

NHSBT Board Performance Report

February 2021

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Performance Headlines

Blood Supply	
<p>Collection has remained in excess of demand and hence red cell stocks rose to ca 40k (blue status – above 7 day target) through February and have remained at that level through March to date.</p> <p>Although variation in demand continues to present the greatest challenge to our supply planning process, current projections are indicating that stocks (in total and at group level) will stay at blue / green status through to mid April.</p> <p>An NCG webinar was held on 11 March to allow members to review the NHSBT commissioning proposals. Approval from DHSC for the proposed 9.0% increase in the income envelope for Blood in 2021/22 is now awaited.</p>	

Clinical Services (Diagnostics, Therapeutic Apheresis and Stem Cells)	
<p>Activity levels were improving steadily, as hospitals restored elective activity, but with the second wave of Covid-19 peaking in late Q3 and early Q4, activity and income has again been impacted. Income levels continue below plan across Clinical Services as the gains made in Q2 and early Q3 are eroded, with H&I and SCDT particularly impacted.</p> <p>Stem cell transplant activity continues to underperform due to Covid-19 with 1,227 transplants year to date versus 1,717 planned. The income shortfall is low, however, given it represents a small proportion of income (versus that from cryo storage and CBC).</p> <p>YTD income is now £4.2m adverse to budget but, due to a favourable position on expenditure, the overall income and expenditure position is nett £1.6m worse than plan.</p> <p>The full year I&E forecast is unchanged from last month.</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 67 deceased donors and 164 deceased donor transplants in February versus 91 and 216 respectively in the previous month.</p> <p>Different practices have been established across the UK and across organ groups with regards to transplant activity. Three liver centres remain open for clinically urgent patients. All renal centres are now open for deceased donation. Three pancreas centres are currently closed, anticipating reopening in March / early April. Access to theatres in acute hospitals, to undertake retrieval and transplantation, remains challenging due to conflicting priorities and this is expected to continue into 2021/22.</p> <p>TES : Orthopaedic sales continue to be impacted by the second wave of Covid-19 and cancellation of elective activity. Covid-19 is also causing more short notice cancellations of ocular products, as elective surgery is stopped. Income in February was 29% behind plan and £4.0m (27%) adverse year to date, with reduced cornea transplants continuing to be the major driver. TES is forecasting a full year I&E deficit of £4.9m, £3.5m adverse to plan.</p>	

Corporate Level / Finance	
<p>NHSBT total absence is currently ca 7% with 3% Covid-19 related.</p> <p>Year to date NHSBT is reporting a deficit of £0.5m, £15.1m 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 £10.5m, £9.0m better than plan.</p> <p>Final expenditure on Phase 1 of the Convalescent Plasma project is £14.7m. The spend for Phase 2 is forecast to be £51.4m (both phases separately funded by Treasury).</p>	

BLOOD SUPPLY - Director Report – February 2021

KEY ISSUES / ACTIONS FOR ATTENTION

CUSTOMER SERVICES

- OTIF in February was above target at 98.84%
- NPS score was 86.7 against a target of 83.0
- Donor Satisfaction was at 81.4% against a target of 75%
- Complainants per million were at 0.38% 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 1.7%, decrease of 0.2% from January
- Failed venepuncture in DC's are above target at 2.2%

COLLECTION & STOCK

- Collections have been strong enough to meet recent higher levels of demand. Overall red cell stocks have therefore held steady at c8 days of stock (DOS), with all blood groups either at or above target levels.
- Feedback from hospitals is that they are trying to restore services and catch-up on postponed activities, but continue to be constrained by staffing and other operational factors.

SICKNESS ABSENCE - M&L sickness was 4.25% against a target of 4.8%. Collections sickness was 5.49%. 116 Colleagues across the directorate are currently isolating due to COVID.

WASTAGE – Overall component loss rate (for all reasons) fell to 4.7% from 6.2% in Dec, due to primarily to lower expiries.

RISK

- BD Staffing Shortages remains red; risk updated with recent Fire Break Approach
- Oxford DC from amber to red; increased likelihood of loss of staff and donors
- New: BD Staff Harm (manual handling based) risk now captured on Pentana
- New: BD – Long Covid and effects of donating now captured on Pentana
- BD EU End of Transition Period Risks; all actions complete / awaiting project closure
- Liverpool DC risk archived post relocation; new centre to be opened in May/June 2021

PROJECTS

- Pop Up Centre in Shepherds Bush opened in February
- 75.4% of BD colleagues have received first vaccine. 73.5% NHSBT colleagues received vaccine.
- Session Solution goes live for the 4 pilot teams (Lancaster, Lancaster DC, Coventry, Tunbridge Wells) from 15th March.

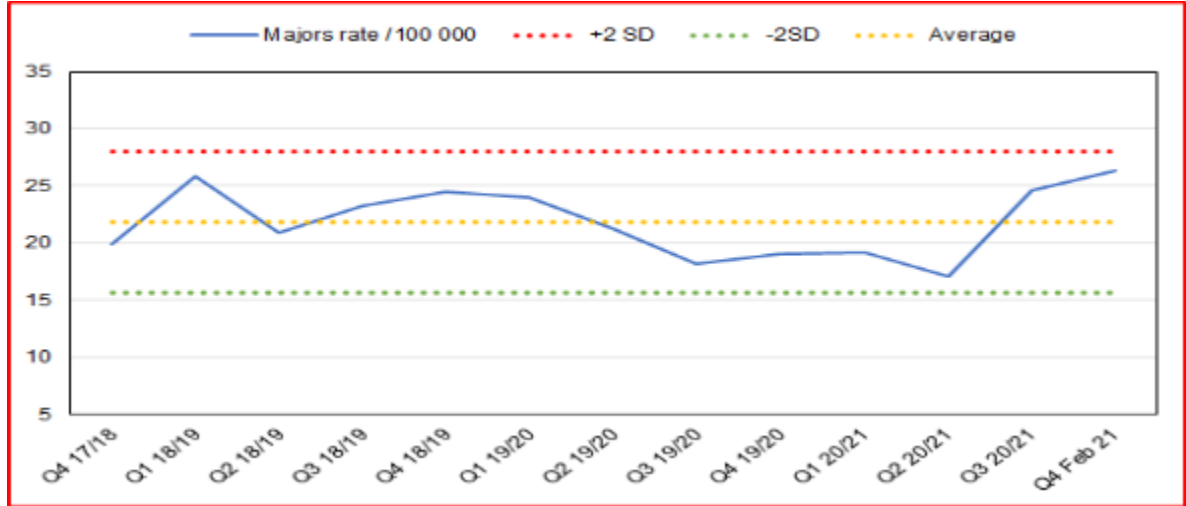
BLOOD SUPPLY – Safety & Compliance

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
Blood Supply Number of Critical & Major Regulatory Non Compliance Target = 0	G	G	G	↔	Q3: 0 reported YTD v NIL Target. YTD AP11: None reported
Blood Supply Serious Incidents Target = 0	G	G	G	↔	Q1: 0 reported v NIL Target. Q2: 1 reported but subsequently downgraded - INC79914 Q3: 0 reported YTD AP11: NIL serious incidents reported
H&I % Patients Receiving A or B1 Grade Matched Platelets YTD Target = 75%	G	G	G	↔	Q1: 73.7% v 75% target Q2: 75.4% v 75% target Q3: 78.2% v 75% target YTD AP11: Above target YTD at 76% 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.					

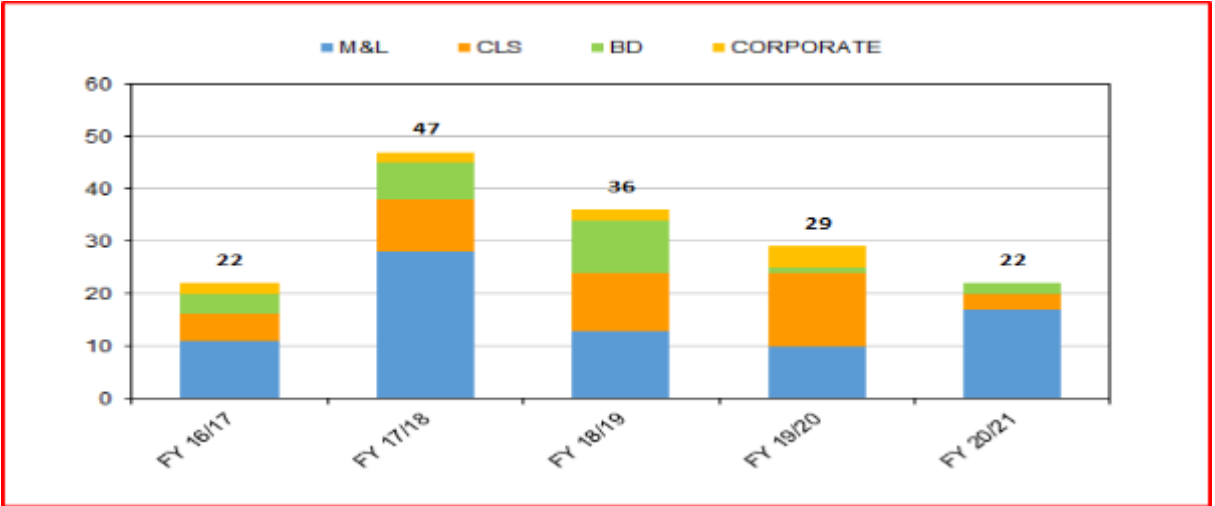
Key Messages / Issues for Attention:

- Five SABREs reported by NHSBT in February, 4 in Blood Supply and 1 in RCI. Year to date SABREs are now 22 (2 in BD, 17 in M&L and 3 in Clinical) – **chart 3**.
- Major QIs – number of incidents stable in month. Now reported as a frequency with no obvious adverse trends are apparent, however monitoring of events is ongoing.

1. Major QIs Rate per 100,000 Donors Attending - Blood Supply



3. Reports to SABRE



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

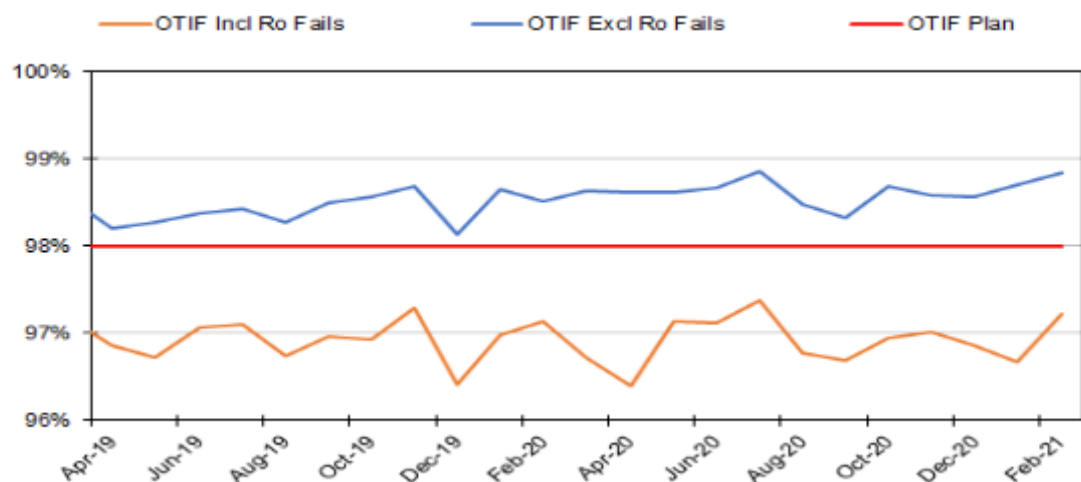
BLOOD SUPPLY – Customer Service

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
On Time In Full (OTIF) Excluding Ro YTD Target = 98%	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	↔	YTD AP11: 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 AP11: Next survey in April 2021 for 6 months to March 2021

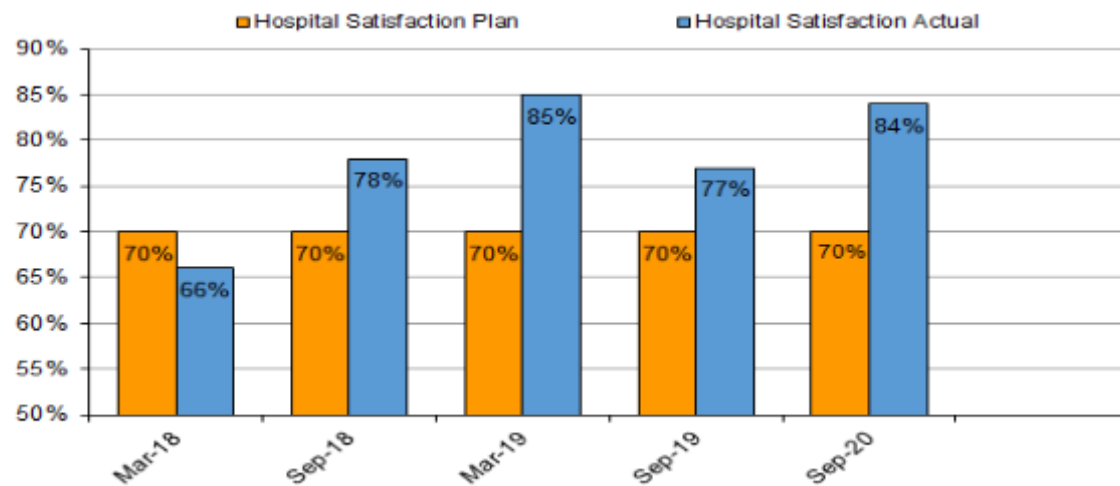
Key Messages / Issues for Attention:

- OTIF performance in February, excluding R_o 'in full' fails, remained high, at 98.8% (versus target of 98%) - **chart 4**

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



5. Hospital Satisfaction (6 monthly survey)

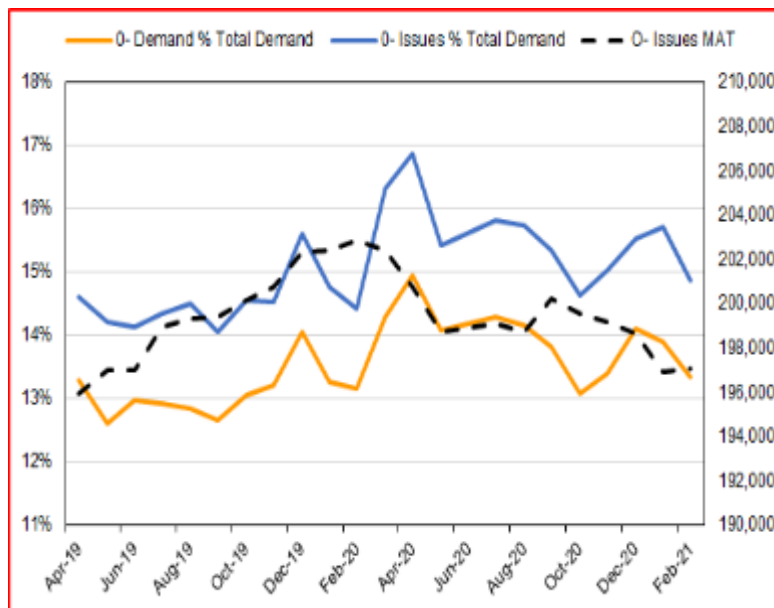


BLOOD SUPPLY – Red Cell Demand

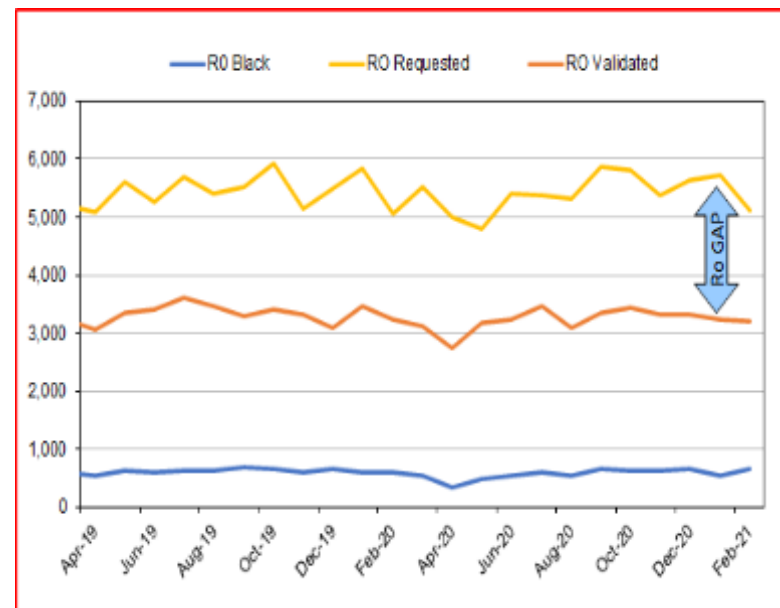
6. Red Cell Supply - Year to Date by Blood Group

Blood Group	2020/21 - YTD February 2021	2019/20 - YTD February 2021	Change
A Neg	94,867	102,747	-7.7%
A Pos	331,739	370,672	-10.5%
AB Neg	7,182	8,161	-12.0%
AB Pos	21,710	25,279	-14.1%
B Neg	32,974	34,345	-4.0%
B Pos	93,139	101,562	-8.3%
O Neg	181,014	186,394	-2.9%
O Pos	407,748	452,830	-10.0%
Total	1,170,373	1,281,990	-8.7%

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



10. Ro Gap - Red Cell Demand & Issues

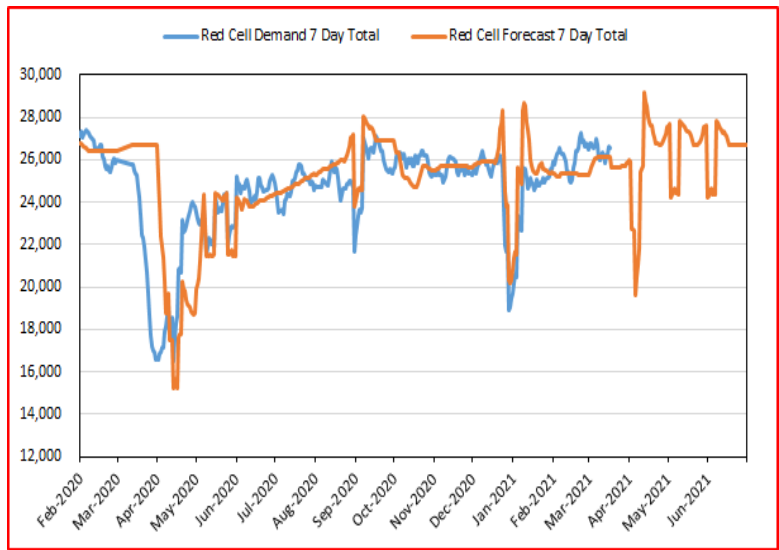


Key Messages / Issues for Attention:

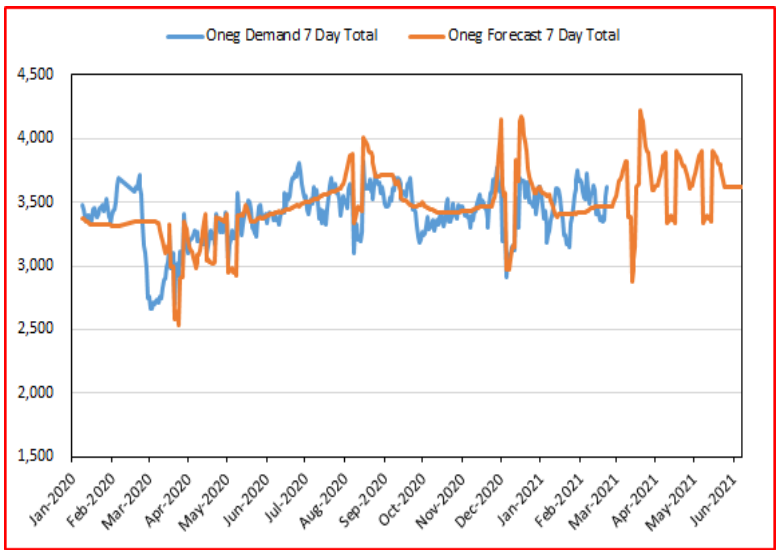
- Red cell and platelet demand trends during the Covid-19 period are provided on the following page.
- Demand increased to near non Covid levels with wave 2 pressure on hospitals declining - and was 3.5% above the weekly override forecast in the month.
- O negative demand whilst 2.6% higher than forecast in February, has remained broadly stable with moving annual demand down 3.5% vs 9.3% for red cells overall – **chart 9**.
- R_o February demand was 4.2% below forecast, although demand is broadly flat on a trend basis. Ro collections were 56% of that required to meet total demand, requiring the substitution of ca 2,200 units of O negative red cells – **chart 10**.

BLOOD SUPPLY – Demand trends during Covid-19 versus revised forecasts (as at 17 March 2021)

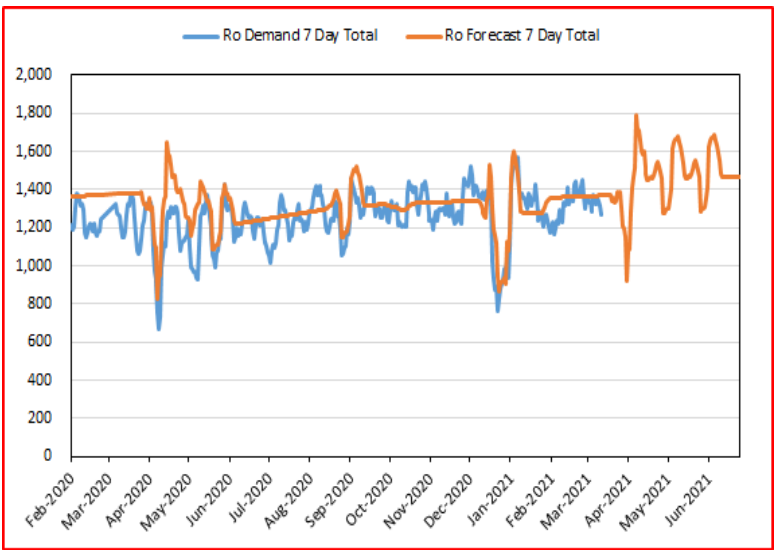
Red Cell 7 Day Moving Demand



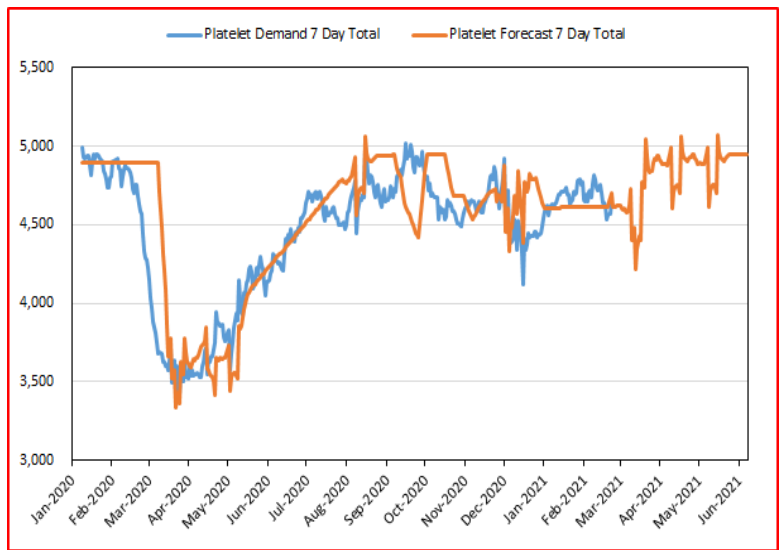
Red Cell O negative 7 Day Moving Demand



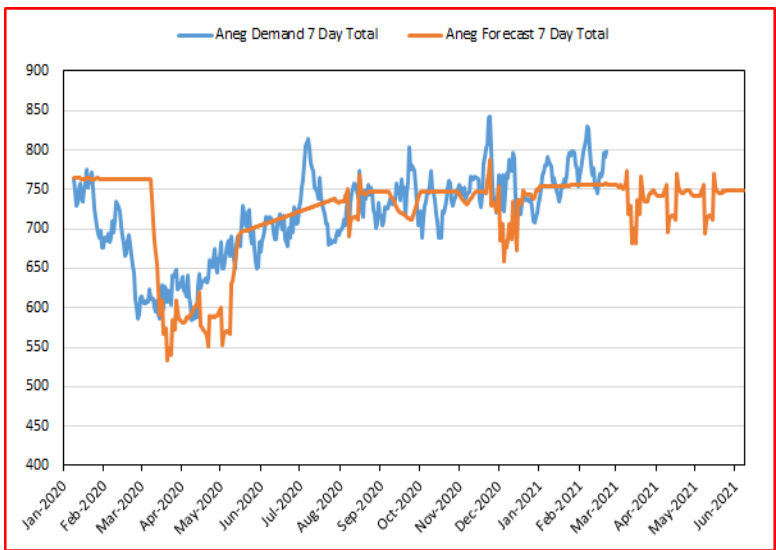
Red Cell Ro 7 Day Moving Demand



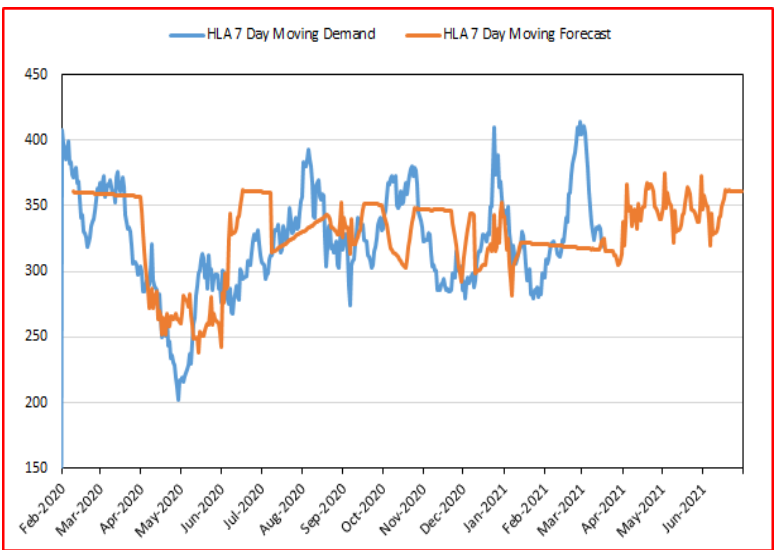
Platelet 7 Day Moving Demand



Platelet A negative 7 Day Moving Demand



Platelet HLA 7 Day Moving Demand

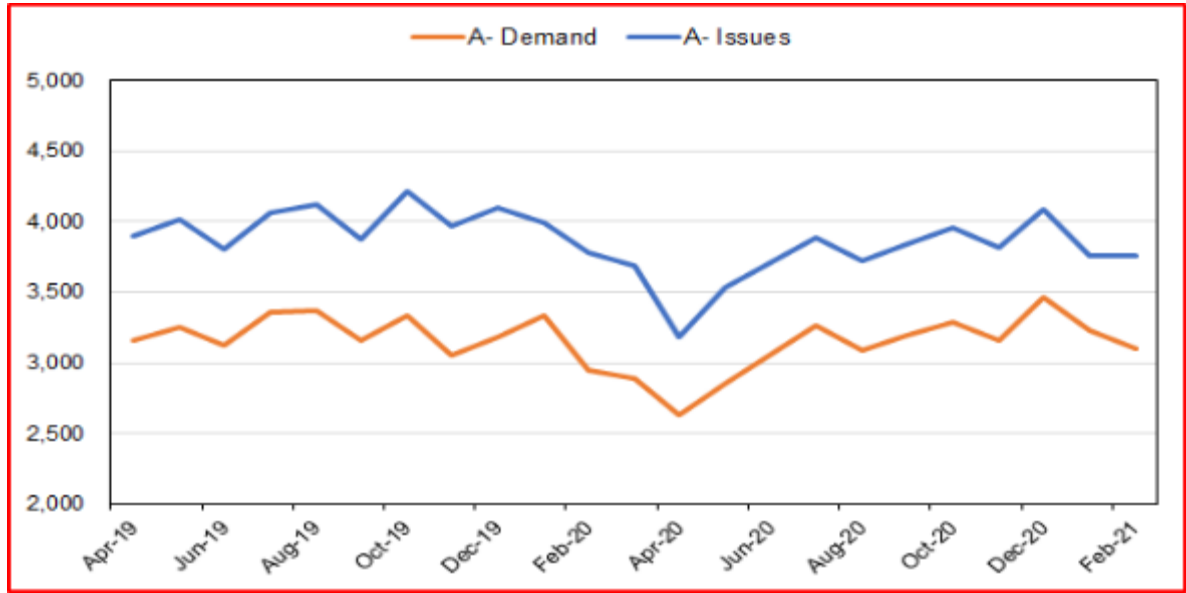


RAG THRESHOLDS: Green \geq Target; Amber 98% of Target; Red $<$ 98% of Target

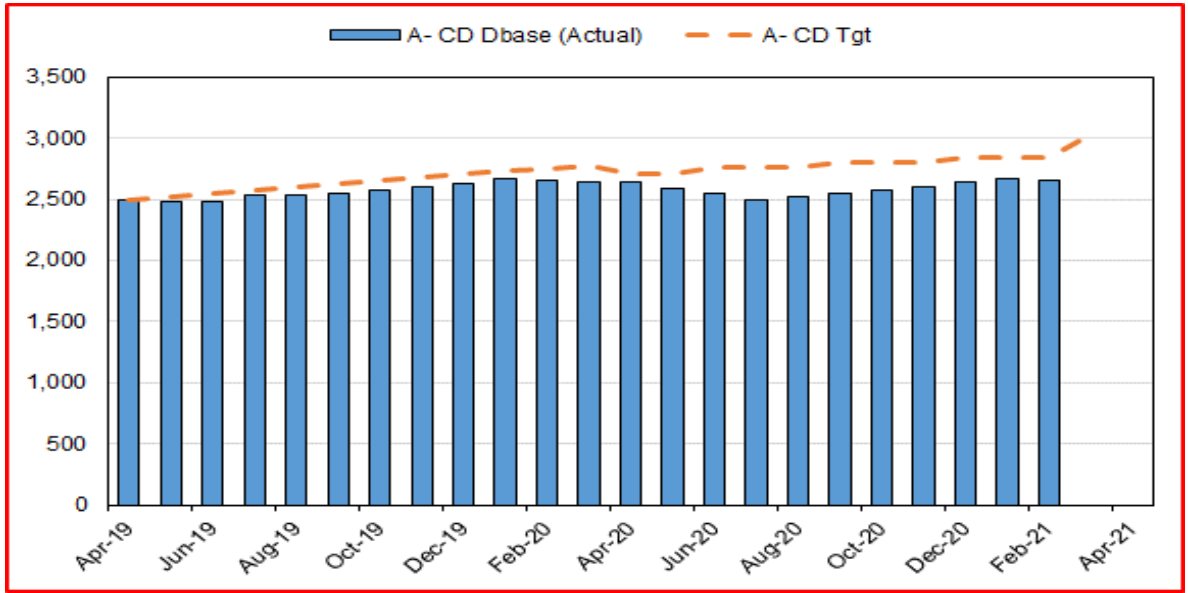
BLOOD SUPPLY – Platelet Demand & Donor Base

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
A Negative Apheresis Donors Donating in Last 12 Months Target = 3,033	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 YTD AP11: Donor base +11 from April at 2,651 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 2.1% above forecast in February with A negative and HLA demand particularly strong into early March as the impact of Covid Wave 2 recedes.
- A neg + AB neg demand increased to 17.8% of total demand in February with the MAT also at 17.8% YTD
- The number of A- CD donors continues to run below target with cancelled appointments hitting collection volumes. A- CD donors are required to relieve the pressure on pooling / wastage of A- and AB- red cells – **chart 13**.

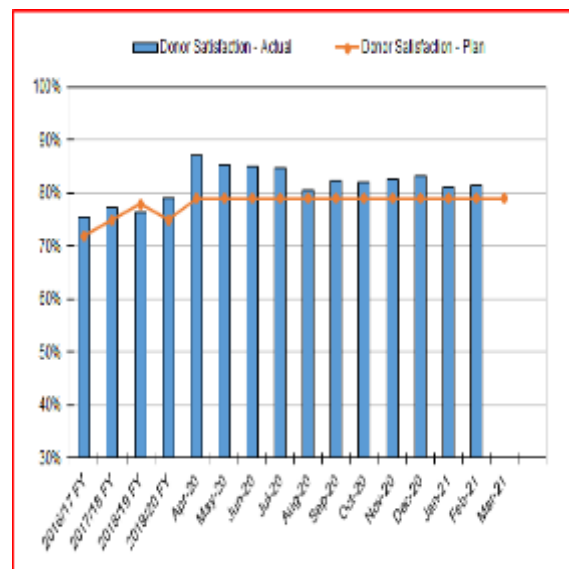
BLOOD SUPPLY – Collection Performance

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
YTD Blood Donor Satisfaction Score ≥ 9 or 10 Target 75%	G	G	G	↔	Q1: 86% satisfaction v 75% target - chart 14 Q2: 85% satisfaction Q3: 84% Satisfaction YTD AP11: Stable at 83% v 75% target.
Complaints per Million Whole Blood Donations YTD Target = 0.59%	G	G	G	↔	Q1: 0.37% complaints v 0.59% target - chart 15 Q2: 0.48% complaints Q3: 0.48% complaints YTD AP11: Complaints 0.44% v 0.59% target.

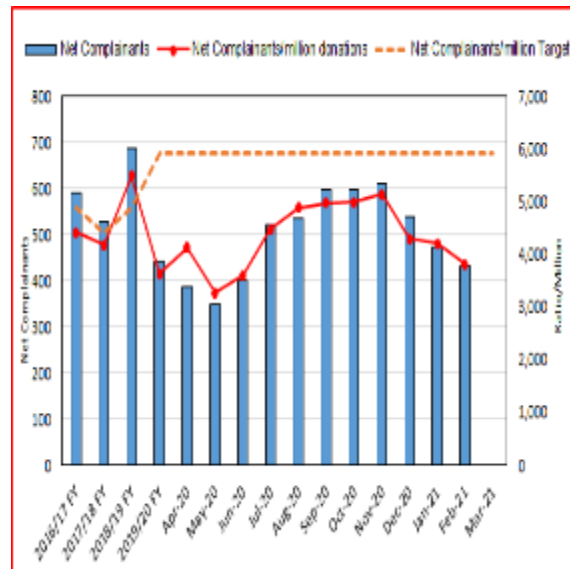
Key Messages / Issues for Attention:

- Collection performance was marginally above plan in month. O negative collection was 0.7% below plan but is now showing much improved performance – (charts 25 & 26).
- Donor satisfaction continues to be steady at 83% in February and well above target of 75% – **chart 14**
- Donor complaints continue to decline - persisting complaint categories are staff attitude, appointment and session availability, cancellations, and donors not being informed of session changes or cancellations – **chart 15**.

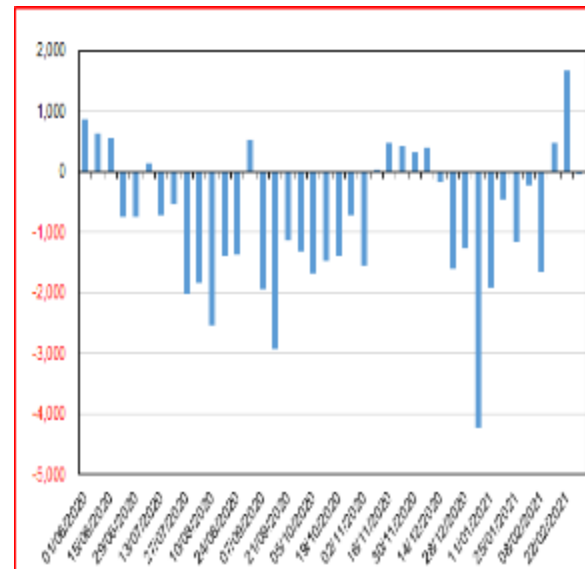
14. Donor Satisfaction



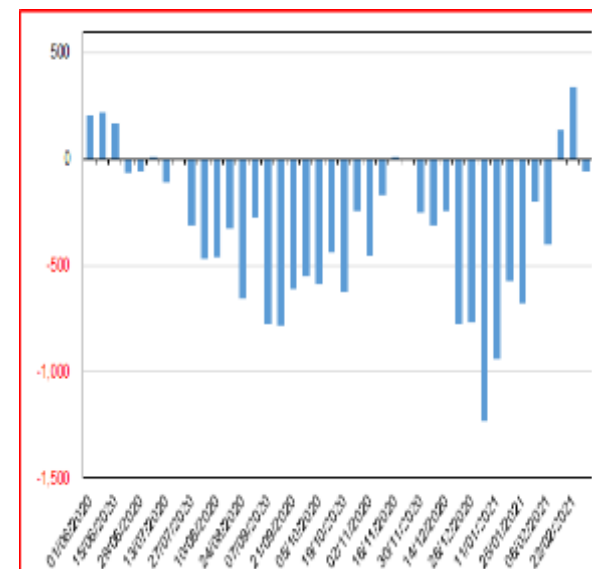
15. Donor Complaints



25. Weekly Collection Variance to Plan



26. Weekly Collection Variance to Plan O-

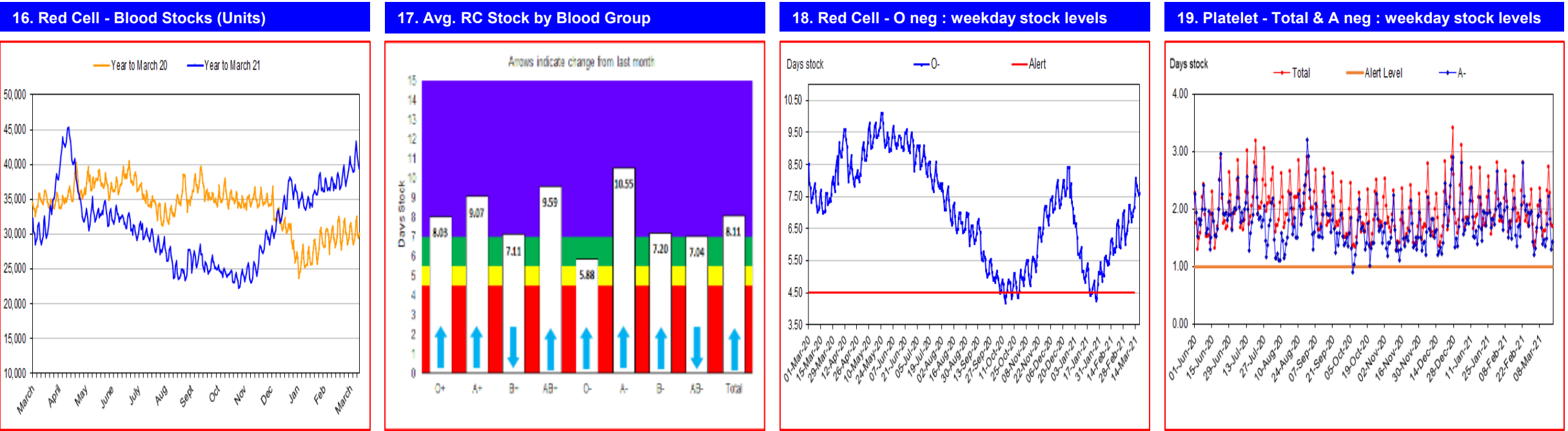


BLOOD SUPPLY – Stock Levels

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
Red Cell Blood Stocks Alert < 4.5 days Target = 0	R	G	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 AP11: 21 red cell stock alerts YTD; 0 in February
Platelet Stock Alert < 1 days Target = 0	R	G	R	↑	Q1: 3 Platelet stock alerts v Nil target - chart 19. Q2: 0 platelet stock alerts Q3: 1 platelet stock alert YTD AP11: 4 platelet stock alerts in April (2), May (1) and December (1).

Key Messages/Performance/Issues for Attention:

- Stock levels reached 8.7 days and 39.8k units by the end of the month and have broadly maintained that level into early March with all group forecast to remain at or above target – charts 16 & 17.
- With improved collection performance O neg stocks reached 7.1 days stock by the end of February (and has been maintained into early March).

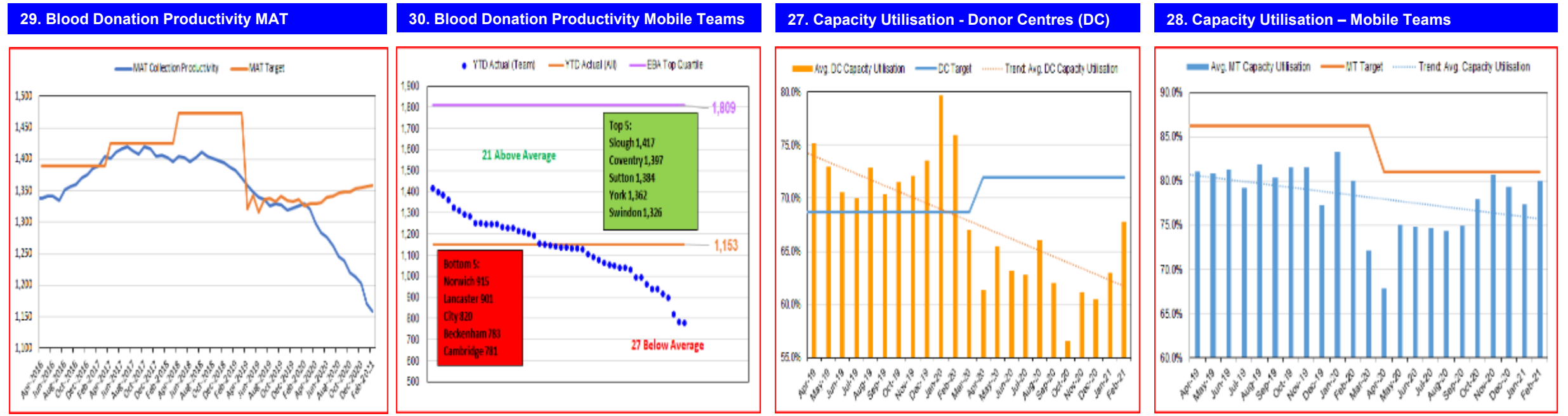


BLOOD SUPPLY – Blood Donation Productivity

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 Q3: Productivity 1172 v 1,364 target
% Whole Blood Collected in Donor Centres YTD Target = 24.4%	G	G	G	↔	YTD AP11: 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 AP11: Above target in month at 28% and YTD at 25%

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.**



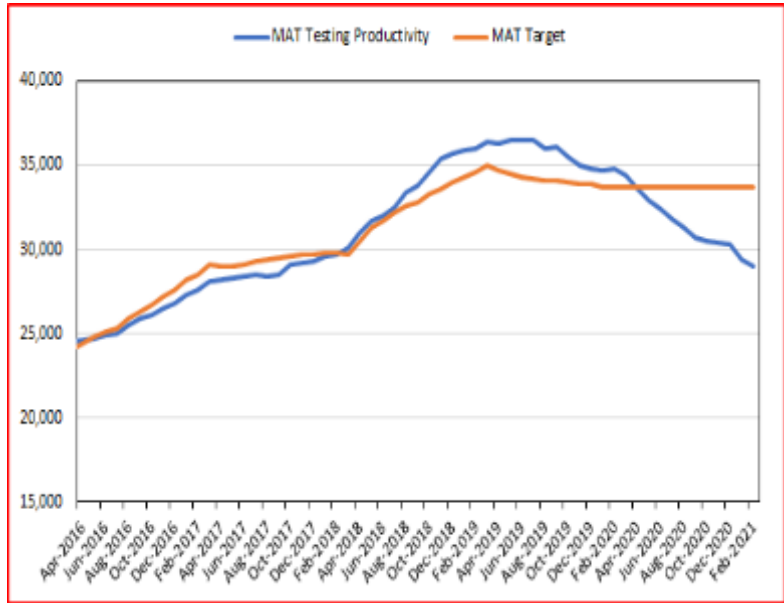
BLOOD SUPPLY – Processing, Testing and Issue Productivity

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: Productivity below target at 9,871 v 11,243 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 AP11: Productivity below target at 28,459 v 33,661
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 AP11: Productivity below target at 32,357 v 36,485

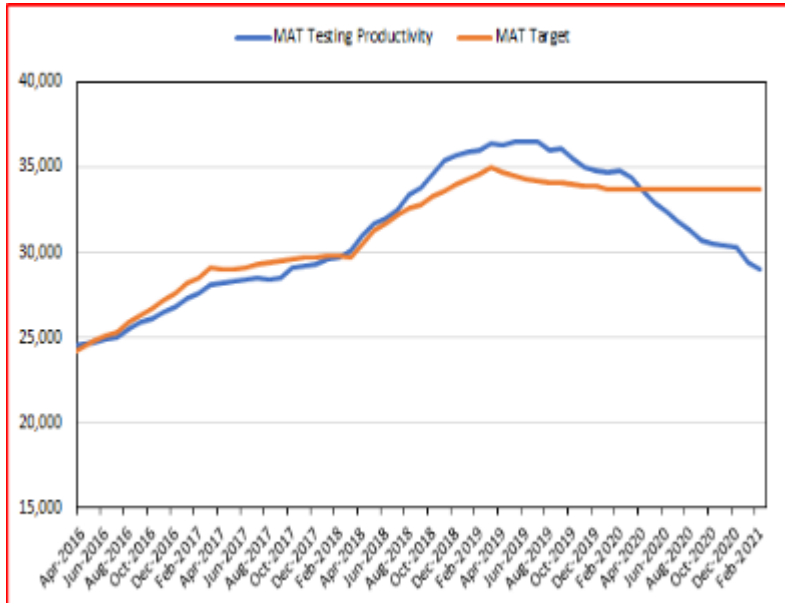
Key Messages / Issues for Attention:

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

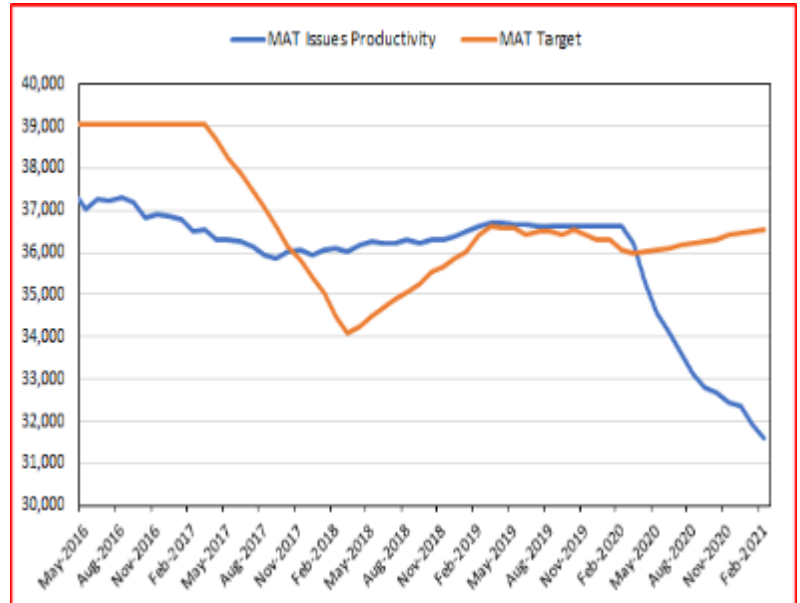
31. Manufacturing Productivity : MAT



32. Testing Productivity : MAT



33. Hospital Services Productivity : MAT



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

YTD RAG status will be reinstated post COVID-19.

Clinical Services: Director Report – February 2021

Key Issues / action for attention:

- Overall, levels of activity rose steadily across the Clinical Services portfolio following the end of Q1; we have since experienced some impact of the COVID-19 second wave on service demand during Q3 and into Q4, with financial forecasts now reflecting a more prudent outlook for year-end.

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 £0.3m behind 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 £3.1m worse than budget YTD, with the year-end forecast £3.3m worse than plan.

Stem Cells & Therapeutics (SCT)

- SCDT** have issued 43 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 (102 actual v 183 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 (1,227 v 1,717), however, routine service activity is 4% ahead of plan YTD due to cryopreserving allografts, with income £0.4m better than budget.
- CBC** remains on target, with a high confidence level of achieving plan. **Advanced Cell Therapy** income is forecast to end the year £0.7m (48%) adverse due to pandemic driven project delays.
- Overall, **SCT** are £0.7m worse than financial plan YTD and forecasting £1.2m adverse at year-end.

Therapeutic Apheresis Service (TAS)

- Activity levels remain below plan by ca 7% YTD due to the impact of COVID-19 in Q1 (-20%); they exceeded target in Q2 as activity rose rapidly, with Q3 / Q4 activity falling behind plan as the pandemic second wave impacted. TAS 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 ensures 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** latest patient satisfaction survey outcome was 97%, up from 92% last year. Financials are £0.6m better than plan YTD and forecast to remain at £0.6m favourable by year-end.

Financial Summary

- Overall, the Clinical Services I&E position is £1.6m worse than plan YTD. Q1 was £1.6m adverse (pandemic first wave impact); Q2 £0.5m favourable (initial restoration period); Q3 £0.1m adverse (second wave impact); and Q4 £0.4m adverse so far.
- The year-end forecast is £2.5m behind budget; income below plan the driver (see table above); under spends from vacant posts in medical, customer service and management roles (£1.4m) offset (in-part) adverse operational function forecasts (£3.9m).

Clinical Services Income	Q1 Variance	Q2 Variance	Q3 Variance	Q4 Variance
Diagnostics: H&I	(£1.5m)	(£0.7m)	(£0.3m)	(£0.5m)
Diagnostics: RCI	(£0.4m)	(£0.3m)	(£0.2m)	(£0.2m)
Diagnostics: IBGRL	(£0.1m)	-	(£0.1m)	-
SCT: SCDT	(£0.6m)	(£0.4m)	(£0.5m)	(£0.5m)
SCT: CMT	(£0.3m)	£0.4m	£0.2m	-
SCT: CBC	-	-	-	-
Therapeutic Apheresis	(£0.4m)	£0.5m	-	(£0.1m)
R&D / Medical / Other	£0.2m	£0.5m	£0.4m	£0.7m
Total	(£3.1m)	£0.0m	(£0.5m)	(£0.6m)

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. An update on the emerging strategy was provided at November Board, with further engagement activity ongoing during 2021.
- Transfusion 2024:** work to plan the programme is underway, as part of broader Clinical Services portfolio planning.

Developments re strategic risk:

- The **COVID-19 pandemic** has driven an adverse impact on service demand this year that has continued during the first three quarters of 20/21 and into Q4.
- The forecast impact on financial contribution is manageable within NHSBT's overall financial position and has formed 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.

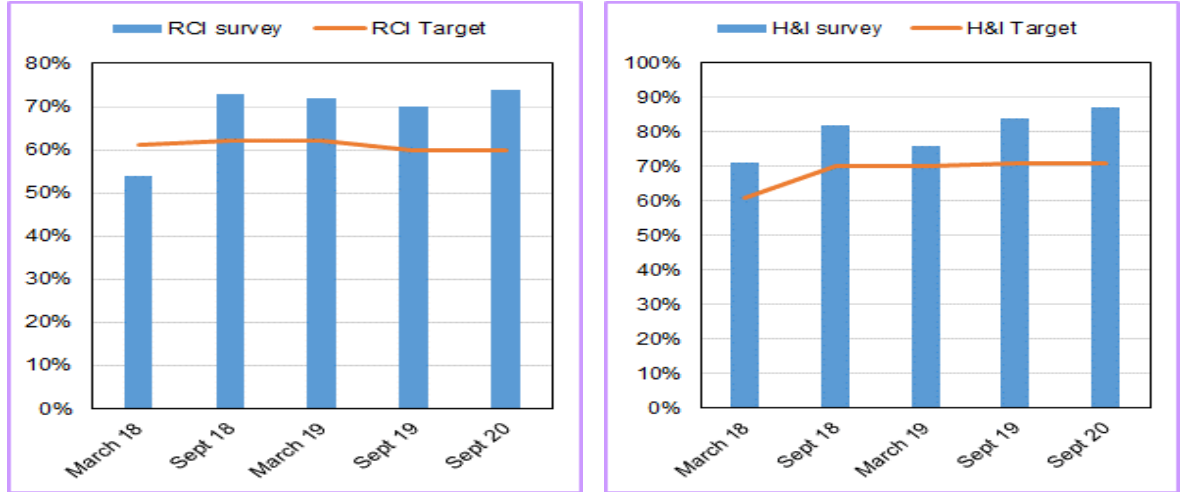
Clinical Services – Group Level Indicators

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
DTS Sales Income £000 Full Year Target = £71.04m	R	R	R	↔	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 AP11: £5.3m v £5.5m plan in month; £59.7m v £63.9m plan YTD.
DTS Number of Serious Incidents Target = 0	G	G	G	↔	Q3: None reported YTD v zero target YTD AP11: No serious incidents reported.
DTS Number of Critical Regulatory Non Compliance Target = 0	G	G	G	↔	Q3: None reported YTD v zero target YTD AP11: None reported YTD
DTS Number of Major Regulatory Non Compliance Target = 0	G	G	G	↔	Q3: None reported YTD v zero target YTD AP11: 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.					

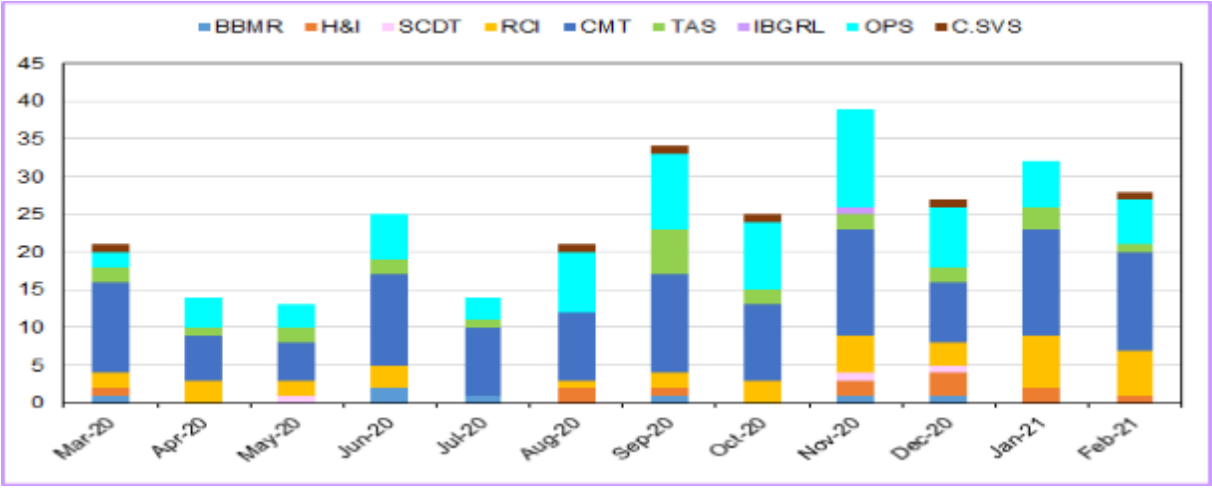
Key Messages / Issues for Attention:

- Overall, levels of activity rose steadily across the Clinical Services portfolio since the end of Q1; some impact of the COVID-19 second wave on service demand was experienced during late Q3 and early Q4, forcing a more prudent financial projection for year-end.
- 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 £1.6m adverse year to date (income £4.2m adverse, expenditure £2.6m favourable).
- The year-end I&E position is forecast to be £2.5m 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

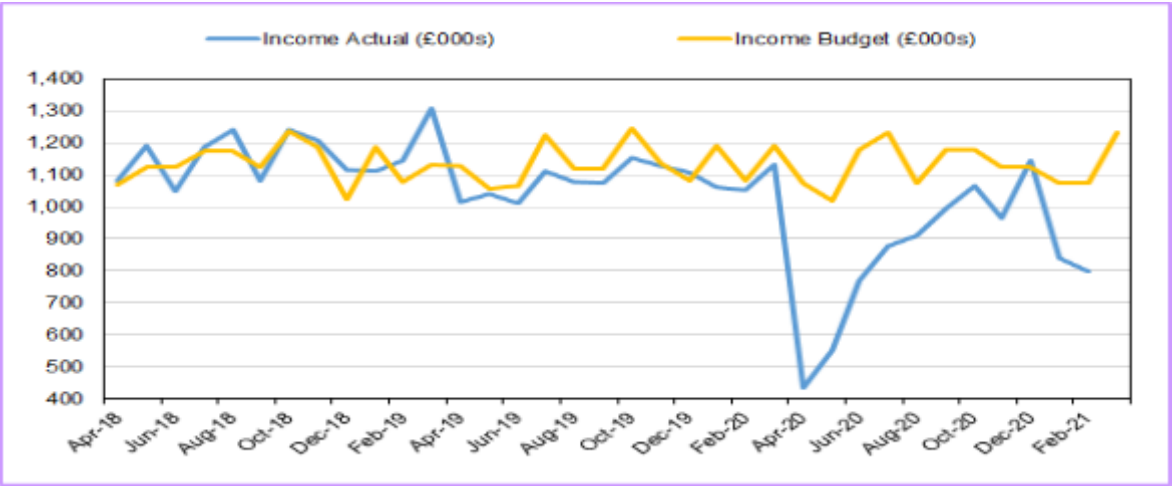
Clinical Services – H&I

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: Income in month at lowest level since Q1; below plan YTD at 9.3m v £12.3m plan
H&I Time to Type DBD and DCD Organ Donations Target = 80% (reported one month in arrears)	G	G	G	↔	Q1: 91% v 80% target Q2: 88% v 80% target Q3: 86% v 80% target YTD AP10: Performance steady at 87% v 80% target YTD.
H&I Sample Turnaround v SLA YTD Target = 95%	G	G	G	↔	98% YTD v 95% target - chart 46. YTD AP11: Performance steady at 98% v 95% target

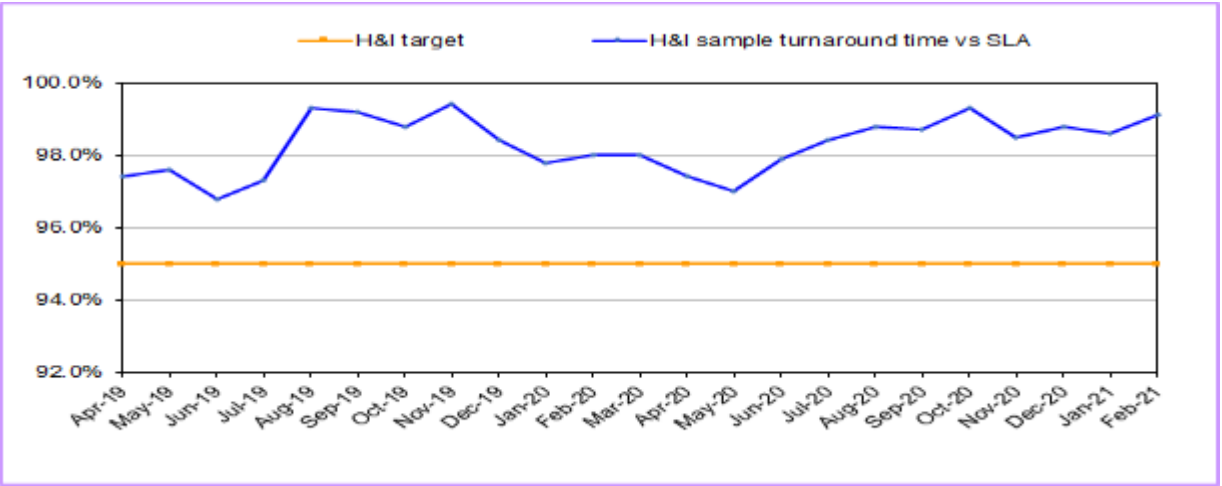
Key Messages / Issues for Attention:

- Whilst hospital referral activity has recovered to ca 80% of pre-Covid levels, activity is down across all service lines and 31% down overall.
- The YTD income shortfall (-24%) is predominately driven by an ongoing reduction in hospital referrals due to Covid and cancellation of clinics.
- Internally, platelet donor typing is down 30% versus plan, however TRALI reduction screening is 55% ahead of plan.
- Overall, H&I is reporting an I&E deficit of £2.3m versus plan to February, an adverse movement of £0.1m from last month.
- H&I is forecasting a full year I&E deficit £2.4m adverse to plan, a favourable movement of £0.2m 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.

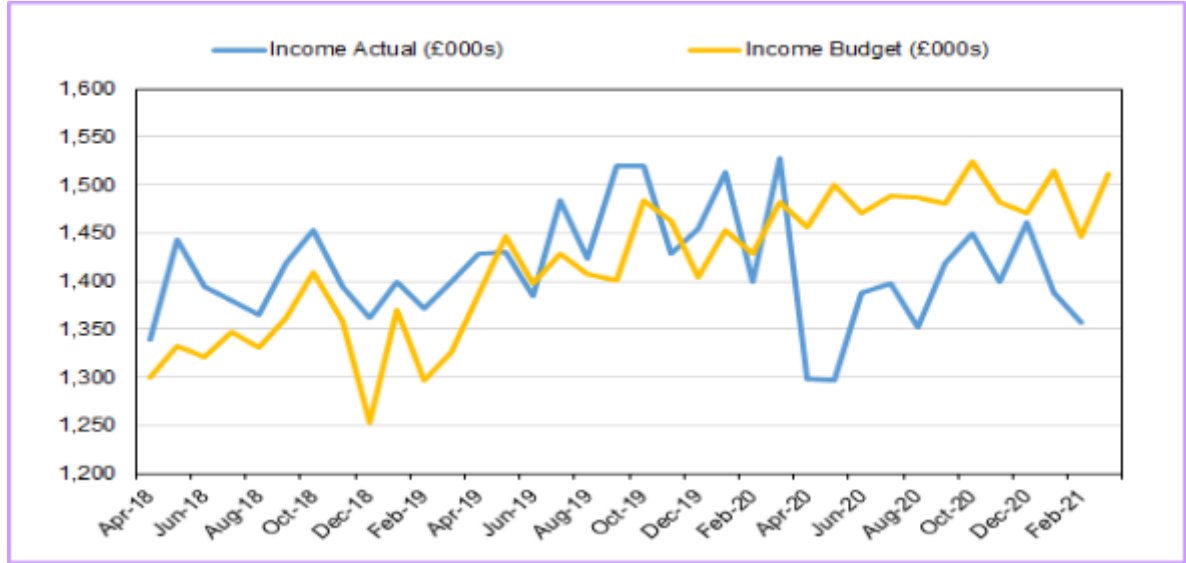
Clinical Services - RCI

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: Income levels remain below plan in month and YTD; £15.2m v £16.3m plan.
RCI Sample Turnaround v SLA Target = 95%	G	G	G	↔	Q1: 98.9% v 95% target - chart 45. Q2: 97.5% v 95% target Q3: 98.8% v 95% target YTD AP10: Performance steady at 98% v 95% target YTD

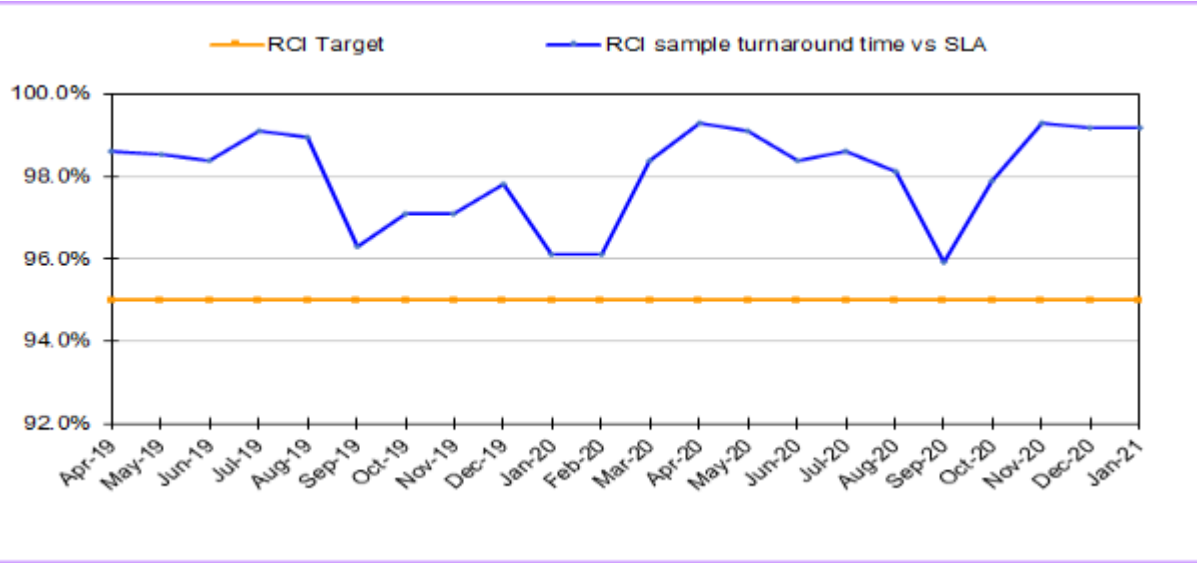
Key Messages / Issues for Attention:

- RCI has been proportionately less impacted by Covid-19 than other areas of Clinical Services, but activity remains 7% behind plan across all income streams.
- Red Cell Reference Services is particularly impacted with income £610k (16%) adverse YTD and £474k (13%) lower than last year.
- Antenatal Reference Service income is 6% adverse YTD and 4% lower than last year; Reagent income is 9% adverse YTD and 5% lower than last year.
- Service levels have remained high throughout the year at 98% YTD vs 95% target – **chart 45**
- Overall, RCI is reporting an I&E deficit of £0.7m 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.

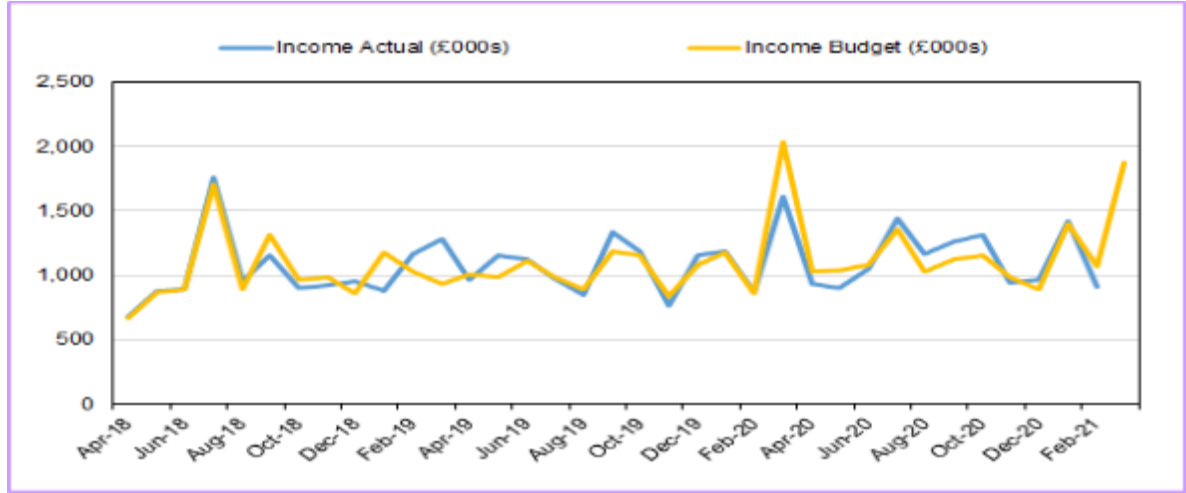
Clinical Services - CMT

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
CMT Total Sales Income £000 Target = £14.08m	G	A	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 AP11: Income above target YTD; £12.3m v £12.0m plan.
CBC Sales Income £000 Target = £2.61m	G	G	G	↔	Q1: £540k income v £505k plan - charts 40 & 41. Q2: £824k income v £859k plan Q3: £323k income v £323k plan YTD AP11: £2.4m v £2.4m 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	↔	Q3: CMT OTIF performance 100% YTD AP11: OTIF performance continues at 100%

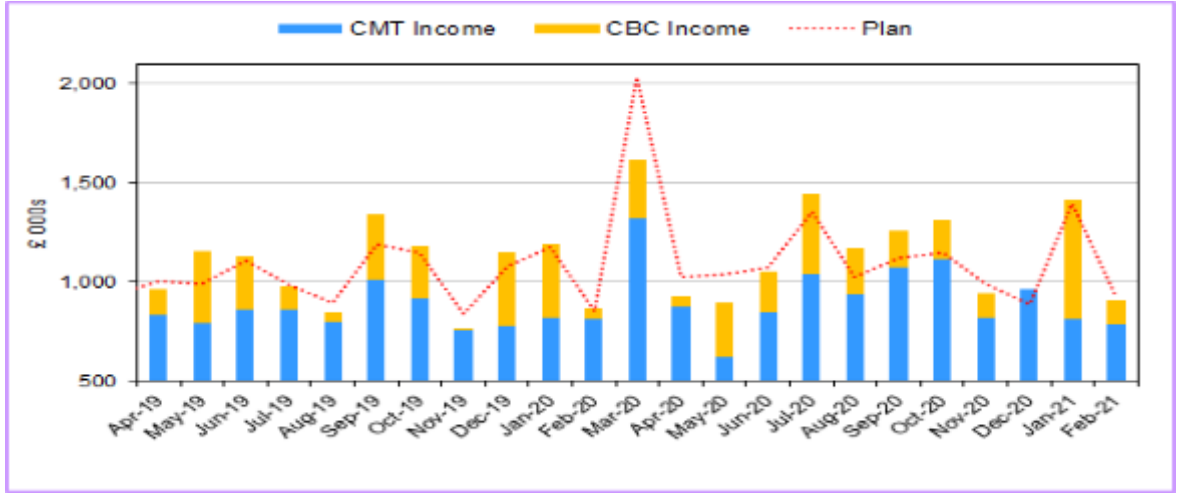
Key Messages / Issues for Attention:

- With c85% of CMT income derived from cryopreservation and CBC projects, both much less impacted by Covid-19, overall income is £0.3m (3%) ahead of plan year to date.
- Stem cell transplant activity supported continues to be significantly impacted by Covid-19 with 1,227 transplants YTD v 1,717 planned (-23%).
- Cryopreservation income continues above plan levels at ca £220k favourable YTD.
- Project income in Advanced Cell Therapy fell back sharply in month to £80k adverse due to testing delays on the Azellon project.
- CBC income YTD is at plan level.
- Overall CMT is reporting a YTD I&E surplus of £495k but is forecasting a full year I&E contribution of £162k favourable to plan.

40. CMT Total Income



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



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

YTD RAG status will be reinstated post COVID-19.

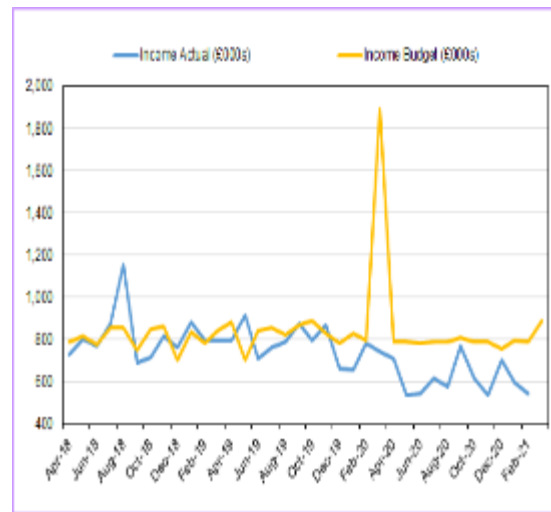
Clinical Services - SCDT

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: Income below target YTD at £6.7m v £8.7m 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 AP11: 61 cords banked YTD v 341 planned. Activity remains low with 5 banked v 31 target in month.
SCDT BAME Cord Blood Additions to Bank Target = 40%	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 AP11: 30 of cords banked YTD are BAME.
SCDT Cord Blood Issues Target = 54	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 AP11: 43 issues YTD v 48 target.
SCDT Adult Donor Provisions Target = 240	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 AP11: 102 provisions v 184 planned.
SCDT FIT Donors Added to Bank Target = 10,000	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 AP11: 9,882 v 9,166 target

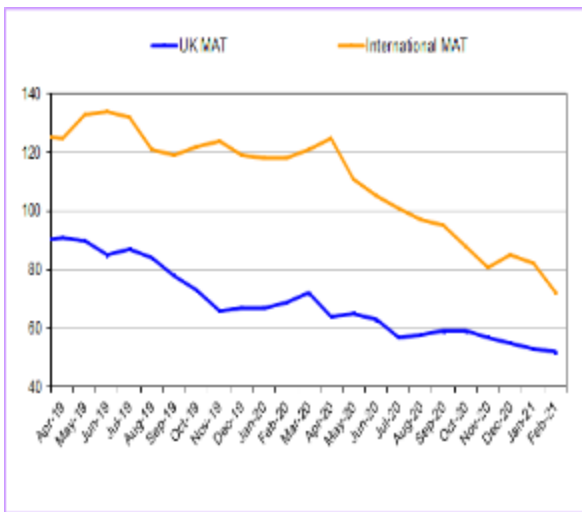
Key Messages/Issues for Attention:

- BBMR UK provision continues to be impacted by Covid-19 with fewer patients matched as stem cell transplants are delayed or deferred.
- BBMR international exports are impacted by US transplant centres applying a filter to database search engines which prioritises US matches to avoid logistical challenges and reduce risks to patients.
- 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 UK issues ahead of plan and international issues behind plan – **charts 50 & 51**
- Overall SCDT income YTD is £1.9m adverse, largely due to a £1.7m (46%) adverse variance re BBMR harvest income. This is partially offset by YTD underspends of £0.8m to report a YTD I&E deficit of £1.1m.
- Full year forecast I&E contribution is £0.1m, £1.34m adverse to plan.

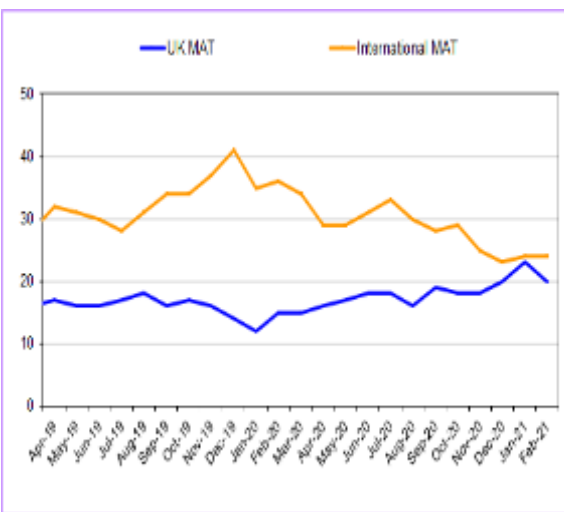
42. Stem Cells - SCDT Income



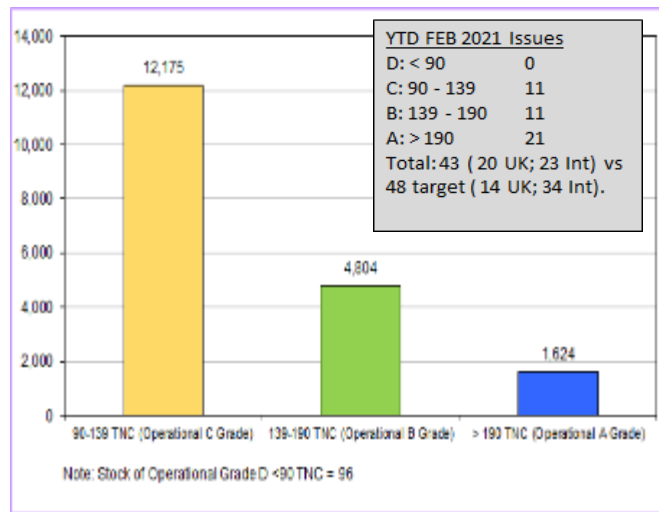
49. Adult donor provisions : UK & International MAT



50. Cord blood units issued : UK & International MAT



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



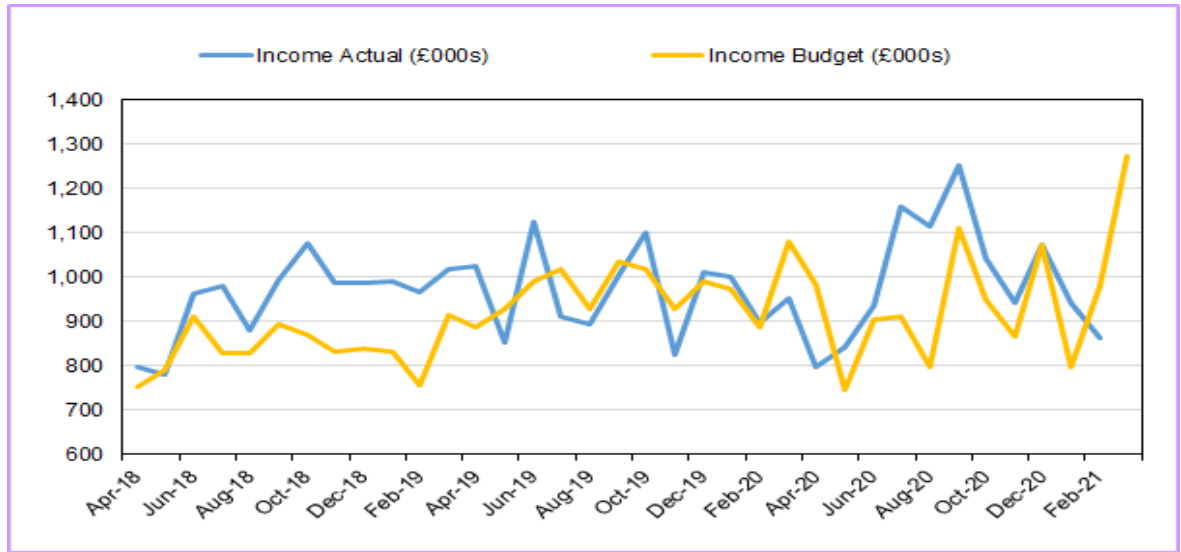
Clinical Services - TAS

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: Income £11.0m v £10.9m plan.
TAS Hospital Satisfaction % Scoring >= 9 or 10 Target = 68%	-	-	-	↔	83% v target of 68% for year to March 2020 YTD AP11: - 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 AP11: Next survey for year to December 2021

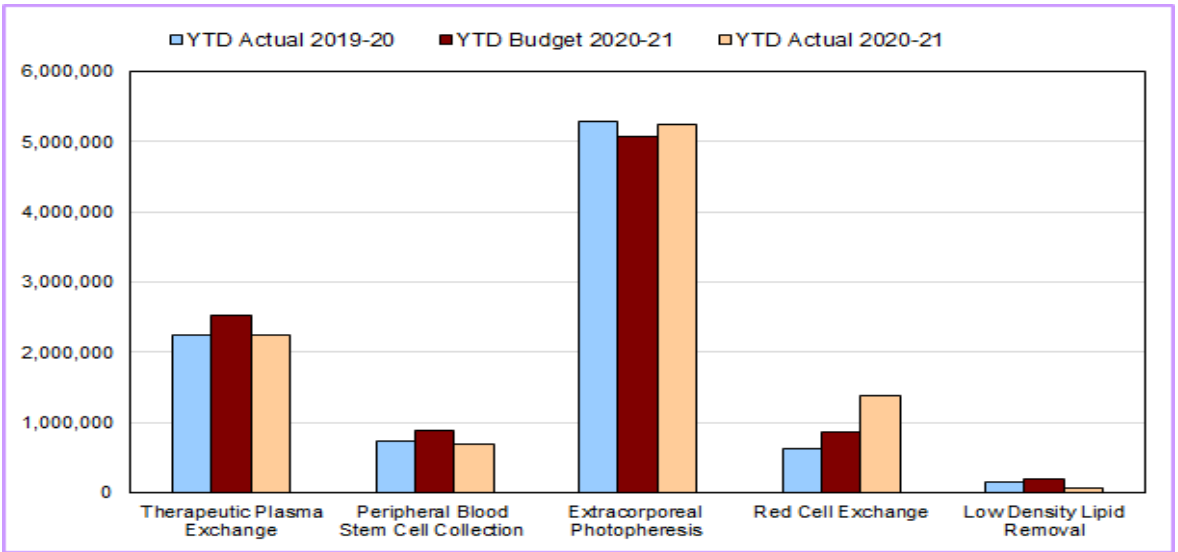
Key Messages / Issues for Attention:

- Activity in February was 87 procedures adverse to plan. YTD activity is now 603 (7%) below plan and 2 procedures below last year's YTD activity.
- YTD income of £11m is 1% ahead of plan and 3% ahead of last year – **chart 43**.
- The favourable income position is augmented by £0.56m underspend on activity related variable costs including harnesses and consumables.
- TAS is reporting a £3.4m I&E contribution YTD (£0.65m favourable to plan) and forecasting a full year I&E contribution of £1.9m, £0.5m favourable to plan.

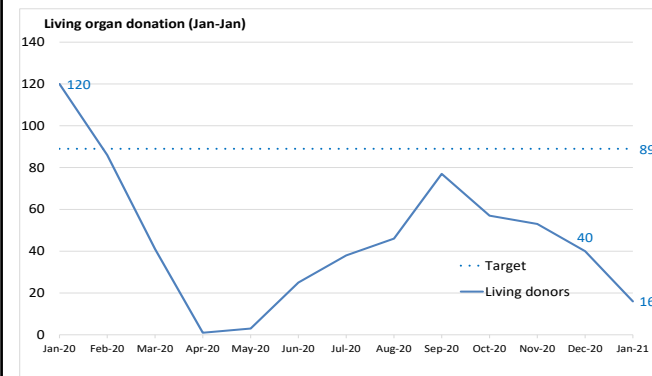
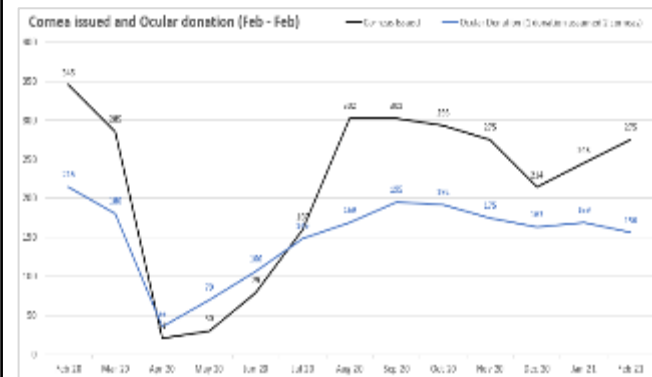
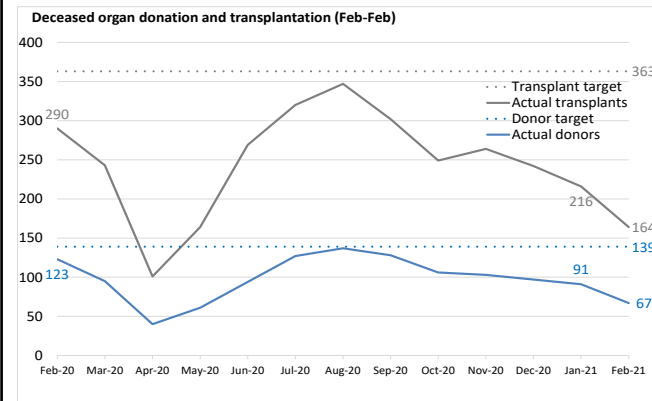
43. Therapeutic Apheresis Services Income



44. TAS YTD Income Activity v Target



Key Issues / Action for attention:



COVID-19 and the NHS' response continued to significantly impact the Directorate's performance in February, but early March activity is encouraging

Donation

Organs:

- With the eligible donor pool, number of organ donation discussions with families, and consents/authorisations around half the size of last February, the number of proceeding deceased solid organ donors fell to 67 donors in February (43 DBD, 24 DCD).
- Activity remains higher than the first wave and recovery appears to be quicker. There were very few 'true' missed referrals (where there was donation potential from the information available) throughout the pandemic, with just 5 in February, and 64 YTD, showing consistent positive relationships with ICUs.
- 1,051 deceased donors YTD, red against 1,307 reforecast YTD target.

Ocular:

- Ocular donation rates have remained low in February (230 stock vs 300 target). As the NHS starts to plan elective surgery again (from mid-March onwards) we are experiencing an increase in requests for tissue. We are currently working on a number of initiatives to increase donations to meet this demand.

Organ transplantation

Deceased:

- Deceased donor transplants continued on a downward trend, with 164 in month, resulting in 2,638 transplants YTD (red against the 3,439 re-forecast target).
- Access to theatres in acute hospitals to undertake retrieval and transplantation remains challenging due to conflicting priorities and is expected to continue into 2021/22.
- Waiting lists will grow as a backlog of new patients are listed as centres progressively re-open. The Transplant List is forecast to return to 2013/14 levels.
- Arrangements are still in place for three priority liver centres; clinically urgent patients in one centre have moved onto another's active list and therefore received transplants as a result of this approach. All renal centres are now open for deceased donation. Three pancreas centres are currently closed, anticipating reopening in March / early April. Renal and pancreas centres are being selective in which patients to reactivate based on clinical indicators and vaccination status.

Living:

- The downward trend in living donors continued in January (16 in month, reported in arrears), which was expected. 12/23 adult kidney transplant centres closed/paused living donation during this period and others were restricted by prioritisation of elective surgery. Transplants identified in October matching runs account for a peak in activity in January each year, but 75% of transplants from the October 2020 run were postponed due to centre restrictions.
- Staff redeployed during this period are now returning to post and most programmes will have resumed by end of March. Outstanding kidney exchange transplants are being prioritised, which will impact on overall activity by year end.
- The Kidney Advisory Group have approved proceeding with the April 2021 matching run of the UK Living Kidney Sharing Scheme.

Tissues and Eye Services Income

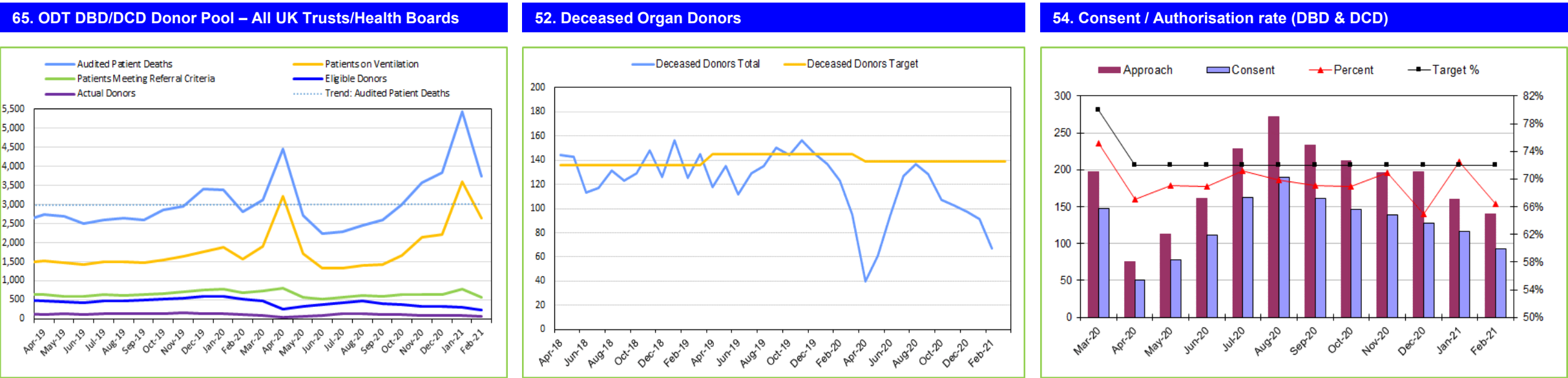
- February income is behind plan by 28.9% (-£406k), with the YTD income position adverse by £3.99m (-27.1%). Orders are expected to increase from mid-March when elective surgery is expected to restart. As there is a backlog for orthopaedic and ophthalmic surgery, there is a forecasted upturn in the demand for TES products but this may not be realised until 21/22.
- Cardiovascular sales remain strong at £235k (32.5%) ahead of YTD target along with Skin £154k (42.0%) ahead of YTD target.
- Serum Eyedrop sales have continued to be strong throughout the year and are £570k (17.8%) ahead of target.
- Ocular sales were -£230k (-39.2%) adverse in month and are -£3.2m (53.1%) behind target YTD, however February did show a small upwards trend against January. It is forecast that this increase will continue into March.

OTDT – Deceased Donors (All)

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
Number of Deceased Donors	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 AP11: 67 in month v 139 target. Peak 137 in August. YTD AP11: 1,052 YTD v 1,589 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: 18.74 pmp YTD AP11: Next report at end of Q4 March 2021
% Consent/Authorisation Rate (Total)	R	R	R	↔	Q1: 69% consent v 72% target - chart 52. Q2: 70% consent Q3: 68% consent YTD AP11: 69.2% consent YTD v 72% 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 67 deceased donors in February, down from 91 in January and 123 in February 2020 (-46%) – **chart 52**.
- Whilst transplant activity has continued through February, activity continued to fall despite the second wave of Covid-19 easing through the month.
- The pool of eligible donors YTD February was 4,309 compared with 6,027 last year (-28%) – **chart 65**
- Overall consent is flat at 69% YTD February 2021 compared with 68% consent to February 2020 – **chart 54**.



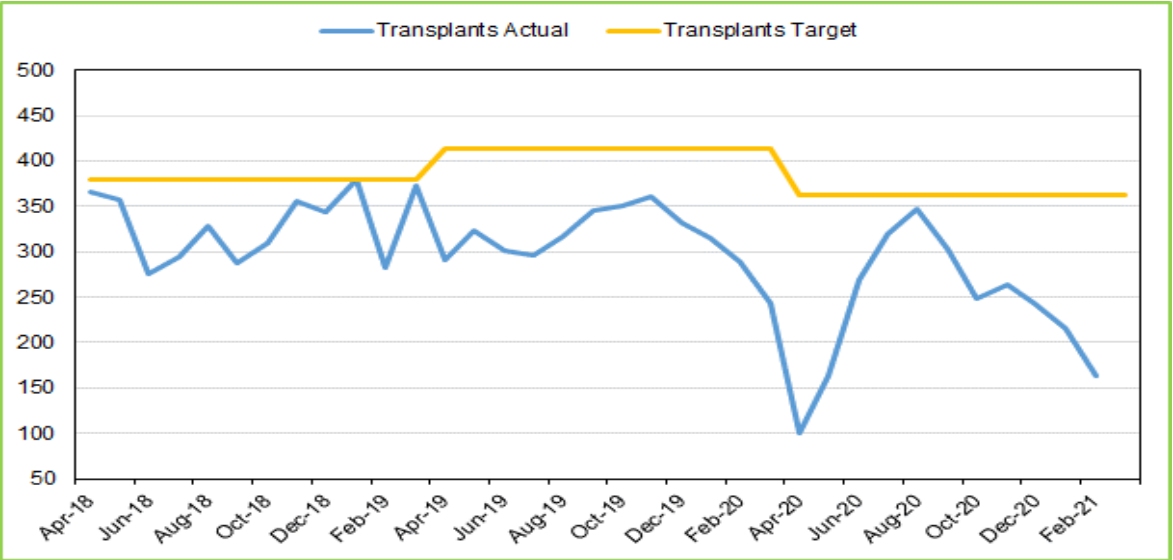
OTDT – Deceased Donor Transplants

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
% Consent/Authorisation Rate (DBD)	R	A	A	↑	Q1: 74% consent v 74% target - chart 59. Q2: 75% consent Q3: 70% consent YTD AP11: 73.7% consent v 74% target
% Consent/Authorisation Rate (DCD)	R	R	R	↔	Q1: 56% consent v 70% target - chart 63 Q2: 65% consent Q3: 65% consent YTD AP11: 63.7% consent v 70% target

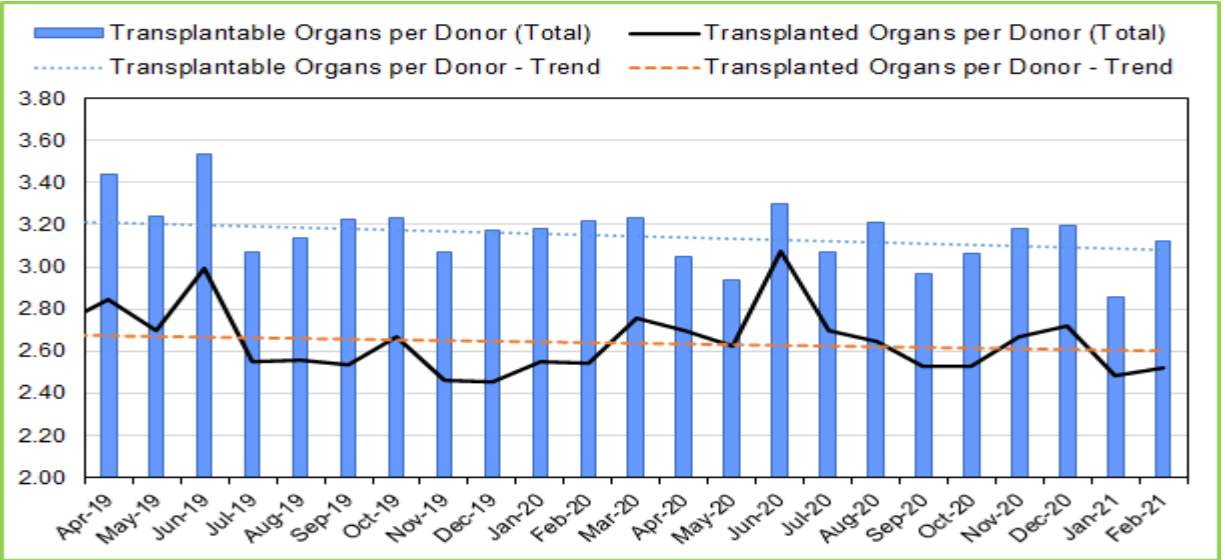
Key Messages / Issues for Attention:

- 164 deceased donor transplants were recorded in February, the lowest number since May 2020 and compared with 290 in February 2020 (-43%) – **chart 53**.
- Transplantable organs per donor improved to 3.12 in February from 2.86 in January 2021 and only slightly lower than 3.22 in February 2021 – **chart 64**.
- Transplanted organs per donor also improved slightly to 2.52 in February from 2.48 in January, comparable with 2.54 in February 2020. YTD 86% of retrieved organs have been transplanted versus 81% YTD February 2020, indicating that organ utilisation has improved despite Covid 19 impacts.

53. Deceased Donor Organ Transplants



64. Transplantable v Transplanted Organs per Donor



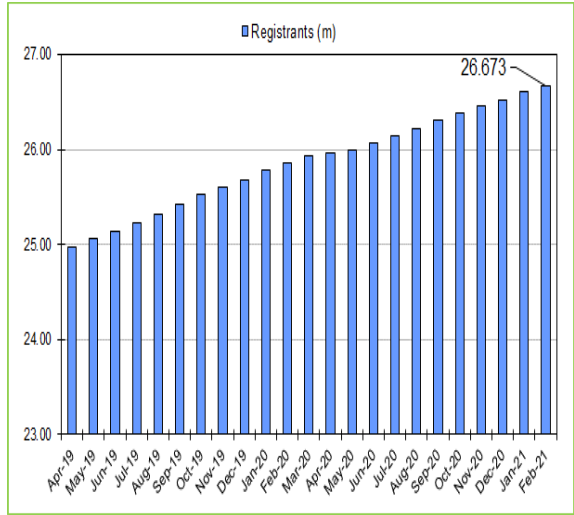
OTDT – ODT Directorate Level Indicators

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 RAG*	PERFORMANCE
Cost per Transplant £000				↔	End Q1 20/21: £20.9k v £17.0k target. YTD AP11: £21.9k v £17.0k target
% of Population Having Had Conversation re Donation Decision	-	-	-	↔	39% v 51% target at June 2020. Annual Measure from June 2020 onwards: YTD AP11: Next measure June 2021
Number of Living Donors (reported one month in arrears)	R	R	R	↔	Q1: 29 living donors v 266 target - chart 55. Q2: 161 living donors Q3: 150 living donors AP10: 16 living donors in January. Peak 77 in September. YTD AP10: 356 living donors YTD v 887 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: 10.6 pmp v 16 pmp target End Q3: 20/21: 8.6 pmp v 16 pmp target YTD AP11: 8.62 pmp v 16.00 pmp target.
ODT Major & Critical Regulatory Non Compliances Target = 0	G	G	G	↔	Q3: None reported YTD v Zero target. YTD AP11: None reported YTD
ODT Serious Incidents Target = 0	G	G	R	↔	Q1: 0 reported Q2: 1 reported YTD (INC 4791) v Zero target. Q3: 0 reported YTD AP11: One reported YTD

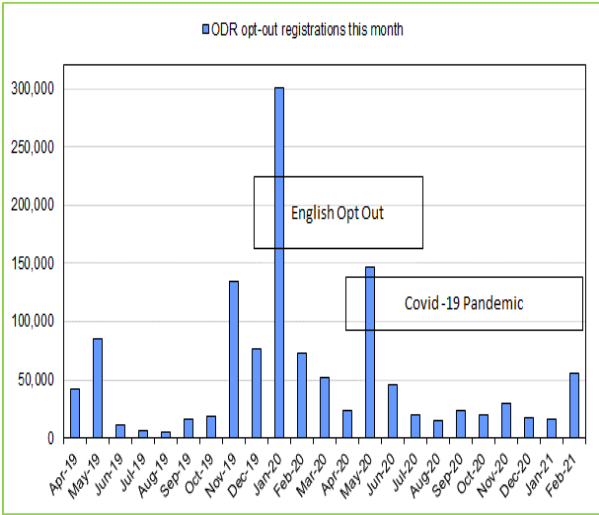
Key Messages / Issues for Attention:

- There were 71k new opt in registrations in February, bringing the Organ Donor Register to ca 26.7m registrations - **chart 66**.
- However opt out registrations were 55k resulting in a 16k net movement in the ODR in February - **chart 67**.
- 16 living donors were recorded in January 2021. This compares with 40 in the previous month and 120 in January 2020 (-87%). Approximately half of adult kidney transplant centres continue to experience COVID related restrictions, affecting both adult and paediatric activity – **chart 55**.

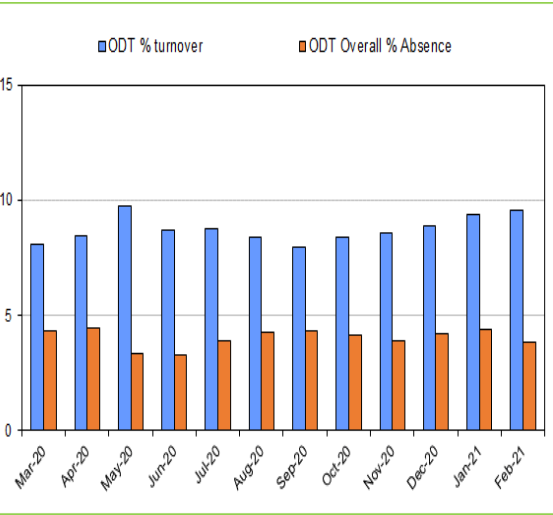
66. No. of People Registered on the ODR (Opt-Ins)



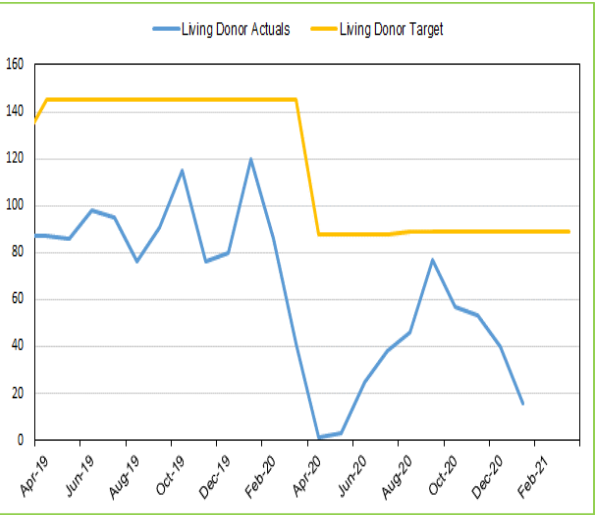
67. No. of People De-registering from ODR (Opt-Outs)



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.

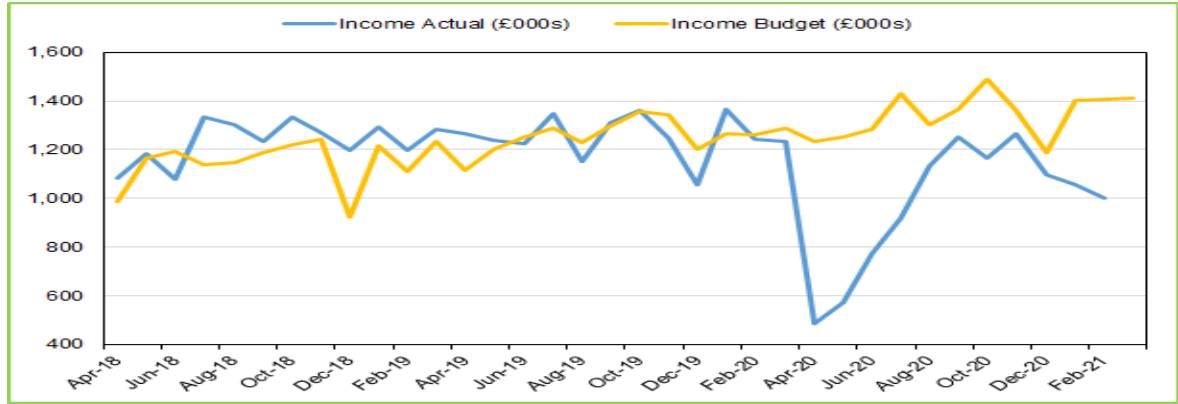
OTDT – Tissue & Eye Services (TES)

STRATEGIC TARGETS	Q3 RAG*	AP11 RAG*	YTD RAG	M11 v Q3 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 AP11: £10.7m income v £14.7m plan
TES Customer Satisfaction % Scoring > 9 or 10 Target = 70%	-	-	-		78% top box scores for 9 months to June 2020. YTD AP11: -
TES On Time in Full (OTIF) Target = 98%	G	G	G		Q1: 99.2% OTIF v 98% target. Q2: 99.8% OTIF Q3: 99.6% OTIF YTD AP11: OTIF 100% in month and 99.6% YTD v 98% target.
TES Cornea Stocks at End of Month Target = 300	R	R	R		Q1: 161 corneas in stock v 300 target – chart 70. Q2: 197 corneas in stock Q3: 236 corneas in stock YTD AP11: 230 corneas in stock.
TES Major & Critical Regulatory Non Compliance Target = 0	G	G	G		Q3: None reported YTD v Zero target. YTD AP11: None reported
TES Serious Incidents Target = 0	G	G	G		Q3: None reported YTD v Zero target. YTD AP11: None reported

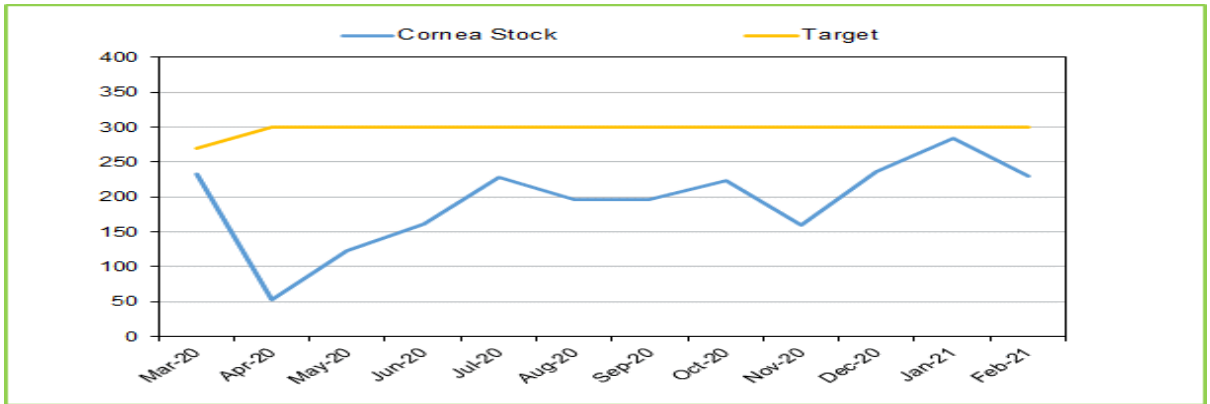
Key Messages / Issues for Attention:

- Ocular donation rates remain low and despite low demand, cornea stock levels fell to 230 vs 300 target. Covid-19 continues to cause short notice cancellations of ocular products, as elective surgery is stopped. As demand has fallen, discard rates are trending upwards as the tissue cannot be redirected.
- Orthopaedic activity is expected to increase from mid March when elective surgery is planned to restart. The backlog for orthopaedic and ophthalmic surgery is anticipated to drive an up turn in demand for TES products. Plans are in place to increase donations to meet this demand.
- Income is £4.0m adverse YTD (-27%); £3.1m of this is reduced ocular activity (supply issues/cancellation of surgery), £1.4m reduced Tissue demand, offset by strong performance in Serum Eyedrops at £0.6m favourable – **chart 69**.
- Forecasting a full-year I&E deficit of £4.9m, £3.5m adverse to plan; an adverse movement of £0.5m from last month.

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

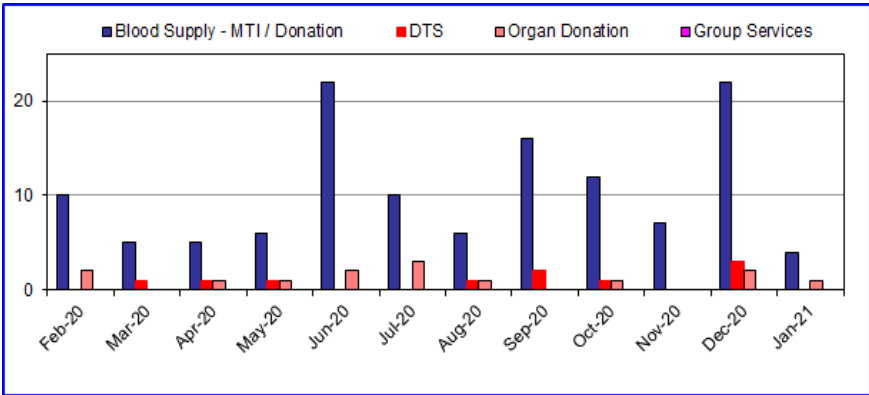
- 92% of all DDTS Mission and Business Critical Services met their availability targets in the reporting period; no change on last month.
- Health and Safety Incidence rate (12 months to January 2021) for all work related lost time is 1.90 (down 0.1 from last month) – **chart 72**
- Quality overdue items decreased to 103 (+30) in February, largely overdue documents and QI's across NHSBT – **chart 73**
- NHSBT total absence is currently ca 7% with 3% Covid-19 related.

71. IT System Performance (Server Availability)

Service	Period Target	Jan-21	Feb-21	RAG Trend
Donor Portal	99.95%	100.00%	100.00%	↔
Donor Path	99.95%	100.00%	100.00%	↔
Pulse	99.95%	100.00%	99.33%	↓
OBOS	99.95%	100.00%	100.00%	↔
TMS	99.95%	99.32%	96.94%	↔
Hematos	99.95%	99.41%	100.00%	↑
Sp-ICE	99.95%	100.00%	100.00%	↔
ODR	99.95%	100.00%	100.00%	↔

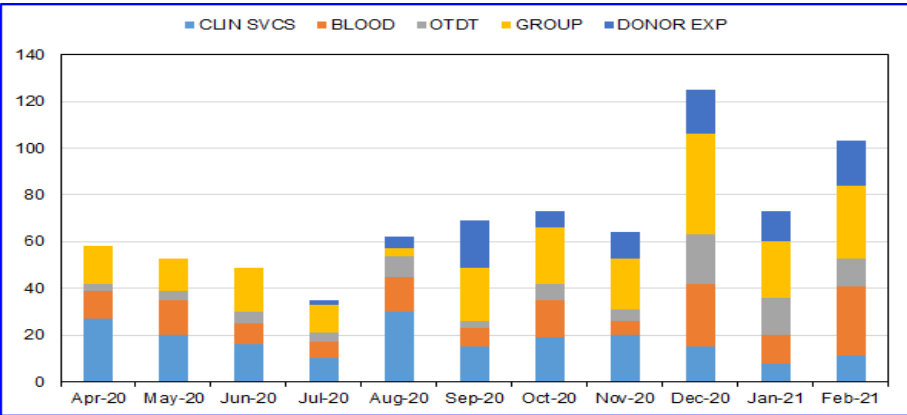
72. Health and Safety - Accident Reporting (one month in arrears).

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	37	<=11	4
Clinical	<=3	0	<=1	0
OTDT	<=3	0	<=1	1
Donor Experience	<=0	0	<=0	0
Group Services	<=0	0	<=0	0
NHSBT	<=30	37	<=13	5



73. Quality System >30 days Overdue Items

Directorate	Docs	Quality Incidents	Adverse Events	Change Control	Audit Findings	TOTAL
Blood Supply	6	12	8	2	2	30
Clinical Services	1	3	3	4	0	11
Donor Experience	12	6	0	1	0	19
Group Services	18	5	3	5	0	31
OTDT	1	2	7	1	1	12
Total	38	28	21	13	3	103



Data extracted on 09/03/21 excluding HT stock which is extracted on 11/03/21

(Figures in brackets are previous week)							
Donors booked YTD (exl Sample)	Plasma Units collected post wastage YTD	LT & MT units collected YTD	Total potential + Actual Val HT Units collected	*Potential + Actual Val HT Units in stock	Estimated HT stock in Hospitals	New HT Donors identified	Donation slot fill rate
90.6k (85.4k)	88.1k (83.9k)	48.8k (46.8k)	26.4k (24k)	12.6k (10.2k)	1209	631 (647)	69% (76%)

PFF Build Activities:

- Working with DHSC to identify key risks associated with appointing a fractionator
- In advance of decision on leucocyte depletion, progressing with contingency planning (i.e. Trima-only collection model or secondary filtration)
- BD EDTA PPT tube order has been finalised and ordered (11/03) from Becton Dickinson

HT Maximisation:

- The programme hit over 2k weekly donations for the first-time w/c 01/03
- Initial Superdrug campaign commenced this week for OSS and the Digital wrapper went live on 08/03

Other Plasma Run Activities:

- Meeting between HDSC and RECOVERY trial this week to discuss initial results which showed some benefit in early treatment but on border of significant benefit
- Training modernisation sprint 1 begin this week which improves training materials and reduces training time for Donor Cares and Nurses
- Ethics approval for C-VELVET vaccination study is due 11/03
- Grids are live in PULSE until the end of April
- Fate of donations risk assessment has been completed and recommendations will be presented to the Plasma Board prior to decision by Steering Group (see agenda item)

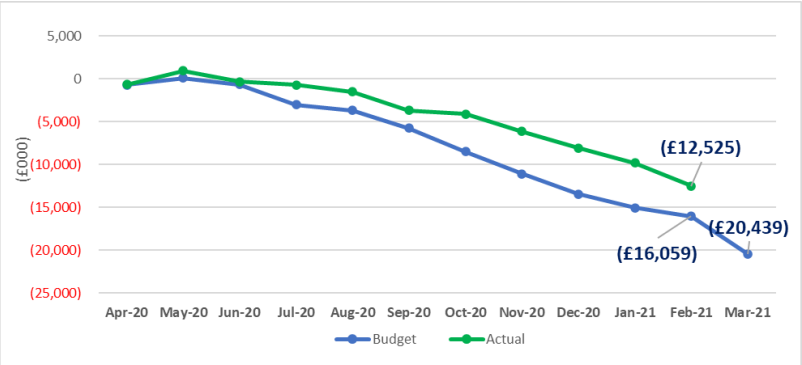
Key areas of challenge : 1.) Lack of clarity about the fate of the CVP programme and future funding, particularly, for planning for PFF in short timescales 2.) Staff looking for alternative employment

Date	Week commencing 08/03/21	Week commencing 15/03/21
Key Activities	<ul style="list-style-type: none">Training Modernisation Sprint 1Complete User Acceptance Testing for CP PSPECS on 09/03Kick off QuickStart study on vaccinated donorsSpeke groundworks for freezers complete 10/03Preparing paper for submission to CHM/ MHRA on leucocyte depletion threshold to be used for Day 1 PMM specificationOutstanding NDAs with fractionators progressed (Takeda/ BPL/ Kedrion)Pulse configuration and grid planning ahead of potential decision to pivot collections	<ul style="list-style-type: none">Steering Group on 16/03Starting to collect samples from donors as part of C-VELVETAssess operational impact of repeat protein testingGo/no-go for release of Pulse 24.2 Bug fix regarding session solution'Dummy-run' of end-to-end process with Pulleyn'sValidation of Total Protein Testing provider (UHB)
Key Decisions	<ul style="list-style-type: none">Decision to extend lease for 12 months at Stratford (3 month rolling cost commitment) – <i>Programme Leadership</i>Decision to extend lease at Coventry for 6 months at £12,650 per month (including Rent, Service Charge and Rates, exclusive of VAT) with a 30 day notice period. – <i>Plasma Board</i>Support for decision to only collect 1 x BD sample tube for HAV/B19 testing (see compatible confirmatory testing solutions) – <i>Programme Leadership</i>Alignment around 3 month collection forecast assumptions (How many centres/machines+ donor outreach assumptions) – <i>Programme Leadership</i>	<ul style="list-style-type: none">Future use of bulk external freezers and source of funding post 30th April – <i>Programme Leadership</i>Fate of Donation risk assessment – <i>Steering Group</i>

2020/21 Financial Performance Headlines – February 2021

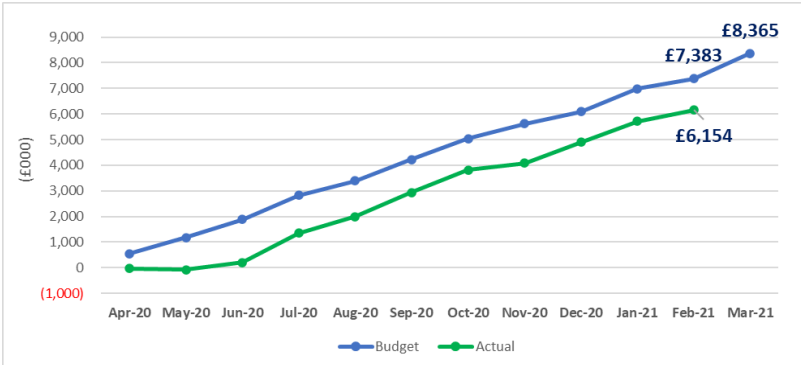
NHSBT year to date deficit -£0.5m (£15.1m ahead of plan)

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



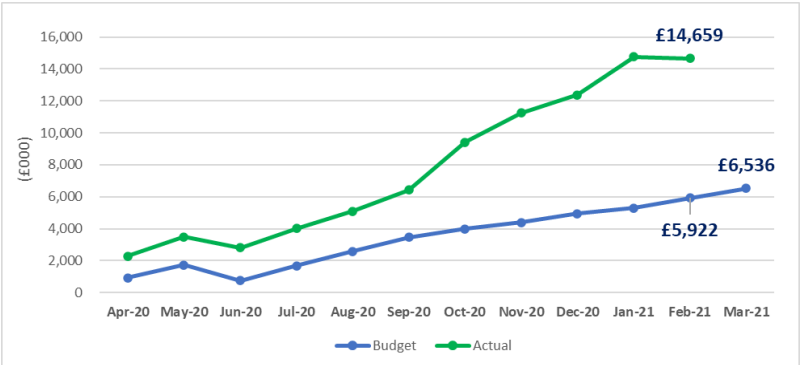
Blood and Group +£3.5m –release of Covid contingency, offset against direct Covid costs

Clinical Services: (SpS Excl. TES) Year-to-date Net Income & Expenditure



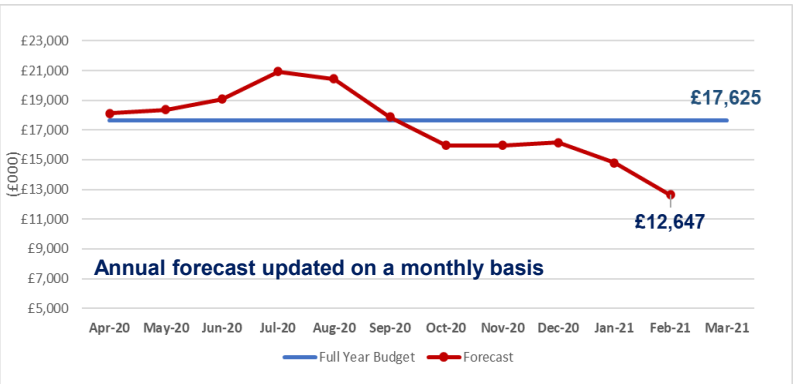
Adverse by £1.2m – £2.4m lost contribution as a result of COVID, partially offset by reduced transformation spending.

Organ Donation & Transplantation: Year-to-date Net Funding & Expenditure



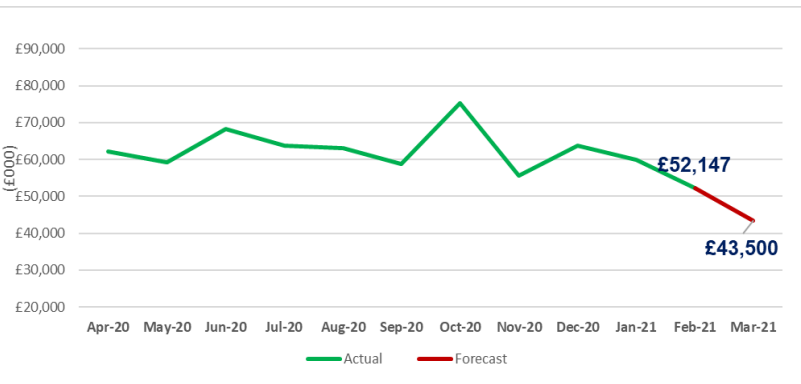
ODT +£8.7m – Combination of a supplier rebate and lower BAU activity

Blood and Group Change Programme: Forecast Outturn 2020/21



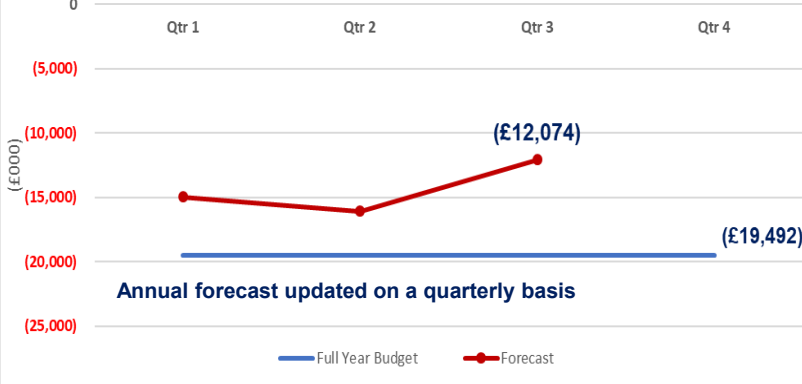
Blood and Group change programme forecast £12.6m (vs £17.6m full year budget)

NHSBT Cash Flow 2020/21



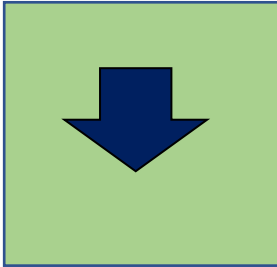
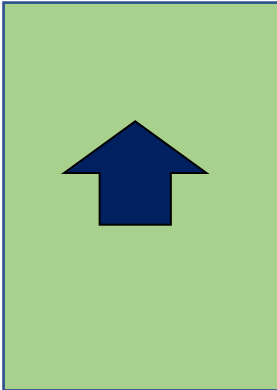



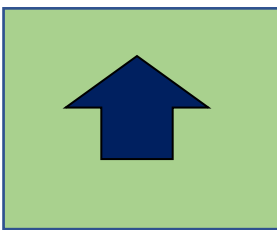
Forecast cash balance at the end of March 2021 is £43.5m.

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 – February 2021

Year to date position	-£0.5m deficit	NHSBT YTD position deficit of £0.5m, £15.1m better than plan. <ul style="list-style-type: none">Blood and Group +£10.8m – Phasing in change programme and release of Covid contingency.Clinical Services -£1.2m – Lost contribution as a result of COVID, partially offset by transition.ODT +£8.7m – Combination of a supplier rebate and lower BAU activity.TES -£3.2m – Lost contribution driven by COVID.	
Full year forecast (Q3)	-£12.0m deficit	NHSBT full year outturn deficit of £12.0m, £7.4m ahead of plan. <ul style="list-style-type: none">Blood and Group +£3.0m – assumes that the full COVID contingency will be utilised to offset additional expenditure and lost income across the organisation.Clinical Services -£1.3m – lower activity due to Covid, offset by transition underspends.ODT +£9.1m – Reduced operating expenditure driven by lower activity and a supplier rebateTES -£3.3m – reduced activity expected to continue into Q4Capital outturn now expected to be lower than plan (£23m vs £30.4m – subject DHSC confirmation).	
Cash and Debtors	Cash balance £52m	Debtor days finished at 11 days - 11 days ahead of target 90+ overdue are £0.9m (£0.4m behind target) Cash at the end of February 2020 was £52m, forecast 2020/21 closing cash £43.5m.	  
Key Issues for attention		Reduced call on transformation (especially DDTS) , has seen a further £4.0m released back into our cash position at year end, with Blood/SpS I&E now broadly balanced.	

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

2020/21 NHSBT Income & Expenditure – February 2021

	Year to date			Full year			
	Budget	Actual	Variance	2019-20 Actual	Budget	Q3 Forecast	Variance
	£k	£k	£k	£k	£k	£k	£k
Blood and Group							
Programme Funding - Convalescent Plasma	0	44,839	44,839	0	0	79,959	79,959
Programme Funding - Corporate	0	9,776	9,776	0	0	10,600	10,600
Blood & Components Income	245,785	256,691	10,906	267,960	267,961	279,224	11,263
Blood Supply Other Income	2,988	2,828	(160)	3,448	3,285	3,085	(200)
Clinical Services - Research & Development	802	2,424	1,622	2,248	875	861	(14)
Clinical Services Income - Medical	947	959	12	1,143	1,033	1,023	(10)
Group Services Other Income	1,616	2,471	856	2,300	1,692	2,114	422
Blood and Group Income	252,137	319,988	67,851	277,098	274,846	376,866	102,020
Cost of Sales - Blood Component Stock Movement	(41)	(944)	(903)	(881)	0	(1,259)	(1,259)
Convalescent Plasma	0	(44,839)	(44,839)	0	0	(79,959)	(79,959)
Blood Supply: Blood Donation	(56,488)	(55,516)	973	(60,134)	(61,597)	(60,619)	978
Blood Supply: Manufacturing, Testing & Issue	(59,163)	(57,502)	1,662	(66,250)	(65,159)	(63,259)	1,900
Blood Supply: Logistics	(18,287)	(18,574)	(286)	(20,367)	(19,824)	(20,374)	(550)
Chief Executive and Board	(704)	(592)	111	(855)	(767)	(625)	143
Donor Experience	(22,424)	(22,056)	369	(23,208)	(24,936)	(25,407)	(471)
Quality	(5,441)	(4,878)	563	(5,428)	(5,995)	(5,388)	606
Estates & Facilities	(37,434)	(36,661)	773	(42,183)	(41,267)	(40,243)	1,024
Finance	(5,373)	(5,477)	(104)	(5,890)	(5,860)	(5,956)	(96)
Strategy and Transformation	(1,027)	(1,676)	(649)	(602)	(1,120)	(1,887)	(767)
Business Transformation Services	(1,690)	(1,768)	(78)	(2,052)	(1,843)	(1,911)	(68)
People	(8,137)	(8,377)	(240)	(8,104)	(8,901)	(9,097)	(196)
Digital, Data and Technology Services	(30,246)	(28,444)	1,802	(26,054)	(34,477)	(33,522)	954
Change Programme	(16,142)	(8,908)	7,234	(6,918)	(17,625)	(16,149)	1,476
Clinical Services: Research & Development	(3,904)	(5,474)	(1,570)	(5,458)	(4,204)	(4,120)	84
Clinical Services: Medical	(13,602)	(12,912)	690	(13,887)	(14,716)	(13,906)	810
Miscellaneous and Capital Charges	(4,235)	(26,825)	(22,590)	(3,654)	(4,620)	(28,286)	(23,666)
Blood and Group Expenditure	(284,338)	(341,421)	(57,084)	(291,926)	(312,910)	(411,966)	(99,056)
Blood and Group Total	(32,200)	(21,433)	10,767	(14,828)	(38,064)	(35,100)	2,964
Clinical Services (DTAS)							
Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells	3,815	3,815	0	4,162	4,162	4,162	0
Diagnostic and Therapeutic Services Income	58,373	52,516	(5,858)	62,461	64,974	59,216	(5,758)
Clinical Services Income	62,188	56,331	(5,858)	66,623	69,136	63,378	(5,758)
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	(52,898)	(49,440)	3,458	(56,131)	(58,275)	(54,848)	3,427
Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	(1,907)	(736)	1,171	(875)	(2,495)	(1,468)	1,028
Clinical Services Expenditure	(54,805)	(50,177)	4,629	(57,006)	(60,770)	(56,316)	4,455
Clinical Services Total	7,383	6,154	(1,229)	9,617	8,365	7,062	(1,304)
Organ Donation & Transplantation							
Programme Funding - Organ Donation & Transplantation	57,133	57,133	0	62,338	62,327	62,327	0
Programme Funding - Organ Donation and Transplantation - Opt Out	9,312	8,828	(484)	6,497	10,462	14,672	4,210
Organ Donation & Transplantation - NHSE Income	3,057	1,462	(1,595)	1,261	3,333	1,563	(1,770)
Organ Donation & Transplantation - UKHDs & Other Income	10,883	10,955	73	12,234	11,872	12,079	207
ODT Income	80,385	78,379	(2,006)	82,329	87,994	90,641	2,647
OTDT - Organ Donation and Transplantation	(60,530)	(52,574)	7,956	(64,013)	(65,805)	(58,821)	6,984
OTDT - Organ Donation and Transplantation Change Programme	(13,933)	(11,146)	2,787	(10,466)	(15,653)	(16,183)	(530)
ODT Expenditure	(74,463)	(63,720)	10,743	(74,479)	(81,458)	(75,004)	6,454
ODT Total	5,922	14,659	8,737	7,850	6,536	15,637	9,101
Tissues and Eye Services							
Tissue & Eye Services Income	14,717	10,725	(3,992)	15,041	16,130	11,961	(4,169)
TES Income	14,717	10,725	(3,992)	15,041	16,130	11,961	(4,169)
Cost of Sales - Tissues Stock Movement	(688)	(716)	(28)	(540)	(750)	(750)	0
OTDT - Tissue and Eye Services	(10,728)	(9,861)	867	(11,036)	(11,710)	(10,857)	853
TES Expenditure	(11,415)	(10,577)	839	(11,576)	(12,460)	(11,607)	853
TES Total	3,302	149	(3,153)	3,466	3,670	354	(3,316)
NHSBT Summary							
Income	409,428	465,423	55,996	441,092	448,107	542,846	94,740
Expenditure	(425,021)	(465,894)	(40,873)	(434,986)	(467,599)	(554,893)	(87,295)
NHSBT Surplus/(Deficit)	(15,594)	(471)	15,123	6,105	(19,492)	(12,047)	7,445

Blood and Group FY Budget;
- Operating I&E (-£38.1m)
- Transition (-£17.6m)
- Underlying I&E (-£20.4m)

Financial Performance – February 2021 Year-to-Date

Year to date position – Deficit £0.5m (£15.1m ahead of plan)

Blood Supply	Q1			Q2			Q3			M10-M11			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	70.8	70.4	(0.4)	70.0	70.8	0.7	70.1	71.0	0.8	45.5	47.4	1.9	256.5	259.5	3.0
Rebate	0.0	0.0	0.0	(3.1)	0.0	3.1	(4.1)	0.0	4.1	(0.5)	0.0	0.5	(7.7)	0.0	7.7
CVP Funding	0.0	3.5	3.5	15.4	7.2	(8.2)	(15.4)	17.8	33.2	0.0	16.4	16.4	0.0	44.8	44.8
Expenditure	(36.9)	(37.2)	(0.3)	(36.9)	(37.8)	(0.9)	(36.6)	(34.1)	2.5	(23.6)	(23.4)	0.1	(134.0)	(132.5)	1.4
CVP Expenditure	0.0	(3.5)	(3.5)	(15.4)	(7.2)	8.2	15.4	(17.8)	(33.2)	0.0	(16.4)	(16.4)	0.0	(44.8)	(44.8)
Surplus/(Deficit)	33.9	33.2	(0.7)	30.0	33.0	3.0	29.5	36.9	7.4	21.5	24.0	2.5	114.8	127.0	12.2
Group Services	Q1			Q2			Q3			M10-M11			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	0.9	1.3	0.4	0.9	1.6	0.7	0.5	8.3	7.8	1.0	4.4	3.4	3.4	15.6	12.3
Expenditure	(35.5)	(32.8)	2.7	(35.9)	(36.3)	(0.4)	(37.7)	(45.4)	(7.7)	(25.1)	(29.1)	(3.9)	(134.2)	(143.5)	(9.3)
Covid	0.0	(1.8)	(1.8)	0.0	(1.8)	(1.8)	0.0	(4.2)	(4.2)	0.0	(3.8)	(3.8)	0.0	(11.6)	(11.6)
Blood and Group Transformation	(4.2)	(1.4)	2.9	(4.5)	(1.9)	2.5	(4.9)	(5.0)	(0.1)	(2.6)	(0.6)	2.0	(16.1)	(8.9)	7.2
Surplus/(Deficit)	(38.8)	(34.7)	4.1	(39.5)	(38.4)	1.1	(42.0)	(46.2)	(4.2)	(26.7)	(29.0)	(2.4)	(147.0)	(148.4)	(1.4)
Blood and Group Surplus/(Deficit)	(4.9)	(1.5)	3.4	(9.5)	(5.5)	4.1	(12.6)	(9.4)	3.2	(5.2)	(5.0)	0.1	(32.2)	(21.4)	10.8
Clinical Services	Q1			Q2			Q3			M10-M11			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	16.7	13.4	(3.3)	17.4	16.8	(0.6)	16.9	16.1	(0.7)	11.3	10.0	(1.2)	62.2	56.3	(5.9)
Expenditure	(14.4)	(13.0)	1.4	(14.5)	(13.8)	0.7	(14.4)	(14.0)	0.5	(9.5)	(8.7)	0.8	(52.9)	(49.4)	3.5
Change Programme	(0.4)	(0.2)	0.2	(0.5)	(0.3)	0.2	(0.5)	(0.2)	0.4	(0.5)	(0.1)	0.4	(1.9)	(0.7)	1.2
Surplus/(Deficit)	1.9	0.2	(1.7)	2.3	2.7	0.4	1.9	2.0	0.1	1.3	1.3	(0.0)	7.4	6.2	(1.2)
Organ Donation & Transplantation	Q1			Q2			Q3			M10-M11			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	18.5	18.5	(0.0)	18.5	18.6	0.1	18.5	18.6	0.0	12.4	12.4	(0.0)	68.0	68.1	0.1
Expenditure	(17.8)	(15.7)	2.0	(15.8)	(15.0)	0.8	(16.2)	(12.3)	3.9	(10.8)	(9.6)	1.2	(60.5)	(52.6)	8.0
Change Programme	(0.0)	(0.0)	0.0	(0.0)	0.0	0.1	(0.9)	(0.3)	0.5	(0.6)	(0.5)	0.1	(1.6)	(0.9)	0.7
Surplus/(Deficit)	0.8	2.8	2.1	2.7	3.6	0.9	1.5	5.9	4.5	1.0	2.3	1.3	5.9	14.7	8.7
Tissues and Eye Services	Q1			Q2			Q3			M10-M11			Year to Date		
(£)m	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.	Bud.	Act.	Var.
Income	3.8	1.8	(1.9)	4.1	3.3	(0.8)	4.0	3.5	(0.5)	2.8	2.1	(0.8)	14.7	10.7	(4.0)
Expenditure	(3.1)	(2.6)	0.5	(3.1)	(2.9)	0.2	(3.1)	(3.0)	0.1	(2.1)	(2.0)	0.1	(11.4)	(10.6)	0.8
Surplus/(Deficit)	0.7	(0.8)	(1.5)	1.0	0.4	(0.6)	0.9	0.5	(0.4)	0.8	0.1	(0.7)	3.3	0.1	(3.2)
NHSBT Total	(1.6)	0.7	2.3	(3.5)	1.3	4.8	(8.3)	(1.0)	7.4	(2.1)	(1.4)	0.7	(15.6)	(0.5)	15.1

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

Reduced activity related expenditure in Blood Supply forms part of the rebate/contingency offsetting adverse impact across the organisation

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 underspend is offset by the increase in Employer's Superannuation costs (£8.1m YTD), which is fully offset by DHSC funding, however, forecast anticipates an unfunded gap of £0.7m. Discussions are currently underway to confirm DHSC funding.

Lost contribution for Diagnostics, Therapeutic Apheresis Service's and Stem Cells now stands at £2.4m year to date, as activity continues to be impacted by Covid-19. All losses are currently being offset against the contingency.

ODT are reporting significant positive cost variances as a result of fixed funding versus reduced variable expenditure and supplier rebate.

TES are continuing to be severely impacted by Covid-19 with a further lost contribution of £0.5m reported in M10. YTD lost contribution now totals £3.2m with all losses to be offset against the Covid contingency.

Cash Flow – as at February 2021

Forecast cash balance at the end of March 2021 is £43.5m

	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	Actual Jan-21 £k	Actual 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	60,009	52,147	50,549
Receipts													
Debtors & Other Receipts	35,581	32,866	35,501	33,400	29,191	34,799	45,446	25,360	32,673	34,467	32,855	27,878	400,017
Revenue Cash Limit	0	0	16,525	5,508	0	11,017	5,508	5,775	5,508	5,508	0	11,150	66,500
Revenue Cash Limit - Opt Out Project	2,490	0	0	0	0	0	0	0	4,658	0	0	4,658	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	0	7,800	53,667	66,667
Revenue Cash Limit - Pensions Uplift	0	0	0	0	0	0	0	6,512	814	0	814	1,636	9,776
Capital Cash Limit	4,100	0	0	0	0	0	0	0	14,000	0	5,000	4,000	27,100
Total Receipts	42,171	32,866	52,026	38,909	36,591	45,815	56,854	37,647	65,053	39,976	46,469	102,989	597,366
Payments													
Staff Expenses	10,757	18,732	18,962	19,095	19,169	19,469	19,615	26,429	22,482	20,455	15,927	27,415	238,506
Other Revenue Payments	10,775	16,504	23,235	23,480	17,015	20,392	20,109	21,525	33,191	22,278	28,653	79,027	316,184
Capital Charges Less DH Credit Due	8,756	0	0	0	0	8,985	0	0	0	0	8,985	0	26,726
Capital Payments	340	451	940	827	914	1,263	637	9,348	1,260	1,058	766	5,194	23,000
Total Payments	30,628	35,687	43,136	43,402	37,098	50,109	40,361	57,302	56,934	43,791	54,331	111,636	604,416
Closing bank balance	62,092	59,271	68,161	63,667	63,160	58,866	75,360	55,705	63,825	60,009	52,147	43,500	43,500

NHSBT STATISTICS													
Debtor Days	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Target =<
NHS Blood and Transplant	18	14	10	10	17	14	11	18	12	11	11		22
Creditor Days	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Target =<
NHS Blood and Transplant	22	21	14	19	17	14	34	13	8	9	8		30
BPPC By Value % (Target is 95%)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	YTD
NHS Blood and Transplant	91.8	95.4	97.5	94.4	88.0	84.3	96.5	91.6	90.3	93.4	97.2		92.7
BPPC By Number % (Target is 95%)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	YTD
NHS Blood and Transplant	88.3	92.5	95.1	94.2	93.8	95.3	96.2	95.6	93.1	92.1	94.3		93.9

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	Cash Split	
Total Overdue Debtors	6,734	917	673	884	9,207	Blood and Group	23,944
						Clinical Services	5,322
						ODT	14,234
						NHSBT	43,500

Top 5 > 90 days Overdue Debtors £000's	Jan-21			Feb-21		Comments
	>90 Days overdue £000's	Total Overdue £000's		>90 Days overdue £000's	Total Overdue £000's	
LEEDS TEACHING HOSPITALS NHS TRUST	146	379		179	452	Escalated to Trust DOF, however, £74K received early March.
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FT	107	175		104	166	Escalated to Trust CEO.
HULL UNIVERSITY TEACHING HOSPITALS NHS TRUST	67	130		85	150	Escalated to Trust CEO.
NHS ENGLAND	47	95				
UNIVERSITY OF BRISTOL				78	155	Invoices in query internally
GUY'S AND ST. THOMAS' NHS FOUNDATION TRUST	39	609		48	366	Escalated to Trust CEO.
Total 5 Overdue Debtors	407	1,387		494	1,289	
Other Debtors	275	5,772		390	7,918	
Total Overdue Debtors	682	7,160		884	9,207	

>90 DAYS OVERDUE		Profile by Month											
Target £0.5m for over 90 days by 31 Mar 2021	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	Actual Jan-21 £000s	Actual Feb-21 £000s	Forecast Mar-21 £000s	
Ledger Balance at month end	751	931	969	889	906	516	923	828	652	682	884		
Target	750	750	750	750	750	750	500	500	500	500	500	500	

Contribution Analysis - Year to Date February 2021

Year to date Actual £m	Blood & Components inc. R&D	Diagnostics		Stem Cells			TAS	TES	ODT	TOTAL
		RCI	H&I	CMT	CBC	SCDT				
Income										
Prices	257.3	16.2	9.0	9.4	-	2.9	10.6	10.7	-	316.0
Central Funding from DHAs	-	-	-	-	-	-	-	-	10.8	10.8
Grant in Aid	52.4	-	-	-	-	3.8	-	-	65.7	121.9
Other	10.4	0.8	0.3	0.5	2.4	0.0	0.3	0.0	1.9	16.7
Total Income	320.1	16.9	9.3	9.9	2.4	6.7	11.0	10.7	78.3	465.4
Expenditure										
Variable Costs										
Consumables	(35.9)	(1.4)	(3.0)	(1.7)	(0.5)	(0.6)	(3.2)	(1.8)	(2.5)	(50.8)
Other	-	-	-	-	-	-	-	-	-	-
Total Variable Costs	(35.9)	(1.4)	(3.0)	(1.7)	(0.5)	(0.6)	(3.2)	(1.8)	(2.5)	(50.8)
Variable Contribution	284.1	15.5	6.3	8.2	1.9	6.1	7.8	8.9	75.8	414.7
Direct Costs										
Cost of Sales	(0.9)			-	-	-	-	(0.7)	-	(1.7)
Pay	(100.3)	(8.5)	(5.9)	(4.7)	(1.2)	(2.5)	(3.4)	(6.6)	(26.7)	(160.0)
Non Pay	(43.7)	(0.6)	(0.6)	(0.8)	(0.3)	(1.0)	(0.7)	(2.3)	(23.8)	(73.7)
Total Direct Costs	(145.0)	(9.1)	(6.5)	(5.5)	(1.5)	(3.5)	(4.2)	(9.6)	(50.5)	(235.3)
Direct Contribution	139.2	6.4	(0.2)	2.7	0.4	2.6	3.6	(0.7)	25.3	179.4
Direct Support										
Operational Directorate costs	(12.5)	(2.7)	(0.6)	(0.7)	(0.2)	(0.3)	(0.3)	(0.7)	(2.5)	(20.5)
Logistics	(17.8)	(0.1)	(0.0)	(0.0)	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(18.2)
Clinical	(8.5)	(0.4)	-	(0.1)	-	(0.2)	(0.2)	(0.1)	(1.0)	(10.6)
Attributable Estates costs	(19.7)	(1.6)	(0.9)	(1.2)	(0.1)	(0.3)	(0.1)	(1.2)	(0.9)	(26.1)
Attributable IT costs	(16.1)	(1.0)	(0.7)	(0.4)	(0.1)	(0.2)	(0.2)	(0.5)	(3.9)	(23.1)
Depreciation / Cost of Capital	(1.5)	(0.6)	(0.4)	(0.4)	(0.1)	(0.2)	(0.2)	(0.2)	(0.5)	(4.0)
Total Direct Support	(76.0)	(6.3)	(2.6)	(2.8)	(0.5)	(1.4)	(1.1)	(2.9)	(8.8)	(102.5)
Notional Internal Income Uplift	(2.0)	0.5	1.9	0.1	(0.1)	(0.5)	-	0.1	(0.0)	0.0
Contribution to Unallocated Costs	61.2	0.6	(0.8)	(0.0)	(0.1)	0.7	2.5	(3.5)	16.5	76.8
Total Allocated Costs	(258.9)	(16.3)	(10.2)	(9.9)	(2.6)	(6.1)	(8.5)	(14.3)	(61.8)	(388.6)
Unallocated Costs Apportioned										
Directorate costs	(34.4)	(1.3)	(0.8)	(0.8)	(0.2)	(0.5)	(0.7)	(1.1)	(6.2)	(46.1)
Estates costs	(4.4)	(0.4)	(0.2)	(0.2)	(0.1)	(0.2)	(0.2)	(0.3)	(1.9)	(7.9)
Depreciation / Cost of Capital	(1.5)	(0.1)	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	(0.1)	(0.6)	(2.7)
Total Unallocated Costs	(40.3)	(1.8)	(1.2)	(1.1)	(0.3)	(0.7)	(1.0)	(1.6)	(8.7)	(56.6)
Operating Net Surplus / (Deficit)	20.9	(1.2)	(2.0)	(1.1)	(0.4)	(0.1)	1.5	(5.1)	7.8	20.2
Transformation Costs	(8.9)	(0.2)	(0.1)	(0.1)	(0.0)	(0.1)	(0.1)	-	(11.1)	(20.7)
Total Allocated Costs Inc Transformation	(267.8)	(16.5)	(10.3)	(10.0)	(2.6)	(6.2)	(8.6)	(14.3)	(73.0)	(409.2)
Net Surplus / (Deficit) Inc Transformation	12.0	(1.4)	(2.1)	(1.2)	(0.5)	(0.2)	1.4	(5.1)	(3.4)	(0.5)
Budget (YTD)	(1.6)	(0.8)	0.3	(1.7)	(0.6)	0.9	0.7	(1.8)	(10.9)	(15.6)
Variance	13.6	(0.7)	(2.4)	0.5	0.1	(1.0)	0.7	(3.3)	7.5	15.1

1. DTS Management costs (incl Transformation) allocated prorata across Clinical Services Operating unit using allocated costs as a basis.
2. IBGRL & Reagents now included in RCI
3. SCDT includes BBMR & CBB