

Blood Technology Modernisation
NHSBT Board Report



BTM NHSBT Board Report (1/3)

Reporting date: 18/03/2021
SRO: Wendy Clark
Accountable Exec: Christie Ash



Blood and Transplant

Note from Programme Director

RAG Status	
Previous	n/a
Current	A
Trend	➡

- Programme is mostly on track but reporting Amber due to unproven delivery estimates. This will continue for 6 months as estimate assumptions are tested and validated.
- Progress is slightly behind in requirements definition due to the need for more requirements than initially defined. This will be recovered by end of 21/22.
- Decommissioning of 5% of legacy code did not happen as planned due to identified efficiencies in scheduling, shifting this activity into 21/22.
- Legacy releases are on track and Session Solution has been delivered to pilot sites. A Quality Incident with the legacy delivery process has been raised by QA and is under review – this does not impact the new ways of working but needs resolving for remaining legacy activity.
- People plan, with 17 new roles, was approved at Portfolio Board. Roles that are potential opportunities for impacted staff are being recruited on a temporary basis until work on the new service model in Blood Supply is complete. Recruitment Strategy focusing on Diversity and Inclusivity has been developed.
- Engagement and Enablement scores continue to be high with slight increases from previous poll.
- We are working closely with the Plasma Programme Team to understand and Impact Assess any new demand.
- Underspend of £264k FY20/21 is due to delays in resourcing, but have not impacted project delivery.

Key Performance Indicators

Progress against plan			Budget/spend			Scope			Quality			Benefits			Leadership Continuity			Vendor Relationship			Engagement Scores														
Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend	Engagement			Enablement											
n/a	A	➡	n/a	G	➡	n/a	G	➡	n/a	A	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡	n/a	G	➡
Integrated plan in final stages of verification with stakeholders before baselining			£263k underspend for FY20/21; finance team is aware			Expected downward trend due to possible CRs from PMM / CVP			Quality Incident raised against 14/03 Go Live due to incomplete Risk & Impact Assessment			Benefits defined and baseline measurements are being taken			Several leadership vacancies			No concerns			December – 4.7 January – 4.8 February – 5.0 (out of 6)			December – 4.3 January – 4.4 February – 5.1 (out of 6)											

Risks and Issues

Type	ID	Description	Inherent Risk		Mitigation Actions / Resolutions	Residual Risk	Owner
			Impact	Likelihood			
R	Prg-R066	New demand such as Plasma for the manufacturing of medicines (PMM), Convalescent plasma (CVP) or other unforeseen demand may impact timelines and capacity and place heavy workloads upon key individuals.	4	5	<ul style="list-style-type: none"> Established demand mgmt. process to provide a single channel for work to enter the product centre. Accountable Executive has regular check-ins with PMM representative to enable alignment and foresight of demand. 	Very High	CA
R	Prg-R067	The plan is based on development estimates. As we haven't proven these estimates and how long it takes to convert a module of Pulse, there is a risk the programme doesn't deliver to plan and requires increased investment.	4	4	<ul style="list-style-type: none"> First C# release will test assumptions built into estimates. Following this, we will be able to assess the validity of remaining C# upgrade plan. 	Very High	RS
R	Prg-R068	Decisions on the future organisational model may not be taken quickly, which would invalidate the current resourcing and recruitment plan and increase costs.	4	4	<ul style="list-style-type: none"> Blood Supply Service Model completed, with support from the Programme and progressing with un-impacted role recruitment. 	Very High	GM/CA
R	Prg-R069	Progress is impacted by key individuals not supporting the changes from legacy ways of working and not supporting new approaches, methods, process or tooling due to change fatigue and previous programmes.	4	4	<ul style="list-style-type: none"> Focus on Engagement and Enablement, Active listening and supported escalation process 'Time out'. 	Very High	CA

Summary (Feb)	
YTD budget (£k)	£ 2,022,646
YTD actual (£k)	£ 1,696,345
YTD variance (£k)	+ £ 326,301
Full FY budget (£k)	£ 2,974,000
Full FY forecast (£k)	£ 2,710,128
Full FY variance (£k)	+ £ 263,872
Status	Forecast underspend

Budget Update

Green	On track with no major risks or issues
Amber	On track but major risks
Red	Issues impacting delivery
Grey	Not commenced
Blue	Complete

BTM NHSBT Board Report (2/3)

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Green	On track with no major risks or issues
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Tracking the Cumulative Delivery and Budget Over Time										
	FY20/21 Target	FY20/21 Achievement	May '21	Jul '21	Sep '21	Nov '21	Jan '22	Mar '22	FY21/22 Target	
Product Centre Enablement	75%	75%	81%	86%	92%	96%	100%	100%	100%	
Legacy Delphi Delivery	n/a	51%	51%	51%	51%	100%	100%	100%	100%	
C# Upgrade	- Requirements Definition	15%	13%	13%	30%	46%	46%	53%	57%	50%
	- Design and build	5%	6%	6%	8%	10%	tbc	tbc	tbc	25%
	- Test	0%	0%	0%	0%	0%	tbc	tbc	tbc	20%
	- Accept and Deploy	0%	0%	0%	0%	0%	tbc	tbc	tbc	15%
	- Decommission	5%	0%	0%	0%	3%	3%	5%	9%	10%
Blood Power BI	0%	0%						20%	20%	
Integration Modernisation	0%	0%						5%	5%	
Budget % of overall	n/a	12%	15%	18%	21%	24%	26%	28%	28%	

• **Requirements Engineering** – 3% due to a higher number of requirements to engineer than originally understood.

• **Decommission-Process** for decommissioning would take longer than window available in FY 20/21; plan to recover this in FY21/22.

Delivery estimates have yet to be proven, and therefore ability to forecast accurately is limited. Increased confidence in estimates is expected over coming months as team's experience increases; further forecasts will be released over the Summer.

Key Delivery Milestones

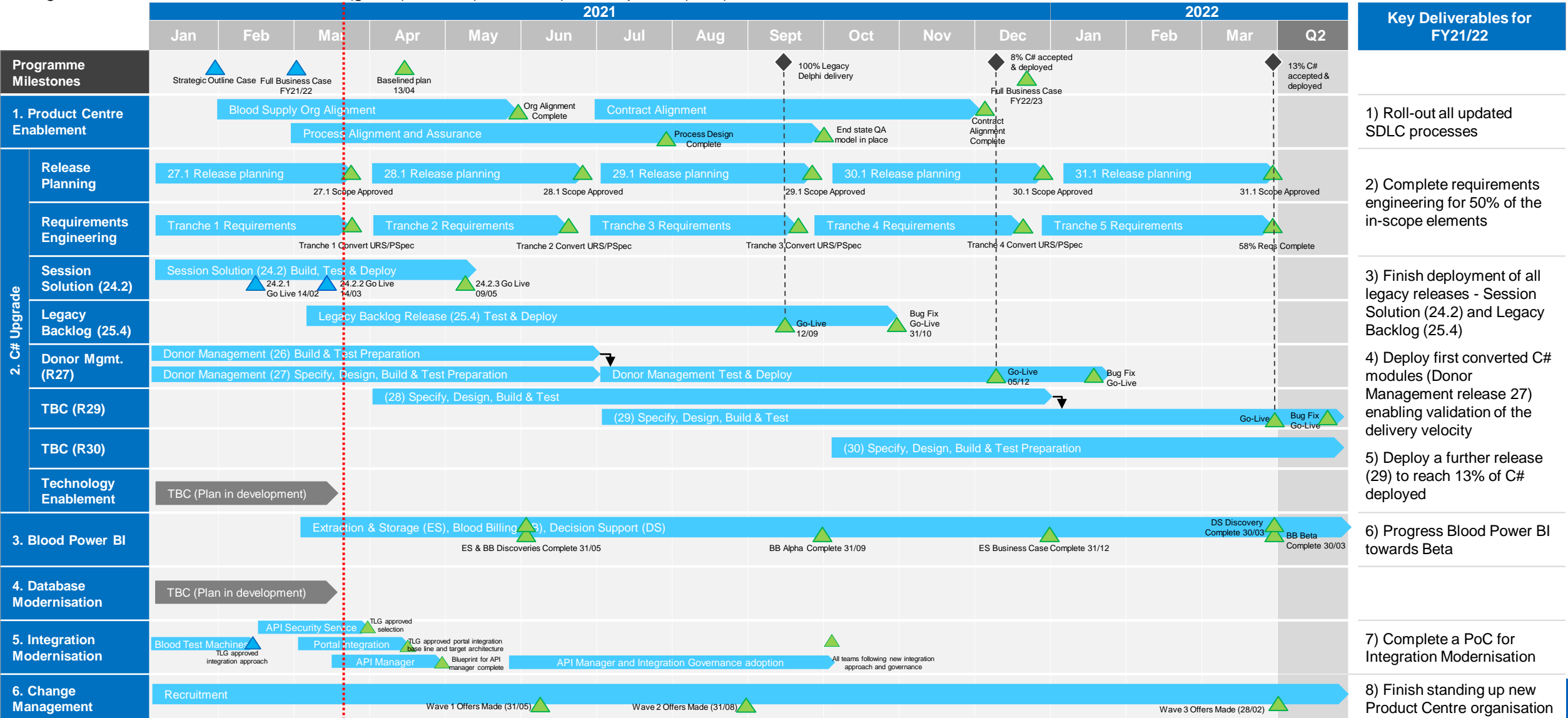
Workstream	Milestone Description	Baseline Date	Forecast Date	RAG	Commentary
Programme Governance	Strategic Outline Case approved	-	21/01	C	
Legacy delivery	Session Solution Go Live (24.2)	-	14/02	C	
Legacy delivery	Session Solution Model Office Go Live (24.2.2)	-	14/03	C	Quality incident Q123536 raised. See previous page.
C# Upgrade	Baselined plan	-	13/04	G	
Legacy delivery	Session Solution Bug Fix Go Live (24.2.3)	-	09/05	G	

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Green	On track with no major risks or issues	▲	Milestone
Amber	On track but major risks	▶	Activity
Red	Issues impacting delivery	⚡	Key dependency
Grey	Not commenced		
Blue	Complete		

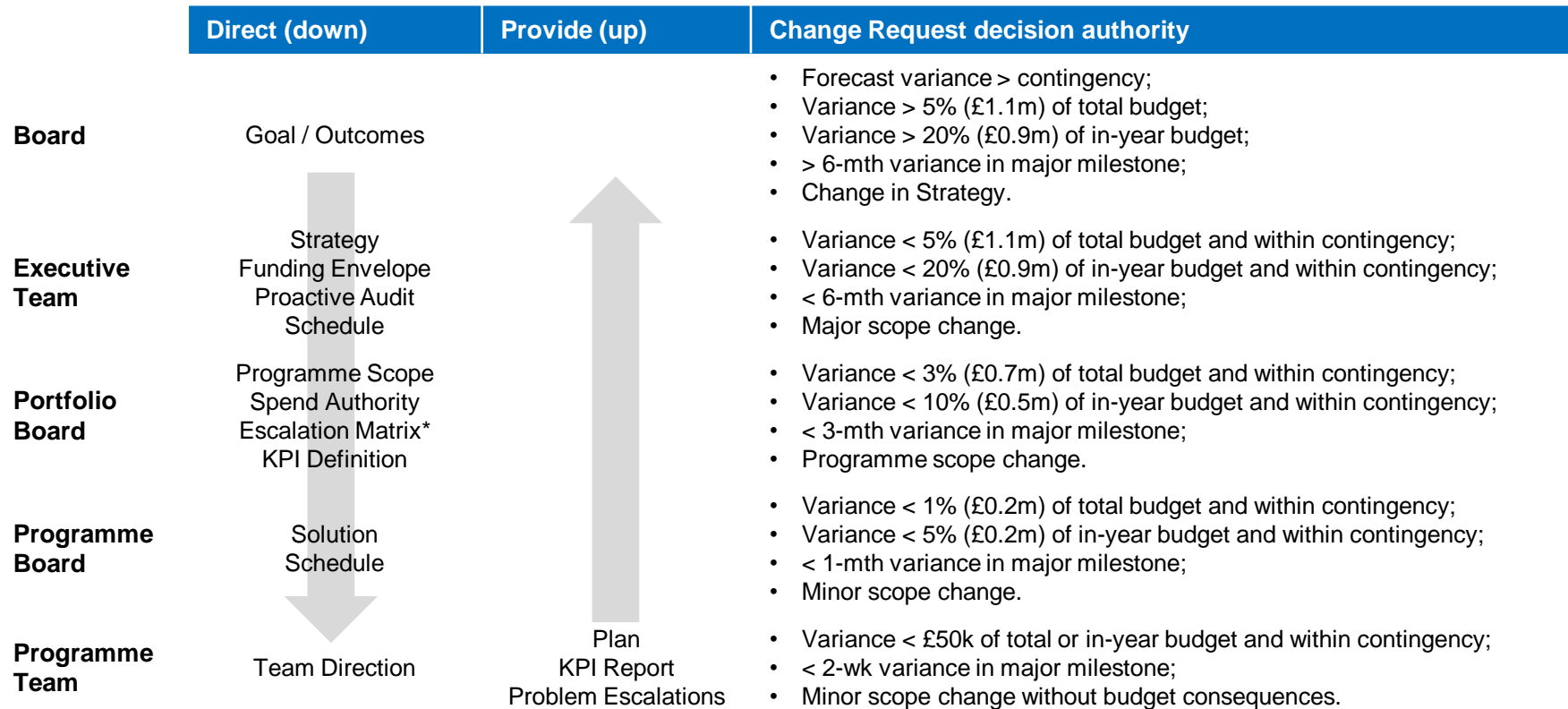


- The plan below has **draft** status and is subject to change before being baselined by mid April. Work is ongoing to verify details and resources with stakeholders.
- The plan shows work streams on the left, with their activities, key milestones and dependencies across the centre of the page. The activities drive achievement of key deliverables on the right. Milestones will show as on track (green), at risk (amber/red) or completed (blue).



Supporting slides

Governance authority and escalation



Notes on decision authority

- Only the NHSBT Board can approve exceeding the allocated contingency.
- The allocated contingency for FY21/22 is £0.5m.
- Variance is the difference between budget and forecast, expressed as a percentage of baseline budget excluding contingency.
- Numbers in brackets are calculated using the total budget respectively the FY21/22 budget from the Strategic Outline Case.
- Forecast variance is cumulative, i.e. when a collection of small changes exceeds the authorisation level, then escalation is required.

Notes on Change Requests

- Approved Change Requests will be reported to the next governance level up.
- Change Requests will be categorised by cause: external event, identified unknown/unknowable factor at time of planning, or failure of planning/delivery.
- The programme baseline will be adjusted following approval of a Change Request.
- Each year, the programme will present a Full Business Case against the original baseline, as well as indicating cumulatively approved Change Requests.

Key performance indicators explained

Key Performance Indicators	Measure
Progress against plan	Milestone progress against plan
Budget/spend	Budget remaining vs. forecast to end of FY
Scope	No. of major and minor CRs in last year
Quality	No. of test defects found – and amber/red if there are safety concerns
Benefits	Benefits progress against plan.
Leadership Continuity	% change in leadership in last quarter – includes SRO and product centre LT
Vendor Relationship	Vendor relationship scored by SRO and AD
Engagement scores	Quarterly programme engagement score metrics on engagement and understanding

How delivery % is measured for tracking and reporting

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How C# and Delphi delivery % is measured

- A list of in-scope C# and Delphi elements has been baselined.
- C# and Delphi elements have an estimate for the percentage of overall work that they represent.
 - Estimates are reached through a calculation of lines of code, forms (GUI) and an experience factor.
- Delivery of in-scope elements over time has been planned with milestones and baselined.
- When milestones are achieved, the delivered C# and Delphi elements are added to the delivery percentage.
- Percentage delivery of the total is shown in a table over time, with baseline vs. actual progress.

How Product Centre Enablement delivery % is measured

- Product Centre Enablement progress is assessed based on resource allocation over time until the final milestone.

How Blood Power BI and Integration Modernisation delivery % are measured

- Blood Power BI and Integration Modernisation have yet to commence and detailed deliverables planning will happen in due course.
- The delivery percentage plan was based on a high level estimate and will be firmed up as planning gets under way.

How Budget % is measured

- Cumulative actual (when available) or forecast (for future dates) spend is divided by the total budget excluding contingency.