

NHSBT Finance Report

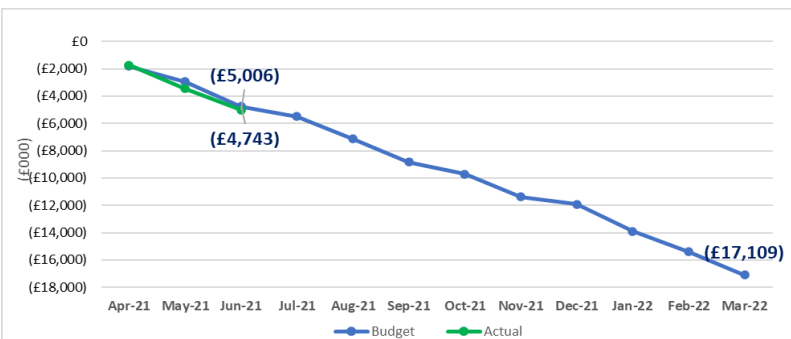
June 2021

Contents	Page
Financial Performance Headlines	2-3
Financial Performance – by Division	4-5
NHSBT Income and Expenditure Statement	6
Cash Flow position	7
Contribution Statement	8

2021/22 Financial Performance Summary - June 2021

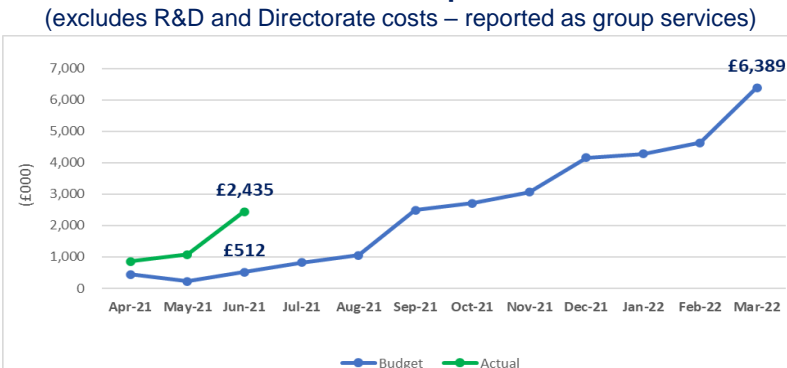
Year to Date surplus of £0.6m (£4.0m ahead of plan)

Blood and Group: Net Income & Expenditure (excl. Change Programme)



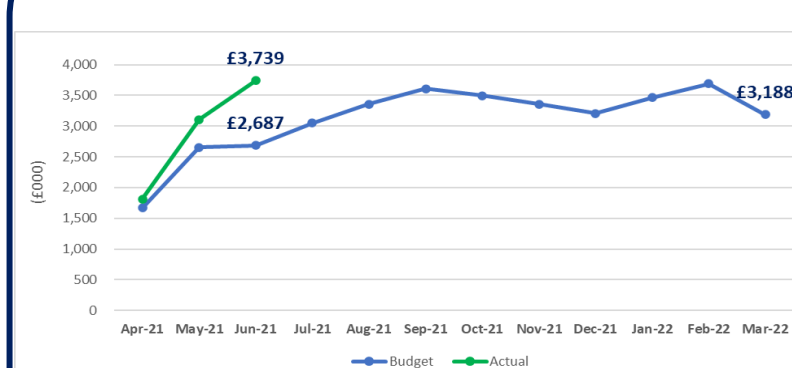
In line with plan but overspends in Blood Supply offset by positive variances in group services.

Clinical Services Net Income & Expenditure (excludes R&D and Directorate costs – reported as group services)



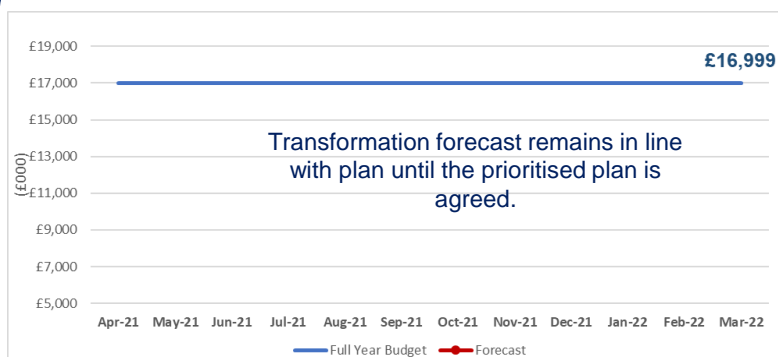
£1.9m favourable variance – activity higher than (conservative) plan across most Business Units

Organ Donation & Transplantation: Net Funding & Expenditure



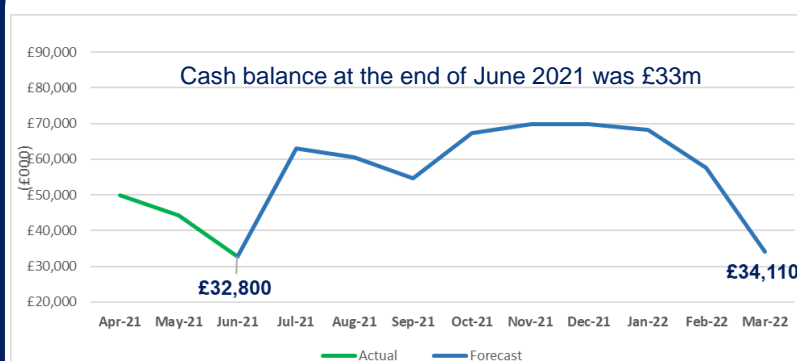
£1.1m favourable variance due to lower activity and associated expenditure

Blood and Group Change Programme: Full Year Forecast



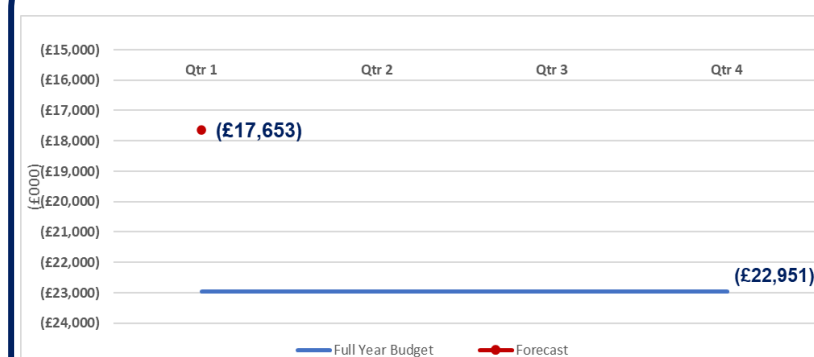
Full Year budget is £17m.

NHSBT Cash Flow 2021/22



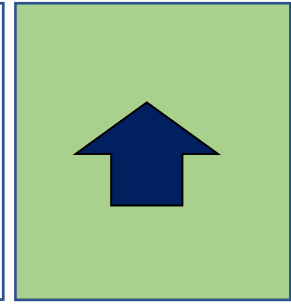
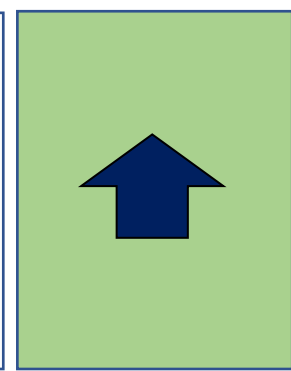



Forecast closing cash balance at the end of March 2022 is £34.1m reflecting the Q1 reforecast

NHSBT I&E: Full Year Forecast



Full year forecast is a deficit of £17.7m - £5.3m better than plan. Overspends in Blood Supply more than offset by positive variances in other Divisions.

2021/22 NHSBT Financial Performance Headlines - June 2021

<p>Year to date I&E Position</p>	<p>+£0.6m surplus</p>	<p>NHSBT reporting a surplus of £0.6m, £4.0m better than plan.</p> <ul style="list-style-type: none"> • Blood and Group – in line with plan, albeit significant overspends in Blood Supply (£2.4m) offset by positive variances in group services. See page 5 for detail. • Clinical Services (+£1.9m) – increased activity (income) versus a conservative budget. • ODT (+£1.1m) – lower expenditure as a result of lower activity levels than plan. • TES (+£0.9m) – increased sales income (mainly Bone and Ocular) versus a conservative budget. 	
<p>Full year forecast</p>	<p>-£17.7m deficit</p>	<p>Forecast full year outturn is a deficit of £17.7m, £5.3m better than plan</p> <ul style="list-style-type: none"> • Blood and Group (-£4.3m) – full year effect of adverse Blood Supply expenditure plus a decline in red cell stock (fixed cost movement is stock). • Clinical Services (+£1.6m) – activity higher than conservative plan (especially Stem Cells, RCI and TAS) • ODT (+£6.2m) – lower activity expenditure (forecast based on 1,550 donors, 147 lower than plan). In addition, income includes the cost of an additional NORS team that is not being mobilised. • TES (+£1.8m) – full year effect of higher sales income versus a conservative plan. 	
<p>Cash and Debtors</p>	<p>Cash balance £33m</p>	<ul style="list-style-type: none"> • Debtor days finished at 14 days - 8 days ahead of target. • 90+ overdue remains at £0.5m (in line with target). • Closing cash balance at the end of June 2021 is £33m. The forecast cash balance at the end of March 2022 has increased to £34m. 	  

Budget – following review and approval by the Finance and Performance Committee the budget has been amended to reflect the correct / agreed DHSC funding for ODT (increasing the budget deficit from £18.4m to £23.0m). The budget has also been updated to include funding and expenditure for Plasma for Medicines and further cross Directorate transfers driven by the Operating Model changes (both have nil net effect).

Covid -19 - costs of £8.5m were included in blood prices (and budget) to cover anticipated Covid costs. This included £1.5m for additional touch point cleaning, £2.0m for additional collection staff, £0.7m higher venue costs and £0.8m for additional pop up venues, with the balance being for contingency (£2m) and to cover a potential lost/uncovered contribution in TES. At Q1 the estimate is £6.5m reflecting yet higher costs in blood collection being more than offset by release of contingency and a higher TES contribution. Underlying this the primary issue is understanding what baseline cost for blood collection will be carried forward in 2022/23 prices given major uncertainties re how social distancing/infection control will impact the operating model and related costs.

Financial Performance by Division – Year to Date June 2021 (full I&E statement on page 6)

Surplus of £0.6m (£4.0m better than plan)

Blood Supply	Year to Date		
	Bud.	Act.	Var.
(£)m			
Income	73.7	74.3	0.6
Plasma Funding	0.0	9.1	9.1
Expenditure	(40.3)	(43.3)	(3.0)
Plasma Expenditure	(0.0)	(9.1)	(9.1)
Surplus/(Deficit)	33.4	31.0	(2.4)

Excluding the impact of lower stocks (cost of sales) Blood Supply was overspent by £1.7m in Q1 driven by high temporary staff and overtime usage. It also includes higher venue hire costs (and a larger venue hire team), as existing venues continue to be excluded for use on safety grounds, and the impact of unwinding the closure of the CVP project. This has been fully analysed, with excess costs now being reduced, but leaving an overspend for the year currently estimated at £2.7m.

Group Services	Year to Date		
	Bud.	Act.	Var.
(£)m			
Income	4.0	4.0	0.0
Expenditure	(42.0)	(39.9)	2.1
Blood and Group Transformation	(2.1)	(1.7)	0.4
Surplus/(Deficit)	(40.2)	(37.7)	2.6

Small surpluses against budget across most Group Services. Cost are, however, under pressure due to additional resources needed to support high transactional volumes as a result of ongoing changes and plasma/OFH initiatives. Note that £0.6m of unallocated Covid contingency is reported with in the Group YTD position, partially offsetting overspends in Blood Supply.

Blood and Group Surplus/(Deficit)	(6.9)	(6.7)	0.2
--	--------------	--------------	------------

Clinical Services	Year to Date		
	Bud.	Act.	Var.
(£)m			
Income	16.1	17.1	1.0
Expenditure	(14.9)	(14.5)	0.4
Change Programme	(0.7)	(0.2)	0.5
Surplus/(Deficit)	0.5	2.4	1.9

Activity is higher than (a conservative) plan – especially in TAS and RCI.

Organ Donation & Transplantation	Year to Date		
	Bud.	Act.	Var.
(£)m			
Income	20.4	19.9	(0.5)
Expenditure	(16.5)	(15.3)	1.2
Change Programme	(1.2)	(0.9)	0.3
Surplus/(Deficit)	2.7	3.7	1.1

Activity levels are highly variable but overall >10% lower than plan and hence driving operational underspends. This includes NORs costs where income assumes an additional team, although this is not currently being planned for 2021/22.

Tissues and Eye Services	Year to Date		
	Bud.	Act.	Var.
(£)m			
Income	3.4	4.0	0.6
Expenditure	(3.1)	(2.9)	0.3
Surplus/(Deficit)	0.2	1.1	0.9

Activity is higher than (a conservative) plan – especially in corneas, bone and skin.

NHSBT Total	(3.4)	0.6	4.0
--------------------	--------------	------------	------------

Financial Performance by Division – Full Year Forecast as at Q1 2021 (full I&E statement on page 6)

Deficit of £17.7m (£5.3m better than plan)

Blood Supply	Forecast Full Year Outturn		
(£)m	Bud.	Fcst.	Var.
Income	295.1	295.2	0.1
Plasma Funding	46.0	53.0	7.0
Expenditure	(156.8)	(161.8)	(5.0)
Plasma Expenditure	(46.1)	(51.9)	(5.8)
Surplus/(Deficit)	138.2	134.5	(3.8)

The full year effect of the overspends seen in Q1 will be limited to £2.7m as much of the excess cost is reduced. This cost pressure is partially offset by the remaining Covid contingency that is reported in Group Services (£1.3m).

The forecast also assumes an adverse (non-cash) variance for cost of sales of £2.3m based on forecast red cell stock of 26.3k units at March 2022 (versus an opening stock of 42.5k units).

Group Services	Forecast Full Year Outturn		
(£)m	Bud.	Fcst.	Var.
Income	16.0	16.3	0.3
Expenditure	(171.3)	(172.2)	(0.9)
Blood and Group Transformation	(17.0)	(17.0)	0.0
Surplus/(Deficit)	(172.4)	(172.9)	(0.5)

Key expenditure movements against budget;

- People & Finance (-£0.8m) – use of temporary staff and consultancy predominately responding to operating model changes and support required for plasma / OFH bid etc.
- Buying/selling annual leave cost pressure (-£1.3m).
- Covid Contingency (+£1.3m) – partially offsets the adverse variances in Blood Supply.

Blood and Group Surplus/(Deficit)	(34.1)	(38.4)	(4.3)
--	---------------	---------------	--------------

Clinical Services	Forecast Full Year Outturn		
(£)m	Bud.	Fcst.	Var.
Income	70.9	72.0	1.1
Expenditure	(60.8)	(60.6)	0.2
Change Programme	(3.7)	(3.3)	0.4
Surplus/(Deficit)	6.4	8.0	1.6

Full year effect of higher activity, especially in RCI, TAS and Stem Cells.

Organ Donation & Transplantation	Forecast Full Year Outturn		
(£)m	Bud.	Fcst.	Var.
Income	81.5	81.0	(0.5)
Expenditure	(66.3)	(63.4)	3.0
Change Programme	(12.0)	(8.2)	3.7
Surplus/(Deficit)	3.2	9.4	6.2

Full year effect of reduced activity directly driven by Covid and the favourable impact from not increasing NORS. The forecast assumes 1,550 donors versus a plan of 1,697.

Tissues and Eye Services	Forecast Full Year Outturn		
(£)m	Bud.	Fcst.	Var.
Income	14.3	16.0	1.7
Expenditure	(12.7)	(12.7)	0.0
Surplus/(Deficit)	1.6	3.3	1.8

Increased sales income across most products (against a conservative plan).

NHSBT Total	(23.0)	(17.7)	5.3
--------------------	---------------	---------------	------------

Budget	Period			Year to date			Full year			Variance	
	Budget	Actual		Variance	Budget	Actual	Variance	2020-21 Actual	Budget		Q1 Forecast
	£k	£k		£k	£k	£k	£k	£k	£k		£k
0	1,652	1,652	Blood and Group	0	9,083	9,083	57,623	0	6,956	6,956	
0	0	0	Programme Funding - Convalescent Plasma	0	0	0	0	46,044	46,044	0	
958	958	0	Programme Funding - Plasma for Medicines	2,725	2,725	0	11,061	10,900	10,900	0	
24,402	24,500	98	Programme Funding - Corporate	72,862	73,339	477	280,280	291,747	291,854	107	
287	350	63	Blood & Components Income	801	928	127	3,165	3,313	3,313	0	
186	164	(22)	Blood Supply Other Income	559	528	(31)	2,000	2,377	2,567	190	
87	62	(25)	Clinical Services - Research & Development	260	239	(21)	1,228	1,042	879	(163)	
140	163	23	Clinical Services Income - Medical	406	490	84	3,385	1,652	1,973	321	
26,062	27,850	1,789	Group Services Other Income	77,613	87,332	9,719	358,742	357,075	364,486	7,411	
(440)	(1,099)	(659)	Blood and Group Income	(1,089)	(2,431)	(1,342)	(515)	0	(2,267)	(2,267)	
0	(1,637)	(1,637)	Cost of Sales - Blood Component Stock Movement	(22)	(9,090)	(9,068)	(57,623)	(22)	(6,956)	(6,934)	
0	(18)	(18)	Convalescent Plasma	0	(18)	(18)	0	(46,044)	(44,944)	1,100	
(5,469)	(5,402)	67	Plasma for Medicines	(16,386)	(17,216)	(830)	(61,816)	(65,267)	(66,673)	(1,406)	
(6,079)	(6,103)	(23)	Blood Supply: Blood Donation	(17,787)	(18,279)	(492)	(68,195)	(71,831)	(72,656)	(825)	
(1,797)	(1,714)	82	Blood Supply: Manufacturing, Testing & Issue	(5,027)	(5,360)	(333)	(20,293)	(19,693)	(20,191)	(498)	
(65)	(54)	11	Blood Supply: Logistics	(194)	(157)	37	(644)	(780)	(780)	0	
(1,969)	(1,388)	581	Chief Executive and Board	(4,863)	(4,003)	860	(18,252)	(20,531)	(20,757)	(226)	
(700)	(656)	44	Donor Experience	(1,767)	(1,637)	131	(5,625)	(7,208)	(7,218)	(10)	
(3,538)	(3,564)	(27)	Quality	(10,743)	(10,534)	210	(45,278)	(44,767)	(44,384)	383	
(472)	(539)	(67)	Estates & Facilities	(1,654)	(1,755)	(101)	(6,982)	(6,641)	(7,112)	(471)	
(157)	(178)	(21)	Finance	(573)	(656)	(83)	(1,871)	(2,283)	(2,554)	(270)	
200	168	(32)	Strategy and Transformation	(152)	(191)	(39)	(1,675)	(616)	(533)	83	
(825)	(1,035)	(210)	Business Transformation Services	(2,475)	(2,761)	(286)	(9,510)	(10,112)	(10,398)	(286)	
(3,416)	(3,240)	177	People	(9,754)	(9,362)	392	(34,923)	(40,448)	(40,777)	(329)	
(792)	(956)	(164)	Digital, Data and Technology Services	(2,126)	(1,694)	432	(12,701)	(16,999)	(16,999)	0	
(394)	(356)	38	Change Programme	(1,177)	(1,066)	111	(4,835)	(5,346)	(5,536)	(190)	
(1,498)	(1,358)	140	Clinical Services: Research & Development	(4,320)	(4,069)	251	(15,600)	(16,971)	(16,436)	535	
(1,241)	(1,234)	8	Clinical Services: Medical	(4,371)	(3,754)	617	(32,073)	(15,625)	(15,735)	(110)	
(28,652)	(30,362)	(1,710)	Miscellaneous and Capital Charges	(84,482)	(94,033)	(9,551)	(398,412)	(391,183)	(402,905)	(11,721)	
(2,591)	(2,512)	79	Blood and Group Expenditure	(6,869)	(6,700)	168	(39,670)	(34,108)	(38,419)	(4,310)	
			Blood and Group Total								
			Clinical Services (DTAS)								
130	130	0	Programme Funding - Diagnostics, Therapeutic Apheresis & Stem Cells	1,040	1,040	0	4,173	4,162	4,162	0	
5,624	6,203	580	Diagnostic and Therapeutic Services Income	15,063	16,087	1,024	58,602	66,747	67,810	1,063	
5,754	6,334	580	Clinical Services Income	16,103	17,127	1,024	62,774	70,909	71,972	1,063	
(5,125)	(4,830)	295	Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells	(14,911)	(14,469)	442	(53,520)	(60,780)	(60,624)	156	
(340)	(149)	191	Clinical Services: Diagnostics, Therapeutic Apheresis and Stem Cells Change Programme	(680)	(223)	457	(903)	(3,740)	(3,326)	414	
(5,465)	(4,979)	486	Clinical Services Expenditure	(15,591)	(14,692)	899	(54,423)	(64,520)	(63,949)	570	
289	1,355	1,065	Clinical Services Total	512	2,435	1,923	8,351	6,389	8,022	1,633	
			Organ Donation & Transplantation								
5,216	5,726	510	Programme Funding - Organ Donation & Transplantation	17,157	17,160	3	62,327	68,627	68,627	0	
0	(443)	(443)	Programme Funding - Organ Donation and Transplantation - Opt Out	0	(304)	(304)	11,509	0	0	0	
278	78	(200)	Organ Donation & Transplantation - NHSE Income	833	525	(308)	1,617	3,333	2,185	(1,148)	
1,123	1,018	(105)	Organ Donation & Transplantation - UKHDs & Other Income	3,220	3,060	(160)	12,553	12,879	12,371	(508)	
6,617	6,379	(238)	ODT Income	21,210	20,441	(769)	88,006	84,839	83,183	(1,656)	
(5,608)	(5,027)	581	OTDT - Organ Donation and Transplantation	(16,476)	(15,299)	1,178	(55,260)	(66,350)	(63,360)	2,990	
(975)	(719)	257	OTDT - Organ Donation and Transplantation Change Programme	(2,046)	(1,403)	643	(14,860)	(15,302)	(10,413)	4,889	
(6,583)	(5,745)	838	ODT Expenditure	(18,523)	(16,702)	1,821	(70,120)	(81,652)	(73,773)	7,879	
34	633	599	ODT Total	2,687	3,739	1,051	17,886	3,188	9,411	6,223	
			Tissues and Eye Services								
1,207	1,376	170	Tissue & Eye Services Income	3,377	4,016	639	11,994	14,298	16,000	1,703	
(83)	(83)	0	Programme Funding - Tissues Services	0	0	0	0	0	0	0	
1,123	1,293	170	TES Income	3,377	4,016	639	11,994	14,298	16,000	1,703	
(63)	(64)	(2)	Cost of Sales - Tissues Stock Movement	(188)	(107)	81	(727)	(750)	(750)	0	
(1,002)	(1,019)	(17)	OTDT - Tissue and Eye Services	(2,957)	(2,773)	183	(10,850)	(11,967)	(11,917)	50	
(1,064)	(1,083)	(19)	TES Expenditure	(3,144)	(2,880)	264	(11,577)	(12,717)	(12,667)	50	
59	210	151	TES Total	233	1,136	903	417	1,580	3,333	1,753	
			NHSBT Summary								
39,556	41,856	2,300	Income	118,303	128,916	10,613	521,516	527,121	535,641	8,521	
(41,764)	(42,170)	(406)	Expenditure	(121,739)	(128,307)	(6,567)	(534,532)	(550,072)	(553,294)	(3,222)	
(2,208)	(314)	1,894	NHSBT Surplus/(Deficit)	(3,436)	610	4,046	(13,016)	(22,951)	(17,653)	5,299	

Cash Flow – as at June 2021

	Actual Apr-21 £k	Actual May-21 £k	Actual Jun-21 £k	Forecast Jul-21 £k	Forecast Aug-21 £k	Forecast Sep-21 £k	Forecast Oct-21 £k	Forecast Nov-21 £k	Forecast Dec-21 £k	Forecast Jan-22 £k	Forecast Feb-22 £k	Forecast Mar-22 £k	Total £k
Opening bank balance	53,211	49,942	44,169	32,800	62,978	60,303	54,372	66,802	69,597	69,590	68,049	57,511	53,211
Receipts													
Debtors & Other Receipts	33,878	35,028	37,837	34,526	30,228	35,953	38,825	33,948	33,600	35,432	33,786	38,352	421,392
Revenue Cash Limit	0	0	0	24,267	6,067	6,067	6,067	6,067	6,067	6,067	6,067	6,067	72,800
Revenue Cash Limit - Pensions Uplift	824	0	0	3,633	908	908	908	908	908	908	908	908	11,724
Revenue Cash Limit - Plasma for Medicines	0	0	0	9,880	5,390	5,390	5,390	5,390	5,390	5,390	5,390	5,390	53,000
Capital Cash Limit	0	0	0	3,000	0	0	5,000	0	3,000	0	5,000	5,000	21,000
Total Receipts	34,702	35,028	37,837	75,306	42,593	48,318	56,190	46,313	48,965	47,797	51,151	55,717	579,916
Payments													
Staff Expenses	15,253	20,370	20,881	20,871	20,120	20,419	20,564	21,584	23,012	20,577	21,064	27,006	251,723
Other Revenue Payments	22,286	19,669	27,681	23,635	24,425	22,822	22,173	21,180	24,521	26,822	26,500	44,212	305,927
Capital Charges Less DH Credit Due	0	0	0	0	0	10,184	0	0	0	0	10,184	0	20,368
Capital Payments	432	762	644	500	600	700	900	1,000	1,500	2,000	4,000	7,962	21,000
Total Payments	37,971	40,801	49,205	45,006	45,145	54,125	43,638	43,764	49,033	49,400	61,749	79,180	599,017
Closing bank balance	49,942	44,169	32,800	63,100	60,547	54,740	67,292	69,841	69,773	68,171	57,572	34,110	34,110

Debtor Days (Target is 22 days)	16	17	14
YTD BPPC By Value % (Target is 95%)	92.2%	97.5%	91.3%
YTD BPPC By Number % (Target is 95%)	94.3%	99.2%	94.9%

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
Total Overdue Debtors	4,533	2,451	571	497	8,052

Notional Split	£m
Blood	14.2
Clinical Services	6.3
ODT	13.6
	34.1

Top 5 > 90 days Overdue Debtors £000's	May-21		Jun-21		Comments
	>90 Days overdue £000's	Total Overdue £000's	>90 Days overdue £000's	Total Overdue £000's	
LANCASHIRE TEACHING HOSPITALS NHS FOUNDATION TRUST			141	519	Challenges in relating to Blood and Component billing. Escalated to Trust DoF.
LEEDS TEACHING HOSPITALS NHS TRUST	65	325	54	123	
MID AND SOUTH ESSEX NHS FOUNDATION TRUST			45	153	
GLOUCESTERSHIRE HOSPITALS NHS FOUNDATION TRUST	48	225	34	129	
GREAT ORMOND STREET HOSPITAL FOR CHILDREN NHS FOUN	40	173	33	72	
UNIVERSITY OF BRISTOL	77	77			
BUCKINGHAMSHIRE HEALTHCARE NHS TRUST	20	352			
Total 5 Overdue Debtors	249	1,152	307	997	
Other Debtors	217	8,566	191	7,055	
Total Overdue Debtors	467	9,718	497	8,052	

>90 DAYS OVERDUE	Profile by Month											
	Actual Apr-21 £000s	Actual May-21 £000s	Actual Jun-21 £000s	Actual Jul-21 £000s	Actual Aug-21 £000s	Actual Sep-21 £000s	Actual Oct-21 £000s	Actual Nov-21 £000s	Actual Dec-21 £000s	Actual Jan-22 £000s	Actual Feb-22 £000s	Actual Mar-22 £000s
Target Range Between £0.5m and £1.0m												
Ledger Balance at month end	369	467	497									
Target	500	500	500	500	500	500	500	500	500	500	500	500

Contribution Statement - as at June 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	74.1	5.1	3.1	2.7	-	1.1	3.2	4.0	-		93.3
Central Funding from DHAs	-	-	-	-	-	-	-	-	-	3.0	3.0
Grant in Aid	11.0	0.1	0.1	0.1	0.0	1.1	0.1	0.1	17.4		30.0
Other	1.4	0.2	0.1	0.1	0.4	0.0	0.1	-	-	0.6	2.9
Total Income	86.6	5.4	3.3	2.9	0.4	2.1	3.3	4.1	20.9		129.1
Expenditure											
Variable Costs											
Consumables	(6.7)	(0.5)	(1.0)	(0.5)	(0.3)	(0.2)	(0.8)	(0.6)	(0.8)		(11.4)
Other	-	-	-	-	-	-	-	-	-		-
Total Variable Costs	(6.7)	(0.5)	(1.0)	(0.5)	(0.3)	(0.2)	(0.8)	(0.6)	(0.8)		(11.4)
Variable Contribution	79.9	5.0	2.2	2.4	0.1	1.9	2.6	3.5	20.1		117.7
Direct Costs											
Cost of Sales	(2.4)	-	-	-	-	-	-	(0.1)	-		(2.5)
Pay	(29.9)	(2.4)	(1.7)	(1.3)	(0.4)	(0.8)	(1.1)	(1.8)	(8.0)		(47.2)
Non Pay	(12.9)	(0.1)	(0.2)	(0.3)	(0.0)	(0.3)	(0.2)	(0.7)	(7.2)		(21.9)
Total Direct Costs	(45.2)	(2.5)	(1.8)	(1.6)	(0.4)	(1.0)	(1.3)	(2.6)	(15.2)		(71.7)
Direct Contribution	34.7	2.5	0.4	0.8	(0.4)	0.9	1.2	1.0	4.9		46.0
Direct Support											
Operational Directorate costs	(4.2)	(0.7)	(0.2)	(0.2)	(0.1)	(0.1)	(0.1)	(0.2)	(0.7)		(6.4)
Logistics	(4.8)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)		(4.9)
Clinical	(2.4)	(0.1)	-	(0.0)	(0.1)	(0.1)	(0.1)	(0.0)	(0.3)		(2.9)
Attributable Estates costs	(5.7)	(0.4)	(0.2)	(0.3)	(0.0)	(0.1)	(0.0)	(0.3)	(0.2)		(7.3)
Attributable IT costs	(5.0)	(0.3)	(0.2)	(0.1)	(0.0)	(0.1)	(0.0)	(0.1)	(1.1)		(6.9)
Depreciation / Cost of Capital	(0.4)	(0.2)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.1)		(1.1)
Total Direct Support	(22.4)	(1.7)	(0.7)	(0.8)	(0.1)	(0.4)	(0.3)	(0.8)	(2.4)		(29.5)
Notional Internal Income Uplift	(0.5)	0.1	0.5	0.0	(0.0)	(0.1)	-	0.0	(0.0)		0.0
Contribution to Unallocated Costs	11.7	0.9	0.2	0.1	(0.5)	0.4	0.9	0.2	2.6		16.5
Total Allocated Costs	(74.8)	(4.5)	(3.1)	(2.9)	(0.9)	(1.8)	(2.4)	(3.9)	(18.4)		(112.6)
Unallocated Costs Apportioned											
Directorate costs	(5.3)	(0.5)	(0.3)	(0.3)	(0.1)	(0.2)	(0.3)	(0.4)	(2.3)		(9.8)
Estates costs	(1.3)	(0.1)	(0.1)	(0.1)	(0.0)	(0.0)	(0.1)	(0.1)	(0.5)		(2.3)
Depreciation / Cost of Capital	(0.3)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	(0.1)		(0.5)
Total Unallocated Costs	(6.9)	(0.7)	(0.4)	(0.4)	(0.1)	(0.3)	(0.3)	(0.6)	(2.9)		(12.6)
Operating Net Surplus / (Deficit)	4.9	0.3	(0.2)	(0.4)	(0.6)	0.1	0.6	(0.3)	(0.4)		3.9
Transformation Costs	(1.7)	(0.1)	(0.0)	(0.0)	(0.0)	(0.0)	(0.0)	-	(1.4)		(3.3)
Total Allocated Costs Inc Transformation	(76.5)	(4.6)	(3.1)	(2.9)	(0.9)	(1.8)	(2.5)	(3.9)	(19.8)		(116.0)
Net Surplus / (Deficit) Inc Transformation	3.2	0.2	(0.2)	(0.4)	(0.7)	0.1	0.5	(0.3)	(1.8)		0.6
Budget (YTD)	2.6	(0.3)	(0.1)	(0.7)	(0.7)	(0.3)	(0.1)	(1.2)	(2.7)		(3.4)
Variance	0.6	0.5	(0.2)	0.3	0.0	0.4	0.6	0.9	0.9		4.0
RAG STATUS (Actuals V Plan)	G	G	R	G	G	G	G	G	G		G

Notes:

- 1 Unallocated costs are apportioned based on the aggregate of all Allocated Costs.
- 2 Clinical services management and Transformation costs allocated prorata across Clinical Services Operating units using allocated costs as a basis.
- 3 IBGRL & Reagents now included in RCI and SCDT includes BBMR & CBB.
- 4 This report is indicative and subject to ongoing review/update as per the work plan below:
 Q2-Q3 2021/22 - Operating model changes and Support Cost driver updates, to be reflected from M01 2022/23
 Q1 2022/23 - Costing principles relating to overhead allocations resulting from impact of Plasma for Medicines
 Q1 2023/24 - Costing principles relating to Direct Cost allocations resulting from impact of Plasma for Medicines