

NHS Blood and Transplant

2022/23 Budget

NHSBT Board version: As in 2021/22 there are numerous transfers between budgets in 2022/23. In this version the comparatives have been restated to be consistent with the budget structure and hence differ from the 2021/22 management accounts.

A list of the transfers is provided for reference.

Income and overall budget outcome

Analysis by Blood, OTDT and Clinical Services to follow

Income (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Forecast	% Change From Forecast
Programme Funding - Organ Donation & Transplantation	61.8	68.1	68.1	67.3	-0.8	-1%
Programme Funding - Organ Donation and Transplantation - Opt Out	11.5	0.0	0.0	2.0	2.0	-
Programme Funding - BBMR and Cord Blood	4.2	4.2	4.2	4.5	0.3	8%
Programme Funding - Convalescent Plasma	57.6	0.0	9.1	0.0	-9.1	-100%
Programme Funding - Plasma for Medicines	0.0	46.0	21.7	14.1	-7.6	-35%
Programme Funding - Corporate	11.1	10.9	12.0	12.4	0.4	4%
Programme Funding - Tissue and Eye Services	0.5	0.5	0.5	0.6	0.1	11%
Blood & Components Income	277.0	288.3	288.2	305.6	17.4	6%
Non-Clinical Issues	1.0	1.3	0.4	1.2	0.8	210%
Plasma for Medicines Income	2.2	2.2	2.2	7.5	5.3	241%
Blood Supply Other Income	3.2	3.3	3.8	3.5	-0.2	-7%
Clinical Services Income	58.6	66.7	68.9	72.4	3.5	5%
Medical Directorate Income	1.2	1.0	1.0	1.2	0.2	20%
Research and Development Income	2.0	2.4	2.6	2.6	0.0	0%
Tissue & Eye Services Income	12.0	14.3	15.2	17.9	2.7	18%
Organ Donation & Transplantation - UKHDs & Other Income	12.6	12.9	12.3	12.6	0.3	2%
Organ Donation & Transplantation - NHSE Income	1.6	3.3	2.2	3.4	1.2	57%
Group Services Other Income	3.4	1.7	2.0	1.7	-0.3	-14%
Total Income	521.5	527.1	514.4	530.7	16.3	3%
Total Operating Costs	-506.1	-516.3	-500.5	-508.1	-7.6	2%
Transformation Fund Blood / Group	-12.7	-17.0	-17.0	-17.0	-0.0	0%
Transformation Fund Plasma	0.0	0.0	0.0	-5.5	-5.5	-
Transformation Fund ODT	-14.9	-13.0	-10.2	-4.5	5.7	-56%
Transformation Fund Clinical Services	-0.9	-3.7	-1.8	-3.8	-2.0	112%
Net I&E Position	-13.0	-23.0	-15.1	-8.1	6.9	-46%

2022/23 Summary of the NHSBT Expenditure Budget

Expenditure (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Forecast	% Change From Forecast
Cost of Sales - Blood Component Stock Movement	-0.5	0.0	-1.3	0.0	1.3	100%
Cost of Sales - Tissue and Eye Services	-0.7	-0.8	-0.7	-0.5	0.2	26%
Convalescent Plasma	-57.6	0.0	-9.1	0.0	9.1	100%
Plasma for Medicines	0.0	-46.0	-20.8	-11.0	9.9	47%
Plasma for Medicines Transformation	0.0	0.0	0.0	-5.5	-5.5	-
Donor Experience	-19.9	-22.3	-22.6	-23.9	-1.3	-6%
Blood Supply: Blood Donation	-68.6	-72.9	-77.2	-75.7	1.5	2%
Blood Supply: Manufacturing, Testing & Issue	-61.4	-63.9	-63.8	-66.1	-2.3	-4%
Blood Supply: Logistics	-20.5	-19.7	-21.4	-22.2	-0.8	-4%
Clinical Services Operations	-53.7	-60.9	-60.3	-65.8	-5.5	-9%
Clinical Services Change Programme	-0.9	-3.7	-1.8	-3.8	-2.0	-112%
Medical Directorate	-15.2	-16.6	-16.0	-17.7	-1.6	-10%
Research and Development	-5.2	-5.7	-5.9	-6.1	-0.2	-4%
OTDT - Organ Donation and Transplantation	-55.2	-68.6	-62.8	-71.9	-9.2	-15%
OTDT - Organ Donation and Transplantation Change Programme	-14.9	-13.0	-10.2	-4.5	5.7	56%
OTDT - Tissue and Eye Services	-10.9	-12.0	-11.8	-12.5	-0.8	-6%
Estates & Facilities	-45.0	-44.5	-44.5	-49.0	-4.5	-10%
Digital, Data and Technology Services	-35.8	-40.7	-40.9	-44.3	-3.4	-8%
People	-9.7	-10.6	-11.6	-11.0	0.6	5%
Quality	-6.4	-7.5	-7.5	-8.6	-1.1	-15%
Finance	-7.1	-6.6	-7.2	-7.3	-0.0	-1%
Strategy and Transformation	-0.7	-0.5	-0.5	-0.5	0.0	10%
Business Transformation Services	-0.2	-0.6	-0.5	-0.6	-0.1	-12%
Chief Executive and Board	-0.6	-0.8	-0.7	-0.8	-0.1	-12%
Change Programme (Blood & Corporate)	-12.7	-17.0	-17.0	-17.0	-0.0	0%
Miscellaneous and Capital Charges	-31.2	-15.1	-13.3	-12.5	0.8	6%
Total Expenditure	-534.5	-550.1	-529.4	-538.8	-0.5	-2%

Key Assumptions

Division	Description	2021/22 Forecast	2022/23 Budget Assumption
NHSBT	Pay Award	3.00%	3.00%
	Inflation	2.12%	2.12%
Blood Supply	WB Collections	1.451m	1.473m
	Red Cell Expiry	0.73%	1.00%
	Red Cell Losses	4.83%	4.80%
	Red Cell Stock Build - March 2023 versus March 2022	-7k units	Nil
	Red Cell Issues	1.372m	1.388m
	Platelet Issues	0.257m	0.249m
	Component Donation Platelets Produced	49.67%	47.00%
	Platelet Expiry	4.59%	4.00%
	Platelet Wastage	2.93%	3.00%
	FFP, Cryo products	0.367m	0.354m
	No. of new donors	38k	41k
	Total Active O Negative donors	113k	119k
	Total Active Ro donors	25k	31k
Organ and Tissue Donation and Transplantation	Decreased Donations	1,374	1,646
	Deceased Transplants	3,478	3,872
	No of Corneas in stock - March 2023	151	280
Clinical Services	Cord Issues	49	50
	BBMR Matches	186	196

Notes

2.5% used in the prices that were set for 2021/22

Used for price planning / replaced in budget with actual costs

Low stock levels during 2021/22

Normal budget assumption that stock at end March is the same

Budget transfers – history/comparatives restated to be consistent with the budgets cost structure

£m	Virements	Details of Changes
Programme Funding - Organ Donation & Transplantation	-0.5	Programme Funding transfer to TES for Skin Bank
Programme Funding - Tissue and Eye Services	0.5	Programme Funding transfer from ODT for Skin Bank
Non-Clinical Issues	-2.2	Plasma Non-Clinical Issues Income (-£2.2m transfer to Plasma for Medicines)
Plasma for Medicines Income	2.2	Plasma Non-Clinical Issues Income transfer in (+£2.2m from Blood & Components)
Income	0.0	
Blood Supply: Blood Donation	-1.5	Team transfer in for Stock Management & Supply (-£1.4m from Manufacturing) & Working Time Directive (-£0.3m from Misc). Risk team transfer out (+£0.2m to Quality)
Blood Supply: Manufacturing, Testing & Issue	1.8	Team transfers out for the IDC Team (+£0.5m to DDTS) and Stock Management & Supply (+£1.4m to Blood Donation)
Blood Supply: Logistics	0.0	Working Time Directive allocation (-£0.2m from Misc) and Courier expenditure budget transferred to Clinical Services (+£0.1m)
Clinical Services Operations	-0.1	Clinical Services courier budget transfer in (-£0.1m)
Medical Directorate	0.3	Transfers out for Research fellows (+£0.4m to R&D)
Research and Development	-0.4	Transfers in for Research fellows (-£0.4m from Medical)
Donor Experience	-1.8	Transfers in for ODR Mailing expenditure (-£0.6m from DDTS) and remapped cost centres for Internal and Corporate Comms (-£1.3m from Strategy)
Estates & Facilities	0.3	Offsite Storage expenditure budget transfer out (to DDTS +£0.3m).
Digital, Data and Technology Services	-0.3	ODR Mailing expenditure transferred out (+£0.6m to DEX), IDC team transfer in (-£0.5m from Manufacturing) and offsite storage costs in (-£0.3m from Estates).
People	-0.5	Diversity and Inclusive budgets transferred in (-£0.5m from Strategy)
Strategy and Transformation	1.8	Diversity and Inclusive budgets transferred out (+£0.5m to People) and Internal & Corporate Communications transferred out (+£1.3m to DEX)
Quality	-0.3	Risk team budgets transferred in (-£0.2m from Blood Donation) and CQC from (-£0.1m from Medical)
Miscellaneous and Capital Charges	0.6	Working Time Directive budget transferred out (+£0.6m to Blood Supply)
Expenditure	0.0	
NHSBT Total	0.0	

Divisional Contribution Schedules

Blood and Group

Income reflects the 6% increase approved by NCG

Direct costs assume a £2.5m target reduction to reflect post Covid capacity reduction + footprint optimisation

Blood (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Budget	Movement from Forecast
Income						
Blood & Components Income	277.0	288.3	288.2	305.6	17.3	17.4
Non-Clinical Issues	1.0	1.3	0.4	1.2	0.0	0.8
Other Income	3.2	3.3	3.8	3.5	0.2	-0.2
Total Income	281.2	292.9	292.4	310.3	17.5	18.0
Direct Expenditure						
Cost of Sales - Stock Movement	-0.5	0.0	-1.3	0.0	0.0	1.3
Blood Supply: Blood Donation	-68.6	-72.9	-77.2	-75.7	-2.8	1.5
Blood Supply: Manufacturing, Testing & Issue	-61.4	-63.9	-63.8	-66.1	-2.2	-2.3
Blood Supply: Logistics	-20.5	-19.7	-21.4	-22.2	-2.5	-0.8
Total Direct Costs	-150.9	-156.5	-163.6	-164.0	-7.4	-0.3
Blood Gross Surplus / Deficit	130.3	136.3	128.7	146.4	10.1	17.7
Group (£m)						
Income	17.7	16.0	17.5	17.9	1.9	0.4
Expenditure	-189.7	-188.5	-188.4	-199.3	-10.8	-10.9
Group Surplus / Deficit	-172.0	-172.5	-170.9	-181.4	-8.9	-10.6
Blood/Group - Surplus / Deficit	-41.7	-36.2	-42.1	-35.0	1.2	7.1

Group Services

5% increase (budget to budget) driven by energy costs + headcount increases (including plasma support)
 £3.1m of costs included for plasma, implying 3.1% increase (budget to budget) if plasma increases excluded

GROUP (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Budget	Movement from Forecast	
Income							
Other Income (including Clinical and R&D)	17.7	16.0	17.5	17.9	1.9	0.4	Stratford DC +£0.8m Power + £2.9m Capital Charges + £0.9m Clinical Waste + £0.4m
Total Income	17.7	16.0	17.5	17.9	1.9	0.4	
Expenditure							
Estates & Facilities	-45.0	-44.5	-44.5	-49.0	-4.6	-4.5	Staff cost (+14wte) +£1.4m MS licences + £0.6m
Digital, Data and Technology Services	-35.8	-40.7	-40.9	-44.3	-3.6	-3.4	Savant rates +£0.6m Capital Charges + £1.1m
Donor Experience	-19.9	-22.3	-22.6	-23.9	-1.6	-1.3	
Change Programme (Blood & Corporate)	-12.7	-17.0	-17.0	-17.0	0.0	0.0	
Medical	-15.2	-16.6	-16.0	-17.7	-1.0	-1.6	
People	-9.7	-10.6	-11.6	-11.0	-0.4	0.6	
Finance	-7.1	-6.6	-7.2	-7.3	-0.7	0.0	Staff cost (+34wte) +£1.1m Plasma marketing + £1.7m
Quality	-6.4	-7.5	-7.5	-8.6	-1.2	-1.1	Home test kits +£0.5m Savings - £2.3m
Research and Development	-5.2	-5.7	-5.9	-6.1	-0.4	-0.2	
Miscellaneous and Capital Charges	-31.2	-15.1	-13.3	-12.5	2.5	0.8	
Strategy and Transformation	-0.7	-0.5	-0.5	-0.5	0.1	0.0	
Business Transformation Services	-0.2	-0.6	-0.5	-0.6	0.0	-0.1	
Chief Executive and Board	-0.6	-0.8	-0.7	-0.8	0.0	-0.1	
Total Expenditure	-189.7	-188.5	-188.4	-199.3	-10.8	-10.9	
Gross Surplus / Deficit	-172.0	-172.5	-170.9	-181.4	-8.9	-10.6	

Medical - new posts in CS management and R&D

Quality – increase in 17.5 WTEs (budget to budget), including 5 for Plasma and 3.5 transfer from Blood Supply (Risk)

Blood and Group Transformation Plan

DDTS Transformation	2022/23 Plan (£k)
Blood Tech Modernisation - Workstreams	-2,090
Data Centre - Co-location	-1,934
DDTS Core Infrastructure Contract Renewals	-750
Oracle Hardware/ Cloud	-500
NHSBT Site Comms Infrastructure Upgrade	-316
Application Risk Remediation	-300
IT Key Machines	-100
Organ Donor Register Upgrade and Repatriation	-50
Upscaling of current back up solution and Strategic	-100
DDTS Total	-6,140

Blood Supply Transformation	2022/23 Plan (£k)
Collection Footprint	-2,000
Hep B Core testing	-2,000
International Blood Packs	-372
Blood Agitators	-200
Bacterial Screening	-200
Primary Blood Grouping	-150
Apheresis Platelets (contract)	-150
Microbiology Serology	-100
Couirer Exit Plan/Renewal	-100
Transport Management System Renewal	-78
NAT Contract	-75
Molecular Reference	-75
Secondary Blood group	-75
Blood Supply Total	-5,575

Group Services Transformation	2022/23 Plan (£k)
Strategic Estates Development (incl. Colindale)	-2,800
Management Organisational Activity	-2,000
Donor Exp. Product Ctr - workstreams	-1,200
Infected Blood Inquiry	-840
Medical Device Regulation Change	-121
Group Services Transformation	-6,961

Target Reduction	1,676
Blood and Group Total	-17,000

- Better defined than last year
- Single year only / not yet multi year planning
- Mostly in-train projects

Clinical Services (Diagnostics, Stem Cells and TAS business contributions)

Income growth of 5.1% (excluding programme funding), including £1.1m loss of NHSE income for TAS

Contribution decline of £3.7m versus forecast, due to increased transformation spend and opex growth (9.1%) that reflects investment to address issues in resilience, decision making and ability to transform

Clinical Services (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Budget	Movement from Forecast
Income						
Clinical Services – Service Income	58.6	66.7	68.9	72.4	5.7	3.5
Programme Funding (CBB / BBMR)	4.2	4.2	4.2	4.5	0.3	0.3
Total Income	62.8	70.9	73.1	76.9	6.0	3.8
Expenditure						
Operational Expenditure	-53.7	-60.9	-60.3	-65.8	-5.0	-5.5
Change Programme	-0.9	-3.7	-1.8	-3.8	0.0	-2.0
Total Direct Costs	-54.6	-64.6	-62.1	-69.6	-5.0	-7.5
Gross Surplus/-Deficit	8.1	6.3	11.0	7.3	1.0	-3.7

Clinical Services Transformation Plan

Clinical Services Transformation	2022/23 Plan (£k)
Accelerated Clinical Trials (ACT) Contribution	-500
RESTORE	-457
Portfolio Resource Augmentations	-250
CBC Extension at Filton	-189
CBC / ART Programme / Project Support	-135
Medical Device Regulatory Implementation	-130
Haem-Match: Interoperability NHSBT interface with NHR	-50
Sub Total - Approved	-1,711
Development of HLA typing using Oxford Nanopore Systems (ONS) Technology	-724
Interoperability Programme: RCI establish and promote interoperability with service users	-500
TAS Digitally Managed Services Programme	-250
CMT Process & Product Development Lab	-200
Programme Director - Genomics	-124
e-Hematos implementation (incl. Document Management System)	-100
London Operating Model (feasibility study) (CAGT)	-100
Donor Experience - New Donors	-100
CBB Capacity Reduction Phase 2	-70
Prometheus Replacement - Discovery	-50
Develop a proposal for a centralised NHS Cellular Therapies Data Centre	-50
CMT – Consumable Inventory Management System	-50
Database Replacement for NHSBT Reagents - Discovery	-50
Sub Total - Requested	-2,368
Reduction Target	328
Total 2022/23	-3,751

Organ Donation and Transplantation

DHSC (and UK Health Authorities) funding to be confirmed – flat cash assumed.

Comparatives in 2020/21 and 2021/22 impacted by reduced Covid related activity.

Underlying ODT deficit of £1.8m funded from cash reserves.

Unallocated indirect overheads (unfunded) at estimated £11.2m implies cross subsidy of £13m (without cash reserves)

Note – ODT is commissioning a national donor characterisation service from 1/4/2022 (moves from transformation to opex)

ODT (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget
Programme Funding	61.8	68.1	68.1	67.3
Programme Funding (Opt Out)	11.5	0.0	0.0	2.0
Other UK Health Authorities Funding	12.6	12.9	12.3	12.6
NHSE Funding (DCD Hearts / Donor Characterisation)	1.6	3.3	2.2	3.4
Total Operating Funding	87.5	84.3	82.6	85.4
Total Operating Expenditure	-55.3	-66.3	-62.8	-71.9
Net Operating Budget	32.2	18.0	19.9	13.5
Transformation	-14.9	-15.3	-10.2	-4.5
Gross Surplus/(Deficit)	17.4	2.7	9.7	9.0

Less: Group services considered to be within funding envelope -10.8

Underlying ODT deficit (funded from cash) -1.8

Organ Donation and Transplantation – operating budget detail

	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	
Deceased donors	1,180	1,697	1,374	1,646	
Deceased transplants	2,950	4,358	3,451	3,872	
ODT EXPENDITURE (£000's)					
Director	-419	-272	-298	-345	
Medical	-1,358	-395	-530	-305	
Education & Governance	-1,789	-2,762	-2,697	-3,197	New posts
UK Commissioning	-26,041	-30,798	-27,677	-34,228	£2.5m for donor characterisation (from transformation) + increase on NORS teams staff costs
Organ Donation & Nursing	-24,294	-29,459	-28,859	-30,861	Scottish Opt Out (+4 SNODs) plus increased pay
Strategy, Transformation & Business Development	-3,873	-664	-734	-990	
Donor Recognition	-2,000	-2,000	-2,000	-2,000	
Direct Group Services allocation (funded)	-6,335	-8,933	-8,933	-8,933	In total = £10.8m
General Group Services (funded)	-1,867	-1,867	-1,867	-1,867	
Total Baseline recurring costs	-67,976	-77,150	-73,595	-82,726	
Non-recurring / ring fenced funded spend					
Amvale rebate	2,300				
Opt Out - England	-11,507	-4,652	-2,500	-2,785	
Opt Out - Scotland	-582	-650	-258	0	
Donor characterisation	-783	-2,500	-1,334	-869	
DCD Hearts	-1,082	-2,500	-2,915	0	
ODT Transformation Programme	-882	-5,000	-3,167	-833	
Total funded costs (not x-subsidised)	-80,512	-92,452	-83,769	-87,214	
Indirect Overheads (currently not funded)	-10,005	-11,200	-11,200	-11,200	Cross subsidised by Blood and CS pricing
Total cost - funded + x-subsidised	-90,517	-103,652	-94,969	-98,414	

ODT – budgeted movement in cash reserves in 2022/23

Cash Position - 2022/23	Operations	Opt Out - England	Donor Characterisation	TOTAL
Underspent baseline funding	7.4			7.4
Underspent ring fenced programmes		2.0	4.9	6.9
Total Cash b/f from 2021/22	7.4	2.0	4.9	14.3
Baseline Operating Costs	-80.2			-80.2
ODT Transformation Programme	-0.8			-0.8
Opt Out (Comms) - non-recurring	-0.8	-2.0		-2.8
Opt Out				0.0
Donor Characterisation - recurrent			-2.5	-2.5
Donor Characterisation - Project			-0.9	-0.9
Total Cash Out	-81.8	-2.0	-3.4	-87.3
Funding based on current commitments				
Funding - DHSC	67.3			67.3
Funding DHSC (TES)				0.0
Funding - Wales	3.9			3.9
Funding - Scotland	6.4			6.4
Funding - N Ireland	2.3			2.3
Other	0.1			0.1
NHSE - Donor Characterisation Recurring			2.5	2.5
Total Funding (BAU)	80.0	0.0	2.5	82.5
Recurring surplus / (deficit)	-1.8			
Cash c/f to 2023/24	5.6	0.0	4.0	9.6

- Underlying operational deficit of £1.8m.
- Cash reserves of £9.6m (end 2022/23) implies ODT could cope with a DHSC funding cut in 2022/23 of > 10%.
- Risk thereafter if no additional funding and/or costs cannot be reduced.
- Donor characterisation – uncertain actual costs. Therefore a potential I&E risk but covered by cash.

TES

£0.5m DHSC programme funding re-directed from ODT as recurring funding for the national strategic stock of human skin

Contribution increase of £2.3m versus 2021/22 forecast (excluding Programme funding)

Excluding stock movement (non-cash), TES should be close to break even in 2022/23 (post ABC allocation)

TES (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Budget	Movement from Forecast
Income						
Programme Funding - Tissue and Eye Services	0.5	0.5	0.5	0.6	0.1	0.1
TES Income	12.0	14.3	15.2	17.9	3.6	2.3
Total Income	12.5	14.8	15.7	18.5	3.7	2.4
Expenditure						
Cost of Sales - Stock Movement	-0.7	-0.8	-0.7	-0.5	0.3	0.2
Operational Expenditure	-10.9	-12.0	-11.8	-12.5	-0.6	-0.8
Total Direct Costs	-11.6	-12.7	-12.5	-13.0	-0.3	-0.6
Gross Surplus/-Deficit	0.9	2.1	3.3	5.4	3.4	1.8

Plasma

Treated as a business rather than a project, taking its share of direct and indirect overhead costs

Expecting to carry £21.8m cash from 2021/22 into 2022/23

£14.1m utilised as deferred income, topped up by £7.5m of non-component income

After opex and change costs, results in a contribution of £5.1m

This will be absorbed by £3.1m of direct overheads within group services, and an estimated £2m of indirect allocation

Plasma (£m)	2020/21 Actual	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movement from Budget	Movement from Forecast
Income						
Programme Funding - Plasma for Medicines	0.0	46.0	21.7	14.1	-31.9	-7.6
Plasma for Medicines Income	2.2	2.2	2.2	7.5	5.3	5.3
Total Income	2.2	48.2	23.9	21.6	-26.6	-2.3
Expenditure						
Operational Expenditure	0.0	-46.0	-20.8	-11.0	35.1	9.9
Change Programme	0.0	0.0	0.0	-5.5	-5.5	-5.5
Total Direct Costs	0.0	-46.0	-20.8	-16.5	29.6	4.3
Gross Surplus/-Deficit	2.2	2.2	3.1	5.1	2.9	2.0
Directly attributed group costs				-3.1	-3.1	-3.1
Net Surplus/-Deficit	2.2	2.2	3.1	2.0	-0.2	-1.1

Additional

Blood / Group – cost progression by Directorate

£m	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Forecast (Q3)	2022-23 Budget
Blood Supply: Blood Donation	(65.3)	(68.4)	(68.6)	(72.9)	(77.2)	(75.7)
Blood Supply: Manufacturing, Testing & Issue	(65.0)	(64.2)	(61.4)	(63.9)	(63.8)	(66.1)
Blood Supply: Logistics	(20.6)	(20.5)	(20.5)	(19.7)	(21.4)	(22.2)
Operational Directorates	(150.9)	(153.1)	(150.4)	(156.5)	(162.3)	(164.0)
Estates & Facilities	(40.0)	(41.9)	(45.0)	(44.5)	(44.5)	(49.0)
Digital, Data and Technology Services	(29.3)	(30.0)	(35.8)	(40.7)	(40.9)	(44.3)
Donor Experience	(17.4)	(17.3)	(19.9)	(22.3)	(22.6)	(23.9)
Miscellaneous and Capital Charges	(2.6)	(2.8)	(31.2)	(15.1)	(13.3)	(12.5)
People	(7.2)	(7.8)	(9.7)	(10.6)	(11.6)	(11.0)
Quality	(6.2)	(6.8)	(6.4)	(7.5)	(7.5)	(8.6)
Finance	(5.5)	(6.1)	(7.1)	(6.6)	(7.2)	(7.3)
Strategy and Transformation	(0.2)	(0.2)	(0.7)	(0.5)	(0.5)	(0.5)
Chief Executive and Board	(0.7)	(0.8)	(0.6)	(0.8)	(0.7)	(0.8)
Business Transformation Services	(0.2)	(0.5)	(0.2)	(0.6)	(0.5)	(0.6)
Medical Directorate	(14.7)	(14.9)	(15.2)	(16.6)	(16.0)	(17.7)
Research and Development	(5.1)	(5.3)	(5.2)	(5.7)	(5.9)	(6.1)
Total Group Services	(89.0)	(92.5)	(132.0)	(127.0)	(126.9)	(133.3)
Total Operating Expenditure	(279.9)	(287.5)	(327.4)	(328.1)	(333.8)	(346.3)
Change Programme	(8.6)	(6.9)	(12.7)	(17.0)	(17.0)	(17.0)
Cost of Sales - Blood Component Stock Movement	3.5	(0.9)	(0.5)	-	(1.3)	-
Blood and Group Expenditure	(284.9)	(295.3)	(340.6)	(345.1)	(352.0)	(363.3)
Red cell issues (millions)	1.419	1.382 -2.6%	1.292 -6.5%	1.373 6.3%	1.372 6.2%	1.388 1.2%
Red Cell Price (£/unit)	£128.99	£133.44	£138.83	£145.99	£145.99	£153.30
Red Cell Price (%)		3.4%	4.0%	5.2%	5.2%	5.0%
Blood and Component income increase (%)		1.4%	4.0%	9.0%	9.0%	6.0%

5 year cost trend by Directorate

£m	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Budget	%Movement	% of Total
Cost of Sales - Blood Component Stock Movement	-3.5	0.9	0.5	1.3	0.0	-100.0%	0.3%
Cost of Sales - Tissues Stock Movement	0.2	0.5	0.7	0.7	0.5	226.0%	0.1%
Blood Supply: Blood Donation	65.3	68.4	68.6	77.2	75.7	16.0%	15.8%
Blood Supply: Manufacturing, Testing & Issue	65.0	64.2	61.4	63.8	66.1	1.7%	13.1%
Blood Supply: Logistics	20.6	20.5	20.5	21.4	22.2	7.5%	4.4%
Clinical Services	55.2	55.4	53.7	60.3	65.8	19.2%	12.4%
Organ Donation & Transplantation	58.0	61.6	55.2	62.8	71.9	24.1%	12.9%
Tissue and Eye Services	10.7	11.0	10.9	11.8	12.5	0.0%	2.4%
Plasma for Medicines	0.0	0.0	57.6	29.9	11.0		
Operational Directorates	271.4	282.6	329.1	329.1	325.7	21.2%	67.6%
Estates	40.0	41.9	45.0	44.5	49.0	11.2%	9.1%
Digital, Data and Technology Services	29.3	30.0	35.8	40.9	44.3	39.7%	8.4%
Donor Experience	17.4	17.3	19.9	22.6	23.9	0.0%	4.6%
Medical	14.7	14.9	15.2	16.0	17.7	20.4%	3.3%
People	7.2	7.8	9.7	11.6	11.0	61.8%	2.4%
Quality Assurance	6.2	6.8	6.4	7.5	8.6	21.9%	1.5%
Finance	5.5	6.1	7.1	7.2	7.3	30.3%	1.5%
Research and Development	5.1	5.3	5.2	5.9	6.1	21.0%	1.2%
Chief Executive/Board	0.7	0.8	0.6	0.7	0.8	3.5%	0.1%
Business Transformation Services	0.2	0.5	0.2	0.5	0.6	170.5%	0.1%
Strategy & Transformation	0.2	0.2	0.7	0.5	0.5	0.0%	0.1%
Total Group Services	86.4	89.8	100.8	113.6	120.8	31.5%	23.3%
Total Baseline Expenditure	397.8	414.2	474.9	487.2	495.5	22.5%	100.0%
Development Funds - Blood & Group	8.6	6.9	12.7	17.0	17.0		
Development Funds - Clinical Services	0.3	0.9	0.9	1.8	3.8		
Development Funds - ODT	5.3	10.2	14.9	10.2	4.5		
Development Funds - Plasma	0.0	0.0	0.0	0.0	5.5		
Other	2.6	2.8	31.2	13.3	12.5		
Total NHSBT	414.6	435.0	534.5	529.4	538.8		

5 year headcount trend by Directorate

WTE	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Forecast	2022/23 Budget	% Movement 0	% of Total
Blood Supply: Blood Donation	1,431	1,388	1,412	1,427	1,421	-0.7%	27.0%
Blood Supply: Manufacturing, Testing & Issue	714	724	721	724	732	2.4%	13.9%
Blood Supply: Logistics	331	319	312	305	310	-6.5%	5.9%
Clinical Services	671	693	711	731	803	19.7%	15.3%
Organ Donation & Transplantation	413	456	452	453	490	18.7%	9.3%
Tissue and Eye Services	139	141	145	131	153	10.1%	2.9%
Plasma for Medicines	0	0	167	124	122	100.0%	2.3%
Operational Directorates	3,699	3,720	3,921	3,896	4,030	8.9%	76.7%
Estates	83	85	71	71	80	-4.0%	1.5%
Digital, Data and Technology Services	219	222	250	255	301	37.3%	5.7%
Clinical Directorate	175	173	187	185	193	9.8%	3.7%
Donor Experience	150	143	162	158	191	27.0%	3.6%
People	123	125	138	140	154	25.7%	2.9%
Finance	95	97	108	101	111	17.7%	2.1%
Quality Assurance	102	104	112	122	131	28.6%	2.5%
Strategy & Transformation	0	0	3	2	6	#DIV/0!	0.1%
Business Transformation Services	2	2	3	1	8	344.4%	0.2%
Research and Development	40	34	39	34	47	17.2%	0.9%
Chief Executive/Board	4	5	4	5	4	10.8%	0.1%
Total Group Services	909	905	1,006	1,004	1,145	10.4%	21.8%
Total Baseline	4,691	4,710	4,998	4,971	5,255	6.0%	100.0%
Development Funds - Blood & Group	15	10	18	37	0		
Development Funds - Clinical Services	1	3	4	3	0		
Development Funds - ODT	20	42	45	32	30		
Other	0	6	54	0	0		
Total NHSBT	4,727	4,771	5,118	5,044	5,285		

Clinical Services – analysis of movements in Pathology Services

Pathology	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movements to 21-22 Budget	Movements to 21-22 Forecast
Income					
Path Mngt	0	0	0	0	0
IBGRL	2,415	2,332	2,673	258	341
RCI	18,616	18,863	19,792	1,176	930
H&I	13,862	13,557	15,894	2,032	2,336
Sub Total	34,894	34,752	38,359	3,466	3,607
Pay	-21,862	-21,801	-23,544	-1,682	-1,743
Non Pay	-10,044	-10,147	-9,792	253	356
Sub Total	-31,907	-31,948	-33,336	-1,429	-1,388
Gross Margin	2,987	2,804	5,024	2,037	2,220
Costs to support other SBU's	9,626	9,626	8,211	-1,415	-1,415
Indirect Costs	-7,731	-7,731	-7,731	0	0
Contribution / (Loss)	4,882	4,699	5,504	622	804
Overheads	-3,523	-3,523	-3,523	0	0
Surplus / Deficit	1,360	1,177	1,981	622	804
Additional cost pressures:					
Product Centre - addit. £0.340m				-187	
Contribution to Group Services Inflationary Costs				-274	
CS - new CS Mngt costs - 0.50wte CSO & Head of Governance, 3 x 8a (PM's)				-192	
Sub Total Budget to Budget Contribution Movement				-31	
Additional adjustments:					
NHSE Funded Employers NI				188	
Capital Charges				-47	
Overall Budget to Budget Contribution Movement				111	

		21/22 Budget	22/23 Proposal	WTE Movement	WTE Movement (inc. VF)
Pathology	Pathology Management	3.50	3.00	-0.50	-0.50
	IBGRL	51.61	56.91	5.30	5.10
	Red Cell Serology	202.48	207.94	5.46	1.45
	Histocompatibility	178.64	177.47	-1.17	-1.17
Pathology - Total		436.23	445.32	9.09	4.88

Pathology - Income	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movements to 21-22 Budget	Movements to 21-22 Forecast	% Change to 21-22 Budget
IBGRL						
Red Cell Reference Services	15	0	32	17	32	113%
Molecular Diagnostic Referenc	588	587	607	18	20	3%
Fetal RhD Screening Income	1,182	1,130	1,380	198	250	17%
Reagent Income	277	350	304	27	-45	10%
Training Income	38	16	93	55	78	146%
Miscellaneous Income	24	2	0	-24	-2	-100%
Royalty Income	290	248	257	-33	8	-12%
Total	2,415	2,332	2,673	258	341	11%
RCI						
MOD Income	315	305	345	30	40	9%
Antenatal Referral	2,493	2,465	2,686	193	221	8%
Red Cell Reference Services	3,872	4,160	4,327	455	167	12%
FCR	9,448	9,447	9,799	351	352	4%
Reagent Income	1,906	1,836	1,954	48	118	3%
Training Income	65	61	65	0	4	0%
Transport Income	14	12	14	0	2	0%
On Call Income	504	576	602	98	26	19%
Total	18,616	18,863	19,792	1,176	930	6%
H&I						
Histocompatibility Services	12,705	11,921	13,019	314	1,097	2%
BBMR Donor Typing	0	0	1,694	1,694	1,694	~
Platelet Immunology	852	960	903	51	-58	6%
Training Income	156	458	210	54	-247	34%
Genomics Income	0	0	69	69	69	~
Miscellaneous Income	149	218	0	-149	-218	-100%
Total	13,862	13,557	15,894	2,032	2,336	15%
Grand Total	34,894	34,752	38,359	3,466	3,607	10%
Grand Total exc. BBMR GiA	34,894	34,752	36,665	1,772	1,913	5%

Clinical Services – analysis of movements in CAGT

CAGT	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movements to 21-22 Budget	Movements to 21-22 Forecast
Income					
CAGT Mngt	0	0	0	0	0
TAS	11,253	12,967	11,810	557	-1,157
CMT	16,684	16,325	18,759	2,074	2,434
SCDT	8,009	9,069	7,581	-428	-1,488
Sub Total	35,947	38,361	38,150	2,203	-211
Pay	-13,610	-12,909	-15,558	-1,947	-2,649
Non Pay	-10,914	-11,414	-11,866	-951	-452
Sub Total	-24,525	-24,323	-27,423	-2,899	-3,100
Gross Margin	11,422	14,038	10,727	-696	-3,311
Costs to support other SBU's	503	511	420	-83	-91
Indirect Costs	-8,263	-8,263	-6,638	1,625	1,625
Contribution / (Loss)	3,662	6,286	4,508	847	-1,777
Overheads	-3,929	-3,929	-3,929	0	0
Surplus / Deficit	-268	2,356	579	847	-1,777
Additional cost pressures:					
Product Centre - addit. £0.340m				-154	
Contribution to Group Services Inflationary Costs				-226	
CS - new CS Mngt costs - 0.50wte CSO & Head of Governance, 3 x 8a (PM's)				-158	
Sub Total Budget to Budget Contribution Movement				308	
Additional adjustments:					
NHSE Funded Employers NI				117	
Capital Charges				-32	
Overall Budget to Budget Contribution Movement				394	

		21/22 Budget	22/23 Proposal	WTE Movement	WTE Movement
CAGT	CAGT Management	3.00	9.00	6.00	6.00
	Cellular & Molecular Therapies	136.01	145.77	9.76	6.76
	Specialist Therapies Service	98.55	105.14	6.59	5.88
	Stem Cell Donation	46.30	45.92	-0.38	-0.38
CAGT - Total		283.86	305.83	21.97	18.26

CAGT - Income	2021/22 Budget	2021/22 Forecast	2022/23 Budget	Movements to 21-22 Budget	Movements to 21-22 Forecast	% Change to 21-22 Budget
TAS						
Extracorporeal Photopheresis	4,570	5,388	4,297	-273	-1,091	-6%
LDL Absorption	162	161	143	-19	-18	-12%
Plasma Exchange	3,035	3,963	3,835	799	-128	26%
Stem Cell Harvest (exc. A Nola)	1,012	907	887	-125	-20	-12%
Red Cell Exchange	1,813	1,811	1,945	133	134	7%
Anthony Nolan & DKMS	462	476	496	34	20	
Low Frequency Procedures	199	261	207	8	-54	4%
Total	11,253	12,967	11,810	557	-1,157	5%
CMT						
Stem Cell Income	10,991	11,350	12,760	1,769	1,409	16%
CBC Income	3,931	3,483	4,375	445	892	11%
ACT Income	1,763	1,491	1,624	-139	133	-8%
Total	16,684	16,325	18,759	2,074	2,434	12%
SCDT						
Cord Blood Income	1,233	1,033	1,133	-100	100	-8%
BBMR Income	2,509	3,402	3,433	924	31	37%
GIA - Cord	2,236	2,236	2,236	0	0	0%
GIA - BBMR	1,926	1,926	232	-1,694	-1,694	-88%
Grant / Project Income	105	51	105	0	54	0%
Confirmatory Typing	0	421	442	442	21	~
Total	8,009	9,069	7,581	-428	-1,488	-5%
Grand Total	35,947	38,361	38,150	2,203	-211	6%
Grand Total exc. BBMR GIA	38,456	41,763	41,583	3,127	-180	8%