

Blood Technology Modernisation
NHSBT Board Report



Programme Summary

Reporting date: 14/05/2021
SRO: Wendy Clark
Accountable Exec: Christie Ash



Blood and Transplant

The programme objectives are to Stabilise and Secure Blood Technology.

- Programme is progressing well but continues to report Amber due to unproven C# development estimates. This will continue for 6 months as estimate assumptions are tested and validated.
- FY21/22 baseline programme plan accepted by Programme Board 04/05. Plan achieves targets set for FY, subject to risks including effort estimate validation.
- Legacy releases are on track. Session Solution continues with extended pilot whilst an issue is being managed. The scheduled bug fix deployed into Go-Live successfully on 09/05 with 0 Pulse related defects reported.
- All Wave 1 roles advertised with interviews in progress and several offers accepted.
- We are working closely with the Plasma Programme Team to understand and Impact Assess any new demand. Expecting a decision on scope by the end of May.
- Engagement and Enablement scores continue to be high 4.9/6
- Underspend of £401k FY20/21 was due to various causes, primarily delays in resourcing, but have not impacted programme delivery.

RAG Status	
Previous	A
Current	A
Trend	➔

Note from Programme Director

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	Previous	Current	Trend	Previous	Current	Trend	Previous	Current	Trend						
A	G	➔	G	G	➔	G	G	➔	A	G	➔	G	G	➔	G	G	➔	G	G	➔	G	G	➔	G	G	➔	G	G	➔	G	G	➔	G	G	➔
Integrated plan baselined			Unforeseen BAU environment costs are being calibrated across Programme spend			Expected downward trend due to possible CRs from PfM / CVP			Quality Incident from 14/03 mitigated through planning and Quality checkpoints			Benefits defined and baseline measurements taken			Several leadership vacancies			No concerns			February – 5.0 April – 5.1 May – 4.7 (out of 6)			February – 5.1 April – 5.1 May – 5.0 (out of 6)											

Risks and Issues

Type	ID	Description	Inherent Risk		Mitigation Actions / Resolutions	Residual Risk	Owner
			Impact	Likelihood			
R	Prg-R070	New demand such as Plasma for the manufacturing of medicines (PfM), 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 PfM representative to enable alignment and foresight of demand. 	Very High	CA
R	Prg-R071	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.	5	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	CA
R	Prg-R079	There is a risk to filling vacancies in a timely manner and with strong candidates at the banding assigned and for FTC contracts depending on candidates that are available and choose to apply	3	4	<ul style="list-style-type: none"> Monitor applications Prepare Recruitment Premiums if required Consider targeted recruitment options (e.g. headhunting) 	Very High	CA
R	Prg-R072	Decisions on the future organisational model may not be taken quickly, which would invalidate the current resourcing and recruitment plan and increase costs.	4	3	<ul style="list-style-type: none"> Blood Supply Service Model completed, with support from the Programme and progressing with un-impacted role recruitment. 	High	GM/CA

Summary (Apr)	
Approved budget (£k)	£ 4,168
April Spend (£k)	£ 309
Cumulative Spend (£k)	£ 309
Forecast for this FY (£k)	£ 4,169
Status	On Track

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

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

Progress against scope

The table below shows the % complete of total programme scope over time in each area. The last row of the table shows the % of total budget (excluding contingency) spent. Taken together, the table shows the % of budget spent to achieve a % of scope. The % complete takes account of the estimated effort involved, and the complexity of the work is a contributing factor in the estimating process. Please refer to the appendix for further detail on the method of calculation.

Tracking the Cumulative Delivery and Budget Over Time														
	FY20/21 Target	FY20/21 Actual	May '21 Plan	May '21 Actual	Jul '21	Sep '21	Nov '21	Jan '22	Mar '22	FY21/22 Target	FY22/23 Target	FY23/24 Target	FY24/25 Target	FY25/26 Target
Product Centre Enablement	75%	75%	81%	81%*	86%	92%	96%	100%	100%	100%				
Legacy Delphi Delivery	n/a	51%	51%	51%	51%	51%	100%	100%	100%	100%				
C# Upgrade	- Requirements Definition	15%	13%	13%	25%*	30%	46%	46%	53%	57%	50%	80%	95%	100%
	- Design and build	5%	6%	6%	7%*	8%	10%	tbc	tbc	tbc	25%	50%	75%	100%
	- Test	0%	0%	0%	2%*	0%	0%	tbc	tbc	tbc	20%	45%	70%	100%
	- Accept and Deploy	0%	0%	0%	0%	0%	0%	tbc	tbc	tbc	15%	40%	65%	100%
	- Decommission	5%	0%	0%	0%	0%	3%	3%	5%	9%	10%	30%	55%	80%
Data Ecosystem & Power BI	0%	0%							20%	20%	75%	100%		
Database Modernisation	0%	0%							0%	0%	5%	25%	50%	100%
Integration Modernisation	0%	0%							5%	5%	10%	25%	75%	100%
Budget % of overall (excl. VAT)	n/a	12%	15%	15%	19%	22%	26%	29%	31%	31%	47%	64%	80%	98%

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.

Budget % restated to exclude VAT from FY21/22 onwards following conversations with Finance. Final FY20/21 actuals were also updated, to reflect FY20/21 underspend.

(*) = delivery progress includes work-in-progress, subject to milestone approval

Key Delivery Milestones

Workstream	Milestone Description	Baseline Date	Forecast Date	RAG	Commentary
All	Baselined programme plan	-	22/04	C	
Legacy delivery	Session Solution Big Fix Go Live (24.2.3)	09/05	09/05	C	
C# Upgrade	Donor Management (R27) Build Complete	30/06	30/06	G	
Change Management	Wave 1 Offers Made	31/05	31/05	A	Challenges with several roles, see R079

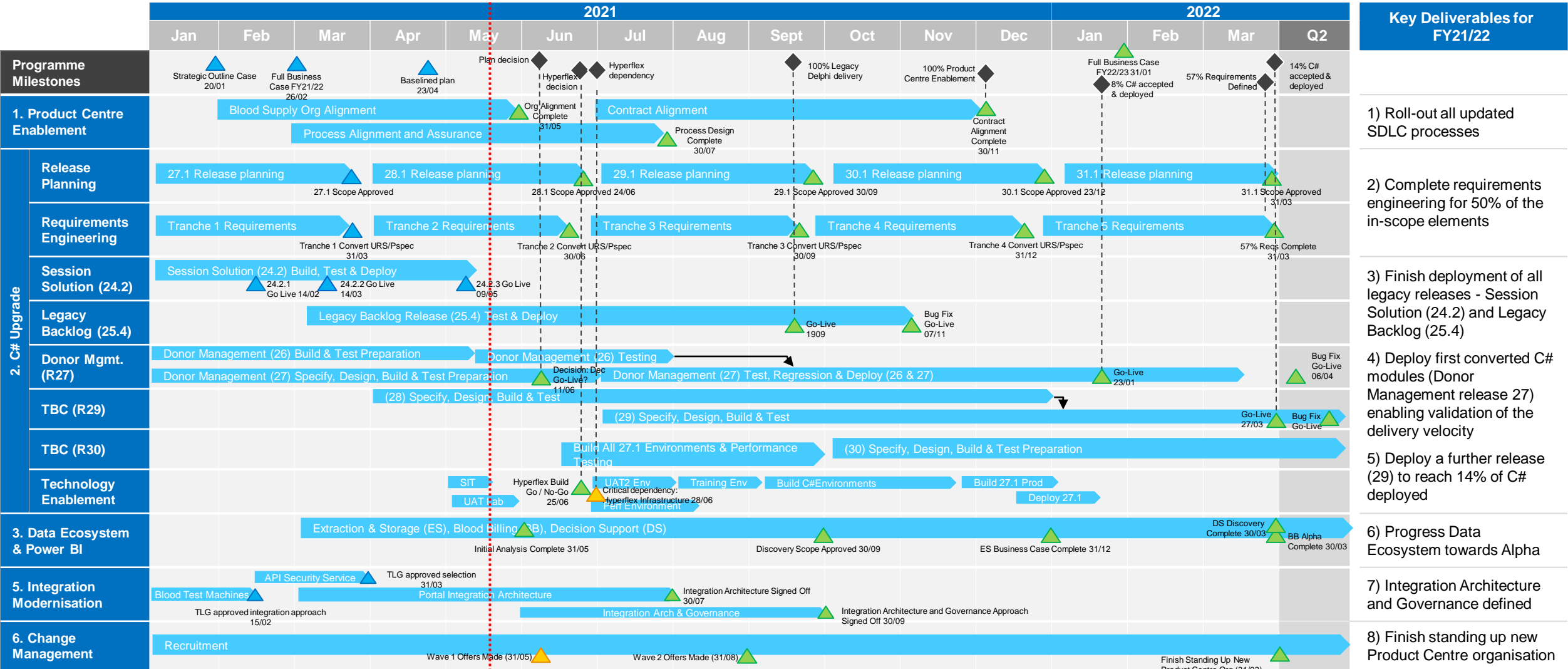
Integrated Programme Plan

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).

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



Blood and Transplant



Supporting slides

A1: Key performance indicators explained

KPI	Measure	Green	Amber	Red
Progress against plan	Milestone progress against plan	No significant issues or delays with delivery and acceptance of milestones/deliverables. Confidence of Level 1 milestones/deliverables delivery and acceptance on time >80%.	Minor delays, significant issues require short term attention, milestones/deliverables may miss target. Confidence of Level 1 milestones/deliverables delivery and acceptance on time 60-80%.	Major issues / delays, require immediate attention, will not meet target for milestones/deliverables. Confidence of Level 1 milestones/deliverables delivery and acceptance on time <60%.
Budget/spend	Budget remaining vs. forecast to end of FY	Finances are under control and within tolerances set. Under-spend: If no tolerances set, then any favourable variance is within 90 -100% of Budget.	Over-spend (forecast or actual): Finances require attention, and may exceed tolerances set. There are issues but these can be resolved with short term action. Formal application for draw-down of any contingency fund will be required. Under-spend: If no tolerances set, then any favourable variance forecast is between 85% & 90% of Budget.	Over-spend (forecast or actual): Financial viability of the programme is under question and requires significant attention. Forecast to exceed contingency fund identified in the Business Case. If forecast spend is in excess of the lower of 10% or 100k of budget then the business case must be revisited: additional funding is required subject to relevant approval. Under-spend: If no tolerances set, then any favourable variance forecast is below 85% of Budget or £100K under-spend whichever is smaller.
Scope	No. of major and minor CRs in last year	Scope is under control with only minor changes to a limited number of deliverables, which do not affect time, cost and required outcomes of the programme.	Changes or additional deliverables have been requested which will negatively impact time and cost or delivery of other deliverables. There is a risk that "scope creep" may threaten the programme. Formal Change Control is underway.	Changes or additional deliverables have been requested which will impact time and cost or delivery of other deliverables. These will significantly impact time and cost and other indicators beyond agreed tolerances.
Quality	Delivery to Customer's Quality expectations (including GMP & MHRA requirements)	Customer Quality requirements are clear and milestones/deliverables delivered to customer are meeting or will meet customer quality requirements	Some Customer Quality requirements are unclear or there is pushback on the quality of some milestones/deliverables, but these can be rectified without impacting overall programme delivery.	Potentially serious regulatory / quality issues which would prevent programme outcomes becoming accepted into service. Customer is pushing back on the quality of milestones/deliverables being delivered or Customer Quality requirements are unclear. This will severely impact the overall programme delivery and customer acceptance.
Benefits	Benefits progress against plan	No significant issues or delays in realising benefits - will hit or exceed the target.	Minor delays or minor reduction is expected against the benefits defined in the business case. If no tolerance set, then will be within 5% of Business Case.	Viability of the programme is under question from a benefits delivery perspective. Major delays in delivery or significant reduction in expected benefit - reduction in benefit is greater than 5%.
Leadership continuity	% change in leadership in last quarter – includes SRO and product centre LT	No or minor leadership changes	Several leadership changes over short period of time, which can be mitigated through thorough handovers. New leaders continue programme delivery as per Business Case and plans.	Leadership changes without thorough handovers, leading to loss of expertise. New leaders alter programme course, impacting on programme delivery.
Vendor relationship	Vendor relationship as scored by SRO and AD	No concerns or minor concerns.	Diversion of opinion on some topics and/or strained communications, which can be addressed without impacting overall programme delivery.	Significant diversion of opinion and strained communications, which will severely impact the overall programme delivery.
Engagement scores	Monthly programme engagement score metrics on knowledge and engagement	Good engagement scores (4.5 to 6 out of 6).	Mediocre engagement scores (3 to 4.5 out of 6) or sudden drop in scores.	Poor engagement scores (0 to 3 out of 6) or sudden large drop in scores.

A2: How delivery % is measured for tracking and reporting

Tracking the Cumulative Delivery and Budget Over Time														
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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 and baselined.
- 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.