,162	4,162	0
Diagnostic and Therapeutic Services Income	47,798	43,181	(4,617)	62,461	64,974	59,216	(5,758)
Clinical Services - Research & Development	656	1,681	1,025	2,248	875	861	(14)
Clinical Services Income - Medical	775	772	(2)	1,143	1,033	1,023	(10)
Clinical Services Income	52,351	48,756	(3,595)	70,014	71,044	65,262	(5,782)
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	(43,390)	(40,733)	2,657	(56,131)	(58,275)	(54,848)	3,427
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	(1,448)	(668)	780	(875)	(2,495)	(1,468)	1,028
Clinical Services: Research & Development	(3,304)	(4,305)	(1,000)	(5,458)	(4,204)	(4,120)	84
Clinical Services: Medical	(11,249)	(10,570)	679	(13,887)	(14,716)	(13,906)	810
Clinical Services Expenditure	(59,391)	(56,275)	3,116	(76,351)	(79,691)	(74,342)	5,349
Clinical Services Total	(7,040)	(7,519)	(479)	(6,337)	(8,647)	(9,080)	(434)
Organ and Tissue Donation & Transplantation							
Programme Funding - Organ Donation & Transplantation	46,745	46,745	0	62,338	62,327	62,327	0
Programme Funding - Organ Donation and Transplantation - Opt Out	7,606	6,513	(1,092)	6,497	10,462	14,672	4,210
Organ Donation & Transplantation - NHSE Income	2,444	1,021	(1,423)	1,261	3,333	1,563	(1,770)
Organ Donation & Transplantation - UKHDs & Other Income	8,904	8,985	82	12,234	11,872	12,079	207
Tissue & Eye Services Income	11,906	8,668	(3,237)	15,041	16,130	11,961	(4,169)
OTDT Income	77,605	71,934	(5,671)	97,371	104,125	102,602	(1,522)
Expenditure							
Cost of Sales - Tissues Stock Movement	(563)	(594)	(31)	(540)	(750)	(750)	0
OTDT - Organ Donation and Transplantation	(49,730)	(43,001)	6,729	(64,013)	(65,805)	(58,821)	6,984
OTDT - Organ Donation and Transplantation Change Programme	(11,026)	(7,891)	3,135	(10,466)	(15,653)	(16,183)	(530)
OTDT - Tissue and Eye Services	(8,797)	(7,994)	802	(11,036)	(11,710)	(10,857)	853
OTDT Expenditure	(70,115)	(59,480)	10,635	(86,055)	(93,918)	(86,611)	7,307
OTDT Total	7,490	12,454	4,964	11,316	10,207	15,991	5,785
NHSBT Summary							
Income	334,574	369,973	35,399	441,092	448,107	542,846	94,740
Expenditure	(348,025)	(369,009)	(20,983)	(434,986)	(467,599)	(554,893)	(87,295)
NHSBT Surplus/(Deficit)	(13,451)	965	14,416	6,105	(19,492)	(12,047)	7,445

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 – December 2020 Year-to-Date

Year to date position – Surplus £1.0m (£14.4m ahead of plan)

Donor Experience	Q1			Q2			Q3			Year to Date		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
(£)m												
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	(6.9)	(7.3)	(0.3)	(17.7)	(17.5)	0.2
Surplus/(Deficit)	(5.2)	(4.8)	0.4	(5.5)	(5.4)	0.1	(6.9)	(7.3)	(0.3)	(17.7)	(17.5)	0.2

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, any excess expenditure relating to Covid is being offset against the contingency.

Blood Supply	Q1			Q2			Q3			Year to Date		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
(£)m												
Income	70.8	70.4	(0.4)	70.0	70.8	0.7	70.1	71.0	0.8	211.0	212.1	1.1
Rebate	0.0	0.0	0.0	(3.1)	0.0	3.1	(4.1)	0.0	4.1	(7.2)	0.0	7.2
CVP Funding	0.0	3.5	3.5	15.4	7.2	(8.2)	(15.4)	17.8	33.2	0.0	28.5	28.5
Expenditure	(36.9)	(37.2)	(0.3)	(36.9)	(37.8)	(0.9)	(36.6)	(34.1)	2.5	(110.4)	(109.1)	1.3
CVP Expenditure	0.0	(3.5)	(3.5)	(15.4)	(7.2)	8.2	15.4	(17.8)	(33.2)	0.0	(28.5)	(28.5)
Surplus/(Deficit)	33.9	33.2	(0.7)	30.0	33.0	3.0	29.5	36.9	7.4	93.3	103.0	9.7

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			Q3			Year to Date		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
(£)m												
Income	0.4	0.6	0.2	0.4	0.5	0.1	0.1	7.6	7.6	0.9	8.7	7.8
Expenditure	(25.2)	(23.0)	2.2	(25.5)	(25.2)	0.3	(26.1)	(33.4)	(7.3)	(76.8)	(81.6)	(4.7)
Covid	0.0	(1.8)	(1.8)	0.0	(2.3)	(2.3)	0.0	(4.2)	(4.2)	0.0	(8.3)	(8.3)
Blood and Group Transformation	(4.2)	(1.4)	2.9	(4.5)	(1.9)	2.5	(4.9)	(5.0)	(0.1)	(13.6)	(8.3)	5.3
Surplus/(Deficit)	(29.0)	(25.6)	3.4	(29.5)	(28.9)	0.7	(30.9)	(35.0)	(4.0)	(89.5)	(89.4)	0.1
Blood and Group Surplus/(Deficit)	(0.4)	2.7	3.1	(5.1)	(1.4)	3.8	(8.4)	(5.4)	3.0	(13.9)	(4.0)	9.9

YTD Group Services are continuing to report large BAU underspends against plan, made up of a combination of lower Estates and Facilities expenditure as a result of office staff working from home, and a high level of vacancies in Digital, Data & Technology Services and Quality. This is offset by the increase in Employer's Superannuation costs (£7.4m YTD), which is fully offset by DHSC funding.

There has been additional expenditure of £8.3m attributable to Covid-19 that is offset against the blood rebate contingency.

Clinical Services	Q1			Q2			Q3			Year to Date		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
(£)m												
Income	17.2	14.1	(3.1)	17.9	17.9	0.0	17.3	16.8	(0.5)	52.4	48.8	(3.6)
Expenditure	(19.4)	(18.0)	1.5	(19.4)	(19.0)	0.4	(19.1)	(18.7)	0.4	(57.9)	(55.6)	2.3
Change Programme	(0.4)	(0.2)	0.2	(0.5)	(0.3)	0.2	(0.5)	(0.2)	0.4	(1.4)	(0.7)	0.8
Surplus/(Deficit)	(2.7)	(4.1)	(1.4)	(2.1)	(1.4)	0.7	(2.3)	(2.1)	0.3	(7.0)	(7.5)	(0.5)

The lost contribution as a result of Covid-19 stands at £2.0m YTD, with some business areas starting to see activity stabilise (all losses are offset against the contingency). The Clinical Services Directorate continues to see the impact of vacancies and reduced transformation plans, further building on the favourable cost variance.

Organ and Tissue Donation & Transplantation	Q1			Q2			Q3			Year to Date		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
(£)m												
Income	22.3	20.4	(1.9)	22.6	21.9	(0.7)	22.6	22.1	(0.5)	67.6	64.4	(3.2)
Expenditure	(20.9)	(18.4)	2.5	(18.9)	(17.9)	1.0	(19.3)	(15.3)	4.0	(59.1)	(51.6)	7.5
Change Programme	(0.0)	(0.0)	0.0	(0.0)	0.0	0.1	(0.9)	(0.3)	0.5	(1.0)	(0.4)	0.6
Surplus/(Deficit)	1.4	2.0	0.6	3.7	4.0	0.3	2.4	6.5	4.1	7.5	12.5	5.0

TES are continuing to be severely impacted by Covid-19 going into Q4, with loss contribution increasing to £2.4m 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 than plan activity as a result of the pandemic.

NHSBT Total	(1.6)	0.7	2.3	(3.5)	1.3	4.8	(8.3)	(1.0)	7.4	(13.5)	1.0	14.4
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Financial Performance – December 2020 Full-Year-Outturn

FY Outturn position – Surplus £12.0m (£7.4m ahead of plan)

Donor Experience	Q1			Q2			Q3			Q4			FY Outturn		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Fcst.	Var.	Bud.	Fcst.	Var.
(£)m															
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	0.0	0.0	0.0
Expenditure	(5.2)	(4.8)	0.4	(5.5)	(5.4)	0.1	(6.9)	(7.3)	(0.3)	(7.3)	(7.9)	(0.6)	(24.9)	(25.4)	(0.5)
Surplus/(Deficit)	(5.2)	(4.8)	0.4	(5.5)	(5.4)	0.1	(6.9)	(7.3)	(0.3)	(7.3)	(7.9)	(0.6)	(24.9)	(25.4)	(0.5)

DE are reporting an adverse full year outturn of £0.5m, driven by a combination of pay and PMO expenditure.

Blood Supply	Q1			Q2			Q3			Q4			FY Outturn		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Fcst.	Var.	Bud.	Fcst.	Var.
(£)m															
Income	70.8	70.4	(0.4)	70.0	70.8	0.7	70.1	71.0	0.8	68.4	70.2	1.8	279.4	282.3	2.9
Rebate	0.0	0.0	0.0	(3.1)	0.0	3.1	(4.1)	0.0	4.1	(0.9)	0.0	0.9	(8.1)	0.0	8.1
CVP Funding	0.0	3.5	3.5	15.4	7.2	(8.2)	(15.4)	17.8	33.2	0.0	51.5	51.5	0.0	80.0	80.0
Expenditure	(36.9)	(37.2)	(0.3)	(36.9)	(37.8)	(0.9)	(36.6)	(34.1)	2.5	(36.2)	(36.4)	(0.3)	(146.6)	(145.5)	1.1
CVP Expenditure	0.0	(3.5)	(3.5)	(15.4)	(7.2)	8.2	15.4	(17.8)	(33.2)	0.0	(51.5)	(51.5)	0.0	(80.0)	(80.0)
Surplus/(Deficit)	33.9	33.2	(0.7)	30.0	33.0	3.0	29.5	36.9	7.4	31.4	33.8	2.4	124.7	136.8	12.1

Blood Supply's underlying forecast is slightly ahead of plan as a result of reduced travel and variable expenditure, driven lower demand. All excess costs associated with collection (social distance driven requirement) are reported against the Covid line in Group Services

Please note; the Covid contingency is reported against Blood Supply income (£3.5m) and rebate line (£8.5m) which offsets the adverse impact across NHSBT.

Group Services	Q1			Q2			Q3			Q4			FY Outturn		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Fcst.	Var.	Bud.	Fcst.	Var.
(£)m															
Income	0.4	0.6	0.2	0.4	0.5	0.1	0.1	7.6	7.6	0.8	4.0	3.2	1.7	12.7	11.0
Expenditure	(25.2)	(23.0)	2.2	(25.5)	(25.2)	0.3	(26.1)	(33.4)	(7.3)	(28.0)	(32.6)	(4.6)	(104.8)	(114.2)	(9.3)
Covid	0.0	(1.8)	(1.8)	0.0	(2.3)	(2.3)	0.0	(4.2)	(4.2)	0.0	(4.5)	(4.5)	0.0	(12.8)	(12.8)
Blood and Group Transformation	(4.2)	(1.4)	2.9	(4.5)	(1.9)	2.5	(4.9)	(5.0)	(0.1)	(4.1)	(7.8)	(3.8)	(17.6)	(16.1)	1.5
Surplus/(Deficit)	(29.0)	(25.6)	3.4	(29.5)	(28.9)	0.7	(30.9)	(35.0)	(4.0)	(31.3)	(40.9)	(9.6)	(120.8)	(130.3)	(9.6)
Blood and Group Surplus/(Deficit)	(0.4)	2.7	3.1	(5.1)	(1.4)	3.8	(8.4)	(5.4)	3.0	(7.2)	(15.0)	(7.8)	(21.1)	(19.0)	2.1

Group Services are reporting an £1.7m underlying surplus against plan, driven by a combination of DDTs and Quality vacancies, lower Estates costs and reduced travel expenditure across all directorates. Additional expense of £10.6m is forecasted for increased employer superannuation costs, however, this is expected to be fully offset by ringfenced DHSC funding.

The full year forecast for excess costs directly associated with Covid is (£12.8m), made up of a combination of additional staff, excess cleaning expenditure and ICT hardware/software upgrades. This will be offset against the contingency.

Clinical Services	Q1			Q2			Q3			Q4			FY Outturn		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Fcst.	Var.	Bud.	Fcst.	Var.
(£)m															
Income	17.2	14.1	(3.1)	17.9	17.9	0.0	17.3	16.8	(0.5)	18.7	16.5	(2.2)	71.0	65.3	(5.8)
Expenditure	(19.4)	(18.0)	1.5	(19.4)	(19.0)	0.4	(19.1)	(18.7)	0.4	(19.3)	(17.3)	2.0	(77.2)	(72.9)	4.3
Change Programme	(0.4)	(0.2)	0.2	(0.5)	(0.3)	0.2	(0.5)	(0.2)	0.4	(1.0)	(0.8)	0.2	(2.5)	(1.5)	1.0
Surplus/(Deficit)	(2.7)	(4.1)	(1.4)	(2.1)	(1.4)	0.7	(2.3)	(2.1)	0.3	(1.6)	(1.6)	0.0	(8.6)	(9.1)	(0.4)

Diagnostics and Therapeutics are reporting a worsening position going into Qtr 4 driven by lower activity, forecasting a full year loss of (£2.3m). This is will be partially offset by lower transformation expenditure (£1.0m) and Clinical directorate vacancies.

Organ and Tissue Donation & Transplantation	Q1			Q2			Q3			Q4			FY Outturn		
	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Fcst.	Var.	Bud.	Fcst.	Var.
(£)m															
Income	22.3	20.4	(1.9)	22.6	21.9	(0.7)	22.6	22.1	(0.5)	22.8	22.0	(0.8)	90.3	86.4	(4.0)
Expenditure	(20.9)	(18.4)	2.5	(18.9)	(17.9)	1.0	(19.3)	(15.3)	4.0	(19.2)	(18.8)	0.3	(78.3)	(70.4)	7.8
Change Programme	(0.0)	(0.0)	0.0	(0.0)	0.0	0.1	(0.9)	(0.3)	0.5	(0.9)	0.4	1.3	(1.9)	0.1	1.9
Surplus/(Deficit)	1.4	2.0	0.6	3.7	4.0	0.3	2.4	6.5	4.1	2.7	3.5	0.8	10.2	16.0	5.8

TES are forecasting further losses relating to Covid, as reduced activity continues into Qtr 4. The full year contribution loss now stands at £3.3m. This will be 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 than plan activity as a result of the pandemic.

NHSBT Total	(1.6)	0.7	2.3	(3.5)	1.3	4.8	(8.3)	(1.0)	7.4	(6.0)	(13.0)	(7.0)	(19.5)	(12.0)	7.4
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Financial Performance – M09 Year to Date Covid Financial Impact vs Contingency

Blood and Group	M09 YTD Variance	YTD COVID Impact	M09 YTD Variance (Minus COVID)	Covid Commentary
Blood & Components Income	1,273	1,515	(242)	Contingency - Income above plan from block contracting arrangement
Blood & Component - Rebate	7,236	7,236	0	Contingency - 2020/21 hospital rebate
Convalescent Plasma	28,463	0	28,463	
Blood Supply Other Income	(148)	(148)	(0)	Reduced click and collect activity
Group Services Other Income	7,842	0	7,842	
Blood and Group Income	44,665	8,603	36,062	
Blood Supply	1,489	815	673	Lost LRP benefits offset by reduced activity related expenditure.
Convalescent Plasma	(28,463)	0	(28,463)	
Group Services	2,700	(600)	3,300	Duel running of Barnsley, Leeds and Sheffield sites
Miscellaneous and Capital Charges	(15,718)	(8,299)	(7,419)	Direct COVID costs (including ICT Hardware, additional session headcount, touch point cleaning contract and PPE)
Change Programme	5,258	0	5,258	
Blood and Group Expenditure	(34,734)	(8,083)	(26,651)	
Blood and Group Total	9,931	519	9,412	
R&D and Clinical Directorate	702	0	702	
Diagnostics, Therapeutic Apheresis and Stem Cells	(1,960)	(1,960)	(0)	Lost contribution as a direct result of COVID.
Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	780	0	780	
Clinical Services Total	(479)	(1,960)	1,481	
Organ Donation & Transplantation	7,430	0	7,430	
Tissue & Eye Services	(2,466)	(2,435)	(31)	Lost contribution as a direct result of COVID.
OTDT Total	4,964	(2,435)	7,399	
NHSBT Surplus/(Deficit)	14,416	(3,876)	18,292	
Cash Reserves (ringfenced as a result of not giving 2019/20 refund back)		3,900		Contingency - retained 2019/20 hospital rebate

1) Appendix 1 shows the Covid impact within M09 year to date financial position

2) Of the £14.8m Covid contingency, £12.7m has been drawn down against lost contribution and direct Covid expenditure in the I&E

3) Contingency broadly nets off year to date financial impact

4) Forecast position for the Covid-19 contingency fund, now fully utilised, with costs in excess of contingency £5.3m. COVID related underspends in Blood could further offset this by £3.8m with the balance of £1.5m to be met from NHSBT's corporate reserves.

BAU Movements

Blood and Group - favourable movement vs plan predominately driven by delays in transformation (+£5.3m) and substantial vacancies in Group. Increased employers superannuation reported against Misc. (-£7.4m) is directly offset by additional DHSC funding.

Clinical Services - positive cost variances driven by vacancies in Clinical (+£0.7m) and delays in transformation expenditure (+£0.8m)

OTDT - a combination of fixed ODT funding and reduced activity has resulted in a substantial positive cost variance. A one of supplier rebate (+£2.6m) has also contributed to movement

Cash Flow – as at December 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	Actual Nov-20 £k	Actual 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	55,705	63,825	55,362	62,087	50,549
Receipts													
Debtors & Other Receipts	35,581	32,866	35,501	33,400	29,191	34,799	45,446	25,360	32,673	29,161	31,787	32,019	397,784
Revenue Cash Limit	0	0	16,525	5,508	0	11,017	5,508	5,775	5,508	5,508	5,509	5,641	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	0	0	0	0	0	4,658	2,329	0	2,329	11,806
Revenue Cash Limit - Convelescent Plasma - Phase I	0	0	0	0	7,400	0	5,900	0	2,200	0	0	0	15,500
Revenue Cash Limit - Convelescent Plasma - Phase II	0	0	0	0	0	0	0	0	5,200	7,800	28,000	27,900	68,900
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	0	14,000	5,000	0	4,000	27,100
Total income	42,171	32,866	52,026	38,909	36,591	45,815	56,854	37,647	65,053	50,612	66,932	71,889	597,366
Payments													
Staff Expenses	10,757	18,732	18,962	19,095	19,169	19,469	19,615	26,429	22,482	19,648	19,521	24,627	238,506
Other Revenue Payments	10,775	16,504	23,235	23,480	17,015	20,392	20,109	21,525	33,191	37,426	38,186	58,346	320,184
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	9,348	1,260	2,000	2,500	2,518	23,000
Total costs	30,628	35,687	43,136	43,402	37,098	50,109	40,361	57,302	56,934	59,075	60,207	94,476	608,415
Closing bank balance	62,092	59,271	68,161	63,667	63,160	58,866	75,360	55,705	63,825	55,362	62,087	39,500	39,500

Debtor Days (Target is 22 days)	18	14	10	10	17	14	11	18	12
YTD BPPC By Value % (Target is 95%)	91.8%	94.1%	95.7%	95.3%	93.7%	91.9%	92.7%	92.5%	92.1%
YTD BPPC By Number % (Target is 95%)	88.3%	90.9%	92.4%	93.0%	93.2%	93.5%	94.0%	94.3%	94.1%

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	4,266	1,413	644	652	6,974

Top 5 > 90 days Overdue Debtors £000's	Nov-20		Dec-20		Comments
	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's	
LEEDS TEACHING HOSPITALS NHS TRUST	168	499	158	549	Invoices not authorised - awaiting payment
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FT	158	271	90	161	Invoices outstanding - awaiting payment
HULL UNIVERSITY TEACHING HOSPITALS NHS TRUST			54	143	Invoices in query
NHS ENGLAND	49	97	47	95	Invoices outstanding - awaiting payment
GUY'S AND ST. THOMAS' NHS FOUNDATION TRUST	47	75	37	78	Invoices in query
ST GEORGES UNIVERSITY HOSPITALS NHS FOUNDATION TRUST	72	112			
Total 5 Overdue Debtors	494	1,053	386	1,026	
Other Debtors	334	5,727	265	5,948	
Total Overdue Debtors	828	6,780	652	6,974	

>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	Actual Nov-20 £000s	Actual Dec-20 £000s	Forecast Jan-21 £000s	Forecast Feb-21 £000s	Forecast Mar-21 £000s	
Target £0.5m for over 90 days by 31 Mar 2021													
Ledger Balance at month end	751	931	969	889	906	516	923	828	652				
Target	750	750	750	750	750	750	500	500	500	500	500	500	

Contribution Analysis (Year-to-Date) – December 2020

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics				Stem Cells				TAS	DTS Mgt	TES	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL	CMT	CBC	BBMR	CBB					
Income														
Prices	210.3	10.7	7.4	1.4	1.1	7.7	-	1.7	0.7	8.8	-	8.7	-	258.7
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	-	-	-	8.8	8.8
Grant in Aid	35.8	-	-	-	-	-	-	1.4	1.7	-	-	-	53.1	92.0
Other	5.7	0.4	0.3	-	0.2	0.6	1.7	0.0	0.0	0.3	-	0.0	1.3	10.5
Total Income	251.8	11.1	7.7	1.4	1.3	8.3	1.7	3.2	2.4	9.2	-	8.7	63.2	370.0
Expenditure														
Variable Costs														
Consumables	(28.9)	(0.8)	(2.5)	(0.3)	(0.0)	(1.4)	(0.4)	(0.4)	(0.1)	(2.8)	-	(1.5)	(2.2)	(41.4)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(28.9)	(0.8)	(2.5)	(0.3)	(0.0)	(1.4)	(0.4)	(0.4)	(0.1)	(2.8)	-	(1.5)	(2.2)	(41.4)
Variable Contribution	223.0	10.3	5.2	1.0	1.3	6.9	1.2	2.7	2.3	6.4	-	7.2	61.1	328.6
Direct Costs														
Cost of Sales	(1.2)	-	-	-	-	-	-	-	-	-	-	(0.6)	-	(1.8)
Pay	(79.5)	(6.2)	(4.9)	(0.6)	(0.1)	(3.9)	(0.9)	(1.1)	(0.9)	(2.8)	-	(5.4)	(22.0)	(128.3)
Non Pay	(30.3)	(0.4)	(0.5)	(0.1)	(0.0)	(0.7)	(0.2)	(0.6)	(0.2)	(0.6)	-	(1.9)	(19.2)	(54.6)
Total Direct Costs	(111.0)	(6.6)	(5.3)	(0.7)	(0.1)	(4.6)	(1.1)	(1.7)	(1.1)	(3.3)	-	(7.8)	(41.1)	(184.7)
Direct Contribution	111.9	3.7	(0.1)	0.3	1.2	2.3	0.1	1.0	1.2	3.1	-	(0.6)	19.9	143.9
Direct Support														
Operational Directorate costs	(10.2)	(0.9)	(0.5)	(0.1)	(1.2)	(0.6)	(0.2)	(0.1)	(0.1)	(0.2)	(0.0)	(0.6)	(2.1)	(16.8)
Logistics	(14.5)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	(0.0)	(0.0)	(0.0)	(14.9)
Clinical	(6.9)	(0.3)	-	-	-	(0.1)	-	(0.2)	(0.1)	(0.2)	-	(0.1)	(0.8)	(8.7)
Attributable Estates costs	(15.3)	(0.9)	(0.7)	(0.1)	(0.3)	(1.0)	(0.1)	(0.1)	(0.1)	(0.1)	(0.0)	(1.0)	(0.7)	(20.3)
Attributable IT costs	(13.2)	(0.6)	(0.6)	(0.0)	(0.2)	(0.3)	(0.1)	(0.1)	(0.1)	(0.1)	(0.0)	(0.4)	(3.2)	(18.9)
De Depreciation / Cost of Capital	(1.2)	(0.2)	(0.3)	(0.1)	(0.2)	(0.3)	(0.1)	(0.1)	(0.1)	(0.2)	0.0	(0.2)	(0.4)	(3.3)
Total Direct Support	(61.4)	(2.9)	(2.1)	(0.3)	(1.9)	(2.3)	(0.4)	(0.6)	(0.6)	(0.9)	0.0	(2.3)	(7.1)	(82.7)
Notional Internal Income Uplift	(1.6)	(0.1)	1.6	0.2	0.3	0.0	(0.1)	(0.4)	0.0	-	-	0.0	(0.0)	0.0
Contribution to Unallocated Costs	49.0	0.7	(0.7)	0.2	(0.4)	0.1	(0.4)	(0.0)	0.7	2.1	0.0	(2.9)	12.8	61.2
Total Allocated Costs	(202.8)	(10.4)	(8.4)	(1.1)	(1.7)	(8.2)	(2.1)	(3.2)	(1.8)	(7.0)	0.0	(11.6)	(50.4)	(308.8)
Unallocated Costs Apportioned														
Directorate costs	(25.6)	(0.8)	(0.6)	(0.1)	(0.1)	(0.6)	(0.2)	(0.2)	(0.2)	(0.5)	(0.1)	(0.9)	(4.9)	(34.8)
Estates costs	(3.7)	(0.2)	(0.2)	(0.0)	(0.0)	(0.2)	(0.0)	(0.1)	(0.0)	(0.2)	(0.0)	(0.3)	(1.5)	(6.5)
Depreciation / Cost of Capital	(1.2)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.0)	(0.1)	(0.5)	(2.2)
Total Unallocated Costs	(30.5)	(1.1)	(0.9)	(0.1)	(0.2)	(0.8)	(0.2)	(0.3)	(0.2)	(0.8)	(0.1)	(1.3)	(6.9)	(43.4)
Operating Net Surplus / (Deficit)	18.5	(0.4)	(1.5)	0.1	(0.6)	(0.8)	(0.6)	(0.4)	0.4	1.4	(0.1)	(4.2)	5.9	17.7
Transformation Costs	(8.3)	-	-	-	-	-	-	-	-	-	(0.6)	-	(7.9)	(16.8)
Total Allocated Costs Inc Transformation	(211.2)	(10.4)	(8.4)	(1.1)	(1.7)	(8.2)	(2.1)	(3.2)	(1.8)	(7.0)	(0.6)	(11.6)	(58.3)	(325.6)
Net Surplus / (Deficit) Inc Transformation	10.2	(0.4)	(1.5)	0.1	(0.6)	(0.8)	(0.6)	(0.4)	0.4	1.4	(0.7)	(4.2)	(2.0)	1.0
YTD Budget	(2.1)	0.1	0.6	0.1	(0.4)	(1.0)	(0.7)	0.7	0.2	0.9	(1.5)	(1.6)	(8.8)	(13.4)
YTD Variance	12.3	(0.6)	(2.2)	(0.0)	(0.2)	0.2	0.1	(1.0)	0.2	0.5	0.8	(2.5)	6.8	14.4

Contribution Analysis (Excl. Q1) – December 2020

Qtr 2 Onwards (Cont)	Blood & Components inc. R&D	Diagnostics				Stem Cells				TAS	DTS Mgt	TES	ODT	TOTAL
		RCI	H&I	Reagents	IBGRL	CMT	CBC	BBMR	CBB					
Income	176.7	7.6	6.0	0.9	0.9	5.9	1.1	2.2	1.6	6.6	-	6.8	41.6	258.0
Variable Costs	(20.5)	(0.6)	(1.9)	(0.2)	(0.0)	(1.0)	(0.3)	(0.3)	(0.1)	(2.0)	-	(1.1)	(1.7)	(29.6)
Direct Costs	(78.3)	(4.4)	(3.5)	(0.5)	(0.1)	(3.1)	(0.8)	(1.2)	(0.7)	(2.3)	-	(5.4)	(25.8)	(126.0)
Direct Support (incl Notional Income)	(42.8)	(2.0)	(0.4)	(0.0)	(1.1)	(1.5)	(0.3)	(0.7)	(0.4)	(0.6)	0.0	(1.5)	(4.9)	(56.3)
Total Allocated Costs	(141.6)	(7.0)	(5.8)	(0.8)	(1.2)	(5.6)	(1.4)	(2.2)	(1.2)	(4.9)	0.0	(8.0)	(32.3)	(211.9)
Unallocated Costs	(24.5)	(0.8)	(0.6)	(0.1)	(0.1)	(0.6)	(0.2)	(0.2)	(0.2)	(0.5)	(0.1)	(0.9)	(4.7)	(33.6)
Operating Net Surplus / (Deficit)	10.6	(0.3)	(0.5)	0.1	(0.4)	(0.2)	(0.4)	(0.2)	0.3	1.2	(0.1)	(2.0)	4.5	12.5
Transformation Costs	(6.9)	-	-	-	-	-	-	-	-	-	(0.4)	-	(4.8)	(12.1)
Qtr 2 onwards Net Surplus / (Deficit)	3.7	(0.3)	(0.5)	0.1	(0.4)	(0.2)	(0.4)	(0.2)	0.3	1.2	(0.5)	(2.0)	(0.3)	0.4
Qtr 2 onwards Budget	(5.4)	0.1	0.5	0.1	(0.3)	(0.6)	(0.4)	0.4	0.1	0.6	(1.1)	(0.9)	(4.9)	(11.8)
Variance	9.1	(0.3)	(1.0)	(0.0)	(0.1)	0.4	0.0	(0.7)	0.1	0.6	0.6	(1.1)	4.7	12.2
RAG STATUS (Actuals V Plan)	G	R	R	G	R	G	G	R	G	G	G	R	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: Year to date 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

NHSBT Headcount WTE and Pay Expenditure Report
For the Year to date - 31 DEC 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	157	75	-75	0.0%	£9,540	£1,941	£8,003	£9,945	£-405	0.0%
Donor Experience	190	189	189	1	0.5%	£6,520	£6,299	£89	£6,387	£133	2.0%
Blood Supply: Blood Donation	1,339	1,369	1,363	-24	-1.8%	£36,320	£36,274	£253	£36,527	£-207	-0.6%
Blood Supply: Manufacturing, Testing & Issue	760	752	767	-7	-0.9%	£24,280	£24,317	£363	£24,680	£-401	-1.7%
Blood Supply: Logistics	306	312	323	-17	-5.4%	£8,797	£9,405	£0	£9,405	£-608	-6.9%
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	728	688	692	36	5.0%	£27,805	£26,193	£131	£26,324	£1,480	5.3%
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	0	2	2	-2	0.0%	£0	£121	£0	£121	£-121	0.0%
Clinical Services: Medical	172	161	159	13	7.4%	£9,376	£8,745	£41	£8,786	£589	6.3%
Clinical Services: Research and Development	34	46	43	-8	-24.9%	£1,260	£1,929	£0	£1,929	£-669	-53.1%
OTDT: Organ Donation & Transplantation	452	465	459	-6	-1.4%	£22,084	£21,955	£15	£21,970	£114	0.5%
OTDT: Organ Donation & Transplantation: Change Programme	76	44	45	32	41.3%	£2,563	£2,108	£219	£2,327	£236	9.2%
OTDT: Tissue and Eye Services	147	145	143	4	3.0%	£4,913	£4,675	£0	£4,675	£239	4.9%
Estates & Facilities	77	75	76	1	1.4%	£2,610	£2,570	£78	£2,648	£-38	-1.4%
Information Communication Technology	226	208	195	30	13.5%	£9,516	£8,489	£459	£8,948	£567	6.0%
People	129	132	128	1	0.7%	£5,085	£5,032	£5	£5,037	£48	0.9%
Quality	94	89	88	7	7.0%	£4,048	£3,753	£-1	£3,751	£296	7.3%
Finance	100	103	101	-1	-1.2%	£3,780	£3,697	£137	£3,835	£-55	-1.5%
Strategy and Transformation	14	21	16	-2	-12.0%	£716	£810	£309	£1,119	£-404	-56.4%
Business Transformation Services	29	23	25	4	15.2%	£1,275	£1,138	£0	£1,138	£137	10.7%
CEO and Board	5	5	5	0	5.6%	£424	£410	£0	£410	£13	3.1%
Blood & Group Change Programme	12	10	10	2	17.9%	£0	£449	£83	£532	£-532	0.0%
Miscellaneous (including COVID-19)	0	50	39	-39	0.0%	£421	£3,364	£716	£4,080	£-3,659	0.0%
Total	4,891	5,043	4,939	-49	-1.0%	£181,331	£173,675	£10,901	£174,631	£6,700	3.7%