

# **Budget Setting 2020-2021**

**Trust Board Report**

**January 2020**

# CONTENTS

Slide	Description
3	Purpose of Report
4-5	Summary Findings
6-10	Pay Budgets
11-14	Non Pay Budgets
15	Other Income Budgets
16	Other PRI Budgets
17	Non Opex Budgets
18	CIPs
19	Cost Pressures & Developments
Appendix 1	Pay Budget Journey by Directorate
Appendix 2	Non Pay Budget Journey by Directorate
Appendix 3	Other Income Journey by Directorate
Appendix 4	Other PRI Budget Journey by Directorate
Appendix 5	Non Opex Budget Journey by Directorate

# Purpose of Report

## Introduction

- This report is to update the Board on progress with regard to setting a balanced financial plan for the 2020-2021 financial year. The 2021 plan requires a jump off point of a £17.348m deficit. Any recurrent adverse variation from this figure overall adds to the 2021 ask of circa £18m.
- The report therefore will establish the extent to which the Trust can remain within its rollover budgets for all categories apart from Patient Related Income (Main and Pass-through) because at the current time, there is no proposed 2020-2021 tariff grouper, or agreed activity plan. Any variance from 1920 planned levels would either add to reduce the 2021 ask assuming any changes in income drove no change in costs.

## Approach

- The approach that underpins this report is the forecast outturn that was taken to FIC in November 2019. This has been used by the Finance function to establish initial forecasts for the 2020-2021 financial year, and where there are identified gaps identify the mitigations required to return those back to rollover budget. This will identify to the Board the mitigated risk to rollover budgets.
- The deficit of £17.4m would also maintain the £6 million risk reserve established as part of the 2019-2020 plan.
- The forecast has been carried out at a detailed level, and analysis is available at Directorate and I&E category.

# Summary Findings

In summary the paper will identify that there is a current risk to setting rollover budgets of around £5.1m.

These pressures exist within Non Pay, Other Patient Related Income and Other Income. There is a route to maintain pay budgets within rollover, management action is required though to achieve this, and where necessary manage across directorates.

- **PAY BUDGETS**

- Based on current run rates, and knowledge of controls in place, there should be a clear route to achieving roll-over budgets.
- There is work required to achieve this in terms of delivering planned recruitment to reduce agency, and better controls, particularly in medical staffing spend.
- There are pressures within certain directorates, some of which can be managed within the Directorate Management team. Where this is challenging, there is scope for Group Management Teams to look across their portfolio to deliver balance overall.

- **NON PAY BUDGETS Risk circa £3m**

- There are some clear pressures that do not currently have mitigations identified. These include
  - Procurement 1920 CIPs not delivered    £1.147m
  - BCP Hub Costs                                    £0.970m (funded by TR 1920)
- There are potential pressures where mitigations are being investigated:
  - VAT (HMRC ruling)
  - Maternity Pathway, data challenges
  - Pharmacy outsourcing project timing slippage

# Summary Findings

- **Other Income**

- There are budgets that currently do not have clear plans -
  - Commercial Income      £1.073m
  - Procurement Income      £0.269m
- There are pressures within some directorates, but expectation is that these can be managed at a local level. Of most concern is the pressure within the People and OD Directorate, where Training Income, Occupational Health Income and Nursery Income are all forecast to be below plan for 1920 and need to be recovered.

- **Other Patient Related Income**

- Pressure around Overseas Patients income. Mitigations are being implemented and they are expected to be successful.

# PAY

## Approach

- Used 1920 forecast outturn as basis
- Journey set out on following tabs, and Appendix 1 moves from forecast outturn, through to an unmitigated forecast for next year which involves all funded posts filled, and those pressures where there is not clear route to solution maintained, through to restoration to budget. The approach fits with the Trust's full establishment plan.

## Analysis

- The waterfall chart, and the table overleaf show the journey of the pay forecast from 2019-2020 forecast outturn variance through to a balanced 2019-20 balance pay budget. Appendix 1 shows the journey by Directorate, stopping at the unmitigated 2020-2021 forecast variance.
- Both the original forecast and the revised forecast for 2019-2020 show a significant favourable variance. Within this no Group forecast an adverse variance in the original forecast and only Medicine & Emergency Care is now forecasting an adverse variance in the revised forecast outturn. At Directorate level there were 4 directorates forecasting an adverse position in the original forecast, 6 in the updated position.
- The approach to re-visiting the forecast for 2020-2021 of filling vacancies and only mitigating pressures where there was a clear plan, shows all groups move into an adverse position, and only 4 directorates balanced or with a favourable variance.
- That said; given the performance this year, it is not unreasonable to expect that the vast majority of directorates to be able to maintain a balanced pay position as a minimum.
- Risk exists around those 6 directorates that are now forecasting an adverse variance this year. These are
  - Emergency Care
  - Specialist Surgery
  - Theatres
  - Medical Directors Office
  - People and OD
  - Central
- The following page will review these in more detail to outline the issues and mitigations.

# Pay Cont'd

## Emergency Care (Forecast 2020-2021 Variance -£2.96 million)

- Pressure driven by Medical staff spend. Next years medical staffing expenditure is forecast to reduce (as no Unity costs/recruitment etc.) however recruiting to vacancies of £1.1m that currently have no back-fill offset this and maintain an adverse variance of just under £3 million.
- Mitigations required include:
  - Action to ensure that medical staffing costs are within budget by close monitoring of bank/agency within Tempre system.
  - Review of those vacancies to understand requirement for recruitment
  - Group to review pay budgets across the two directorates to see if the significant favourable variance within Admitted care in 2019-2020 can be used to offset any unmitigated pressure within Emergency Care.
  - One pressure which is potentially above budget is £440k relating to the SHO new rota ruling, although this ay be funded via the budget setting process.

## Specialist Surgery (Forecast 2020-2021 Variance -£0.349 million)

- Pressure driven by medical staff spend related to Production Plan Delivery. This is waiting list, locum and ward flow related.
- Mitigations include:
  - Medical Staff Recruitment to avoid waiting list and locum premium.
  - Use of efficiency measures such as implementation of 'Listbuilder' to avoid waiting list sessions requirements
  - Recognition that the Group pay budgets were in balance this year, and are forecast to have a small deficit next year (0.35%), without mitigation. Review by Group of priorities for recruitment to ensure a balanced pay position.

## Theatres (Forecast 2020-2021 Variance -£0.26 million)

- Pressure driven by sickness and new recruitment driving significant supernumerary expenditure.
- Mitigations include
  - Recovery plan in place to deliver reductions in expenditure
  - Use of efficiency measures such as implementation of Listbuilder to avoid waiting list sessions requirements
  - Recognition that the Group pay budgets were in balance this year, and are forecast to have a small deficit next year (0.35%), without mitigation. Review by Group of priorities for recruitment to ensure a balanced pay position.

# Pay Cont'd

## Medical Directors Office (Forecast 2020-2021 Variance -£0.137 million)

- Pressure driven by Mortality review team and R&D.
- Mitigation
  - These adverse variances are offset by income, and therefore mitigation is rebasing income and pay budgets to align.

## People and OD (Forecast 2020-2021 Variance -£0.213 million)

- Adverse variance driven by non-delivery of vacancy factor and IT Training pressures.
- Mitigation:
  - Review of training costs in forecast to ensure validity.
  - Directorate to ensure vacancies are reviewed and held to ensure vacancy factor achieved.

## Central (Forecast 2020-2021 Variance -£0.015 million)

- Central is forecast to return to balance in 2020-2021

## Other Areas of Concern for 2020-2021/Issues to Address

### Strategy & Governance

- Unfunded BCA costs (£500k) offset by vacancies within IT and other areas. £300k offset by income from other Trusts within BCA. Either funding sources required, or management of vacancies in other parts of the Directorate to offset.

### Acute and Community Paediatrics

- Pressures within Paediatric Medical staffing budgets offset only in part by vacancies in other areas. Vacancies in other staff groups may offset to a larger extent than forecast, and the review of the Paediatric Medical Staff establishment may lead to a recurrent funding source to cover the gaps. (paper has gone/is going to EG)



# Pay Cont'd

## Maternity & Perinatal Medicine

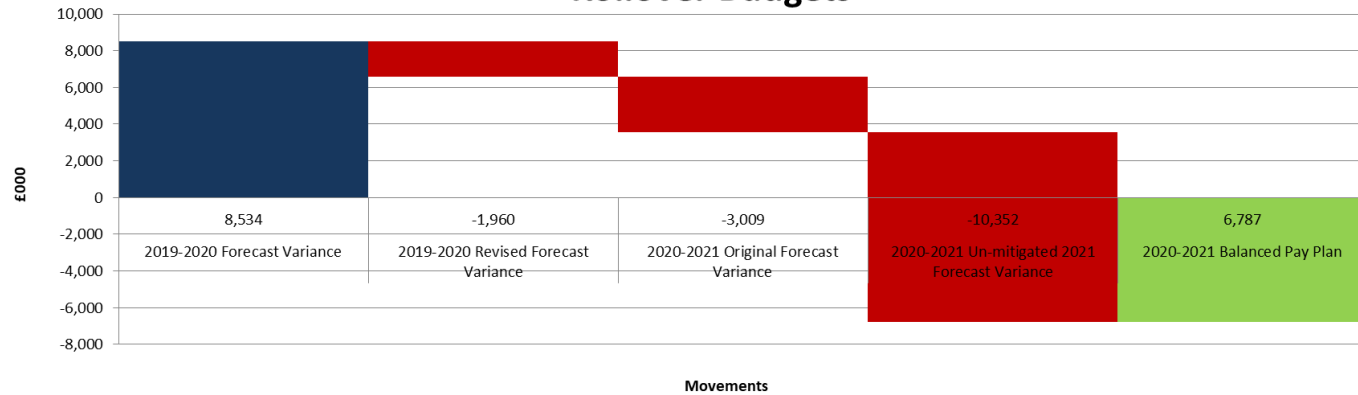
- Part of financial planning is use of vacancies to offset under-performance against birth contracts.

## CONCLUSION

- Report highlights a likely route to balanced pay budgets
- Groups need to ensure that the control of pay budgets exhibited in 2019-2020 are maintained, and directorate management teams take appropriate management action to mitigate current and future risks.
- The report highlighted the 6 directorates that are forecasting adverse variances in 2019-2020, the causes of those and the mitigations.
- Given the size of the risk, the Emergency Care directorate requires focus and effort to ensure a return to balance.
- The report highlights other issues and the relevant management teams need mitigations or agree funding via cost pressure reserves in 2020-2021.
- Current expectation is that Pay budgets will remain in balance (as a minimum) in 2020-2021.

# Pay

## Pay Expenditure: Movement from 2019-2021 Forecast Outturn to 2020-2021 Rollover Budgets



GROUP	2019-2020 Forecast Outturn Variance £000's	2019-2020 Original to Revised Forecast Outturn Variance £000's	2019-2020 Revised Forecast Outturn Variance to 2020-2021 Original Forecast Outturn Variance £000's	2020-2021 Forecast Outturn Variance to 2020-2021 Unmitigated Forecast Outturn Variance £000's	2020-2021 Unmitigated Forecast Outturn Variance to 2020-2021 Rollover Budgets £000's
Medicine & Emergency Care	85	-1,089	3,282	-4,557	2,279
Surgical Services	2,059	-30	-1,508	-819	298
Women's & Child Health	1,923	-190	-472	-2,238	977
Primary Care, Community and Therapies	1,796	-484	-284	-1,966	938
Imaging	585	-10	-475	-327	227
Corporate	2,086	-141	-2,402	-1,597	2,053
Central	0	-16	-1,151	1,152	15
<b>TOTAL</b>	<b>8,533</b>	<b>-1,959</b>	<b>-3,010</b>	<b>-10,352</b>	<b>6,787</b>

# NON PAY

## Approach

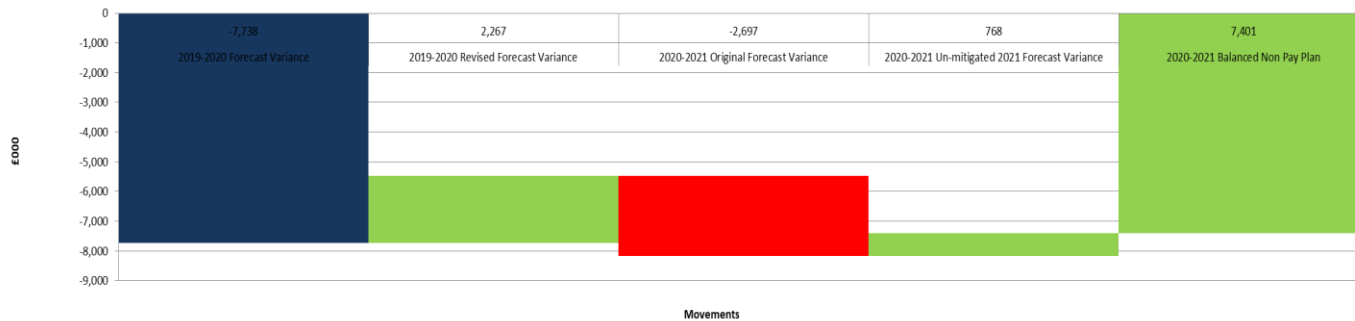
- Used Forecast outturn taken to FIC as basis.
- Journey on following tabs, and Appendix 2 moves from forecast outturn, through to an unmitigated forecast for next year.

## Analysis

- The waterfall chart, on the next tab shows the journey of the non-pay forecast from 2019-2020 forecast outturn variance through to a balanced 2019-2020 non-pay budget. Appendix 2 shows the journey by Directorate, stopping at the unmitigated 2020-2021 forecast variance.
- Both the original forecast and the revised forecast for 2019-2020 show a significant adverse variance to plan. Within this no Group forecast a favourable variance except for Surgical Services in the original forecast, with the same in the revised forecast.
- Given the significant numbers of Groups and Directorates that have adverse non-pay variances, this report will not review them all. It will seek to pick out the major areas, the themes and mitigations.
- Similar to the pay review there are opportunities for Groups to mitigate some of the issues across Directorates where necessary.

# Non Pay

**Non Pay Expenditure: Movement from 2019-202 Forecast Outturn to 2020-2021 Rollover Budgets**



GROUP	2019-2020 Forecast Outturn Variance £000's	2019-2020 Original to Revised Forecast Outturn Variance £000's	2019-2020 Revised Forecast Outturn Variance to 2020-2021 Original Forecast Outturn Variance £000's	2020-2021 Forecast Outturn Variance to 2020-2021 Unmitigated Forecast Outturn Variance £000's	2020-2021 Unmitigated Forecast Outturn Variance to 2020-2021 Rollover Budgets £000's
Medicine & Emergency Care	-474	214	-214	174	300
Surgical Services	477	70	-70	-753	276
Women's & Child Health	-430	-191	103	-271	789
Primary Care, Community and Therapies	-636	134	-134	-361	997
Imaging	-1,065	138	-1,114	-441	2,482
Corporate	-2,357	30	-30	1,243	1,113
Central	-3,254	1,872	-1,239	1,176	1,444
<b>TOTAL</b>	<b>-7,738</b>	<b>2,267</b>	<b>-2,697</b>	<b>768</b>	<b>7,401</b>

# Non Pay Cont'd

## Central (Forecast 2020-2021 Variance -£1.444 million)

- £1.147 million relates to the unidentified Procurement CIP, held centrally awaiting identification of schemes by SCCL.
- Has to be noted that whilst SCCL has identified schemes relating to 19-20 they have yet to be validated, and will not impact this paper because they will largely already be in the run rate within peoples forecast. If validated it will though allow allocation of CIP budgets to the correct Group/Directorate.
- Balance of pressure is across a number of categories, for example removal expenses which have increased considerably in comparison to previous years.
- Currently there are no identified mitigations for these pressures.

## Diagnostic Radiology (Forecast 2020-2021 Variance -£1.643 million)

- Variety of drivers, including recharges to other Directorates £391k, this has not been mitigated by corresponding underspends in pay and non-pay. Outsourcing £298k, (driven by vacancies). In-Health VAT pressure £269k, MES Unitary charge £220k (funding in reserves), Mobile Scanner £343k (driven by vacancies), Drugs £129k.
- Mitigations for these include
  - InHealth VAT decision is being challenged with HMRC.
  - Outsourcing and Mobile scanner costs relate to vacancies, and therefore where necessary should be mitigated within favourable pay variances.
  - MES, funding for the overspend shown is to come from Taper Relief for 3 years.

## Black Country Pathology (Forecast 2020-2021 Variance -£1.403 million)

- Hub Costs funded non-recurrently in 2019-2020. Currently no recurrent funding source identified (£970k)
- Gen Med contract extension, £408k. This is relates to a contract price increase, and is being challenged with the company.

# Non Pay Cont'd

- **Corporate Directorates (Forecast 2020-2021 Variance -£1.103 million)**
  - Operations: Pharmacy Outsourcing £300k.
    - Currently there is no solution to the pharmacy outsourcing CIP slippage. The submitted bid was significantly in excess of the specification. Other options are being explored, but confidence on delivery is currently low.
  - Estates & NHP: £533k
    - Expectation from the Directorate Management team is that they will mitigate this down to budgetary balance
  - Strategy and Governance £334k
    - Pressure around GP Practices where staffing gaps are being covered by other practices via recharges. Therefore potential partial mitigation from pay budgets.
- **PCCT (Forecast 2020-2021 Variance -£1.103 million)**
  - Community Medicine: Pass-through £800k
    - Offset by Income over-performance, re-based in 2020-2021 budget setting
  - Balance to be mitigated across directorates
- **Women & Child Health (Forecast 2020-2021 Variance -£0.789 million)**
  - £200k related to Paediatric Insulin pumps, offset by Income, therefore mitigated
  - £450k related to Maternity Pathway payments. There are significant challenges to these charges, and therefore these are expected to be mitigated. 2020-2021 is a bit uncertain due to the proposed changes to tariff arrangements.
- **CONCLUSION**
  - There are specific pressures on rollover that currently do not have mitigations. These include the Procurement CIP and BCP Hub Costs. **£2 million in total.**
  - There are other pressures where there are possible mitigations, but delivery is not certain (HMRC challenges, Maternity Pathway challenges, Pharmacy outsourcing. **£1 million in total**
  - The balance of pressures it is reasonable to expect directorates and groups to manage via management action either within non-pay budgets or other categories

# Other Income

## Approach

- Used Forecast outturn taken to FIC as basis.
- Journey on following tabs, and Appendix 3 moves from forecast outturn, through to an unmitigated forecast for next year.

## Analysis

- There is only 1 Directorate that has significant risk to rollover, and this is Central.
- Within this there are two key issues
  - Commercial Income £1.073m, where there is currently £4m of car parking related non-recurrent income in 2020-2021 against a £5.073m target.
  - Procurement Income £0.269m
- Solution to the former is being sought by the Director of Finance, and the Director of Performance and Insight.
- Currently there is no mitigation to the latter.

# Other Patient Related Income

## Approach

- Used Forecast outturn taken to FIC as basis.
- Journey on following tabs, and Appendix 4 moves from forecast outturn, through to an unmitigated forecast for next year .

## ANALYSIS

- There is only 1 Directorate that has significant risk to rollover, and this is Strategy and Governance.
- The issue relates to Overseas Patients Income £0.898m
- Mitigations are in place, in terms of invoices being raised in a more timely manner, and an overseas debt recovery agency being employed. Due to these mitigations only being put in place recently, currently too early to rely wholly on the success of the mitigation, but this is currently the assumption.



# Non Opex Budgets

## Approach

- Used Forecast outturn taken to FIC as basis.
- Journey on following tabs, and Appendix 5 moves from forecast outturn, through to an unmitigated forecast for next year which involves all funded posts filled, and those pressures where there is not clear route to solution maintained, through to restoration to budget.

## ANALYSIS

- No risks identified

# Cost Improvement Programme

## PLAN

The plan consists of 4 Main elements

1) Corporate CIP	£4.854m
2) Pay Reductions	£10.00m
3) Non Pay Savings	£4.077m
<b>TOTAL</b>	<b>£18.931m</b>

This is against a CIP requirement of £18.50m

### **CORPORATE CIP**

£3.4m schemes identified and signed off by the CEO. £1.5m to be identified, current assumption is that this will be identified.

### **PAY REDUCTIONS**

Director of People and OD leading a piece of work to reduce the pay-bill to £329m from the current budget of £340m.

### **NON PAY SAVINGS**

Director of Finance leading this work-stream. Paper to last FIC identified corporate work set out above, £2.6m of procurement to be delivered and £1.5m from drugs expenditure.

### **MARGIN ON GROWTH**

DEPUTY COO is leading this work-stream – resolution of the Trust’s LTFM and FIT alignment means that the plan only requires £3m of margin to come from activity based growth.

# Emerging Cost Pressures and Developments

## EMERGING COST PRESSURES AND DEVELOPMENTS

Respiratory Reconfiguration (FYE)	£0.391m
Commercial Income	£1.037m
Procurement CIP	£1.147m
Procurement Income CIP	£0.269m
Pathology Hub Costs	£0.970m
Paediatric Medical Staffing	TBC
18 Beds	TBC
Phase X (IT)	TBC
End Of Life	TBC

### Summary

The list above is not definitive, and Groups are providing information for a more robust list.

# Appendix 1: Pay Journey by Directorate and Group

GROUP	DIRECTORATE	19/20						20/21											
		Original Forecast Outturn			Revised Forecast Outturn			Movement			Original Forecast Outturn			Revised Forecast Outturn			Movement		
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Medicine & Emergency Care	Emergency Care	-34,114	-35,751	-1,637	-34,114	-36,825	-2,711	0	-1,074	-1,074	-34,177	-35,190	-1,013	-34,177	-37,140	-2,963	0	-1,950	-1,950
	Admitted Care	-48,988	-47,266	1,721	-48,988	-47,282	1,706	0	-15	-15	-49,408	-46,117	3,290	-49,408	-48,724	683	0	-2,607	-2,607
Medicine & Emergency Care Total		-83,102	-83,017	85	-83,102	-84,106	-1,005	0	-1,089	-1,089	-83,585	-81,307	2,278	-83,585	-85,864	-2,279	0	-4,557	-4,557
Surgical Services	General Surgery	-21,698	-21,367	332	-21,698	-21,317	382	0	50	50	-21,737	-21,917	-180	-21,737	-21,528	209	0	389	389
	Specialist Surgery	-13,728	-13,786	-58	-13,728	-14,079	-351	0	-293	-293	-13,772	-14,113	-341	-13,772	-14,121	-349	0	-8	-8
	Theatres	-11,399	-11,854	-455	-11,399	-11,788	-390	0	65	65	-11,399	-11,778	-379	-11,399	-11,659	-260	0	119	119
	Anaesthetics, Pain Management and Critical Care	-21,149	-20,234	915	-21,149	-19,947	1,202	0	288	288	-21,187	-20,556	631	-21,187	-21,154	33	0	-598	-598
	Ophthalmology	-16,988	-15,663	1,325	-16,988	-15,803	1,185	0	-140	-140	-17,038	-16,248	790	-17,038	-16,969	69	0	-721	-721
Surgical Services Total		-84,963	-82,904	2,059	-84,963	-82,934	2,029	0	-30	-30	-85,133	-84,612	521	-85,133	-85,431	-298	0	-819	-819
Women & Child Health	Gynaecology, Gynae-Oncology	-6,895	-6,324	571	-6,895	-6,358	537	0	-35	-35	-6,907	-6,278	629	-6,907	-6,982	-75	0	-704	-704
	Maternity & Perinatal Medicine	-21,640	-20,524	1,116	-21,640	-20,753	887	0	-230	-230	-21,572	-20,732	840	-21,572	-21,723	-150	0	-991	-991
	Acute & Community Paediatrics	-18,751	-18,516	235	-18,751	-18,441	310	0	75	75	-18,772	-18,980	-208	-18,772	-19,523	-751	0	-543	-543
Women & Child Health Total		-47,287	-45,363	1,923	-47,287	-45,553	1,734	0	-190	-190	-47,252	-45,990	1,262	-47,252	-48,228	-977	0	-2,238	-2,238
Primary Care, Community and Therapies	iBeds	-12,461	-11,926	535	-12,461	-12,052	409	0	-126	-126	-12,458	-12,013	446	-12,458	-12,660	-202	0	-647	-647
	Ambulatory Therapies	-9,080	-8,450	630	-9,080	-8,605	475	0	-155	-155	-9,081	-8,670	410	-9,081	-9,517	-437	0	-847	-847
	iCares	-11,122	-10,885	237	-11,122	-11,048	73	0	-164	-164	-11,122	-11,141	-19	-11,122	-11,158	-36	0	-17	-17
	Community Medicine	-10,195	-9,802	393	-10,195	-9,840	355	0	-39	-39	-10,216	-10,025	191	-10,216	-10,479	-264	0	-454	-454
Primary Care, Community and Therapies Total		-42,858	-41,062	1,796	-42,858	-41,546	1,312	0	-484	-484	-42,877	-41,849	1,028	-42,877	-43,815	-938	0	-1,966	-1,966
Imaging	Breast Screening	-2,452	-2,386	66	-2,452	-2,439	13	0	-53	-53	-2,455	-2,331	124	-2,455	-2,455	0	0	-124	-124
	Diagnostic Radiology	-10,808	-10,583	224	-10,808	-10,568	239	0	15	15	-10,819	-11,073	-254	-10,819	-11,034	-214	0	40	40
	Interventional Radiology	-413	-330	83	-413	-322	91	0	7	7	-413	-318	95	-413	-413	0	0	-95	-95
	Nuclear Medicine	-1,660	-1,492	168	-1,660	-1,473	187	0	20	20	-1,660	-1,550	110	-1,660	-1,672	-12	0	-123	-123
	Black Country Pathology	-176	-132	43	-176	-132	44	0	1	1	-176	-152	24	-176	-176	-1	0	-25	-25
Imaging Total		-15,508	-14,923	585	-15,508	-14,933	575	0	-10	-10	-15,524	-15,424	100	-15,524	-15,750	-227	0	-327	-327
Corporate	Strategy and Governance	-10,610	-9,713	897	-10,610	-9,827	783	0	-114	-114	-10,610	-10,749	-139	-10,610	-11,325	-715	0	-576	-576
	Finance	-3,528	-3,337	192	-3,528	-3,325	203	0	11	11	-3,528	-3,519	10	-3,528	-3,529	0	0	-10	-10
	Medical Directors Office	-3,844	-4,006	-162	-3,844	-3,980	-137	0	26	26	-3,845	-4,065	-220	-3,845	-4,157	-312	0	-92	-92
	Operations	-18,604	-17,361	1,244	-18,604	-17,425	1,180	0	-64	-64	-18,603	-18,606	-4	-18,603	-18,869	-266	0	-262	-262
	People & Organisation Development	-6,876	-7,078	-202	-6,876	-7,090	-213	0	-11	-11	-6,884	-6,958	-74	-6,884	-7,037	-153	0	-79	-79
	Estates & New Hospital Project	-5,328	-5,323	5	-5,328	-5,331	-4	0	-9	-9	-5,328	-5,354	-26	-5,328	-5,605	-277	0	-251	-251
	Corporate Nursing Services	-12,791	-12,678	113	-12,791	-12,657	133	0	20	20	-12,798	-12,802	-3	-12,798	-13,129	-330	0	-327	-327
Corporate Total		-61,581	-59,496	2,086	-61,581	-59,636	1,945	0	-141	-141	-61,597	-62,053	-456	-61,597	-63,650	-2,053	0	-1,597	-1,597
Central	Central	-1,779	-3,363	-1,584	-1,779	-1,795	-16	0	1,568	1,568	-1,779	-3,635	-1,855	-1,779	-1,795	-15	0	1,840	1,840
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Reserves	-3,056	-1,472	1,584	-3,056	-3,056	0	0	-1,584	-1,584	-2,305	-1,617	688	-2,305	-2,305	1	0	-688	-688
Central Total		-4,835	-4,835	0	-4,835	-4,851	-16	0	-16	-16	-4,085	-5,252	-1,167	-4,085	-4,099	-15	0	1,152	1,152
TRUST TOTAL		-340,134	-331,600	8,534	-340,134	-333,559	6,574	0	-1,959	-1,959	-340,050	-336,486	3,565	-340,050	-346,838	-6,787	0	-10,352	-10,352

# Appendix 2: Non-Pay Journey by Directorate and Group

GROUP	DIRECTORATE	19/20									20/21								
		Original Forecast Outturn			Revised Forecast Outturn			Movement			Original Forecast Outturn			Revised Forecast Outturn			Movement		
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Medicine & Emergency Care	Emergency Care	-8,337	-9,175	-838	-8,337	-9,120	-783	0	55	55	-8,337	-9,175	-838	-8,337	-9,131	-794	0	44	44
	Admitted Care	-21,791	-21,427	364	-21,791	-21,267	523	0	159	159	-21,791	-21,427	364	-21,791	-21,297	494	0	130	130
<b>Medicine &amp; Emergency Care Total</b>		<b>-30,128</b>	<b>-30,602</b>	<b>-474</b>	<b>-30,128</b>	<b>-30,388</b>	<b>-260</b>	<b>0</b>	<b>214</b>	<b>214</b>	<b>-30,128</b>	<b>-30,602</b>	<b>-474</b>	<b>-30,128</b>	<b>-30,428</b>	<b>-300</b>	<b>0</b>	<b>174</b>	<b>174</b>
Surgical Services	General Surgery	-4,713	-5,098	-386	-4,713	-5,158	-446	0	-60	-60	-4,713	-5,098	-386	-4,713	-5,186	-474	0	-88	-88
	Specialist Surgery	-3,085	-2,341	745	-3,085	-2,297	788	0	44	44	-3,085	-2,341	745	-3,085	-2,347	739	0	-6	-6
	Theatres	-13,057	-13,548	-491	-13,057	-13,364	-307	0	184	184	-13,275	-13,548	-272	-13,275	-13,657	-381	0	-109	-109
	Anaesthetics, Pain Management and Critical Care	-1,466	-1,276	190	-1,466	-1,299	168	0	-23	-23	-1,466	-1,276	190	-1,466	-1,466	0	0	-190	-190
	Ophthalmology	-10,178	-9,760	418	-10,178	-9,835	343	0	-75	-75	-9,960	-9,760	200	-9,960	-10,120	-160	0	-360	-360
<b>Surgical Services Total</b>		<b>-32,500</b>	<b>-32,023</b>	<b>477</b>	<b>-32,500</b>	<b>-31,953</b>	<b>546</b>	<b>0</b>	<b>70</b>	<b>70</b>	<b>-32,500</b>	<b>-32,023</b>	<b>477</b>	<b>-32,500</b>	<b>-32,776</b>	<b>-276</b>	<b>0</b>	<b>-753</b>	<b>-753</b>
Women & Child Health	Gynaecology, Gynae-Oncology	-1,765	-1,807	-42	-1,765	-1,821	-56	0	-14	-14	-1,765	-1,807	-42	-1,765	-1,907	-142	0	-100	-100
	Maternity & Perinatal Medicine	-9,647	-9,836	-189	-9,647	-10,104	-457	0	-268	-268	-9,559	-9,836	-277	-9,559	-10,018	-459	0	-182	-182
	Acute & Community Paediatrics	-1,650	-1,848	-199	-1,650	-1,757	-108	0	91	91	-1,650	-1,848	-199	-1,650	-1,837	-188	0	11	11
<b>Women &amp; Child Health Total</b>		<b>-13,062</b>	<b>-13,491</b>	<b>-430</b>	<b>-13,062</b>	<b>-13,682</b>	<b>-621</b>	<b>0</b>	<b>-191</b>	<b>-191</b>	<b>-12,974</b>	<b>-13,491</b>	<b>-517</b>	<b>-12,974</b>	<b>-13,763</b>	<b>-789</b>	<b>0</b>	<b>-271</b>	<b>-271</b>
Primary Care, Community and Therapies	iBeds	-934	-1,187	-253	-934	-1,131	-197	0	56	56	-934	-1,187	-253	-934	-1,197	-263	0	-10	-10
	Ambulatory Therapies	-4,457	-4,373	84	-4,457	-4,296	161	0	77	77	-4,457	-4,373	84	-4,457	-4,500	-44	0	-128	-128
	iCares	-2,678	-2,480	198	-2,678	-2,451	227	0	29	29	-2,678	-2,480	198	-2,678	-2,522	156	0	-42	-42
	Community Medicine	-11,647	-12,312	-665	-11,647	-12,340	-692	0	-27	-27	-11,647	-12,312	-665	-11,647	-12,494	-846	0	-181	-181
<b>Primary Care, Community and Therapies Total</b>		<b>-19,716</b>	<b>-20,352</b>	<b>-636</b>	<b>-19,716</b>	<b>-20,218</b>	<b>-502</b>	<b>0</b>	<b>134</b>	<b>134</b>	<b>-19,716</b>	<b>-20,352</b>	<b>-636</b>	<b>-19,716</b>	<b>-20,713</b>	<b>-997</b>	<b>0</b>	<b>-361</b>	<b>-361</b>
Imaging	Breast Screening	-535	-495	40	-535	-483	52	0	13	13	-535	-495	40	-535	-535	0	0	-40	-40
	Diagnostic Radiology	5,313	4,639	-674	5,313	4,773	-540	0	134	134	5,313	4,639	-674	5,313	4,171	-1,141	0	-468	-468
	Interventional Radiology	1,098	1,181	83	1,098	1,181	84	0	0	0	1,098	1,181	83	1,098	1,181	84	0	0	0
	Nuclear Medicine	-772	-768	4	-772	-794	-22	0	-26	-26	-772	-768	4	-772	-794	-22	0	-26	-26
	Black Country Pathology	-21,541	-22,059	-519	-21,541	-22,042	-501	0	18	18	-20,565	-22,059	-1,494	-20,565	-21,967	-1,403	0	92	92
<b>Imaging Total</b>		<b>-16,437</b>	<b>-17,502</b>	<b>-1,065</b>	<b>-16,437</b>	<b>-17,364</b>	<b>-927</b>	<b>0</b>	<b>138</b>	<b>138</b>	<b>-15,461</b>	<b>-17,502</b>	<b>-2,041</b>	<b>-15,461</b>	<b>-17,943</b>	<b>-2,482</b>	<b>0</b>	<b>-441</b>	<b>-441</b>
Corporate	Strategy and Governance	-22,022	-23,247	-1,225	-22,022	-23,617	-1,595	0	-370	-370	-22,022	-23,247	-1,225	-22,022	-22,357	-334	0	890	890
	Finance	-1,004	-1,137	-132	-1,004	-1,021	-17	0	116	116	-1,004	-1,137	-132	-1,004	-970	34	0	167	167
	Medical Directors Office	-324	-359	-35	-324	-419	-96	0	-60	-60	-324	-359	-35	-324	-419	-96	0	-60	-60
	Operations	-6,419	-7,485	-1,066	-6,419	-7,093	-674	0	392	392	-6,419	-7,485	-1,066	-6,419	-6,652	-233	0	833	833
	People & Organisation Development	-1,793	-1,657	136	-1,793	-1,438	356	0	220	220	-1,793	-1,657	136	-1,793	-1,689	105	0	-31	-31
	Estates & New Hospital Project	-16,226	-16,220	6	-16,226	-16,429	-203	0	-209	-209	-16,226	-16,220	6	-16,226	-16,729	-503	0	-509	-509
	Corporate Nursing Services	-2,375	-2,415	-40	-2,375	-2,474	-99	0	-59	-59	-2,375	-2,415	-40	-2,375	-2,462	-87	0	-47	-47
<b>Corporate Total</b>		<b>-50,164</b>	<b>-52,520</b>	<b>-2,357</b>	<b>-50,164</b>	<b>-52,490</b>	<b>-2,327</b>	<b>0</b>	<b>30</b>	<b>30</b>	<b>-50,164</b>	<b>-52,520</b>	<b>-2,357</b>	<b>-50,164</b>	<b>-51,277</b>	<b>-1,113</b>	<b>0</b>	<b>1,243</b>	<b>1,243</b>
Central	Central	-3,402	-6,163	-2,762	-3,402	-4,783	-1,381	0	1,380	1,380	-4,377	-6,163	-1,786	-4,377	-5,821	-1,443	0	342	342
	Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Reserves	-5,263	-5,755	-492	-5,263	-5,263	0	0	492	492	-4,921	-5,755	-834	-4,921	-4,922	-1	0	833	833
<b>Central Total</b>		<b>-8,665</b>	<b>-11,918</b>	<b>-3,254</b>	<b>-8,665</b>	<b>-10,046</b>	<b>-1,381</b>	<b>0</b>	<b>1,872</b>	<b>1,872</b>	<b>-9,298</b>	<b>-11,918</b>	<b>-2,620</b>	<b>-9,298</b>	<b>-10,743</b>	<b>-1,444</b>	<b>0</b>	<b>1,176</b>	<b>1,176</b>
<b>TRUST TOTAL</b>		<b>-170,671</b>	<b>-178,409</b>	<b>-7,738</b>	<b>-170,671</b>	<b>-176,142</b>	<b>-5,471</b>	<b>0</b>	<b>2,267</b>	<b>2,267</b>	<b>-170,241</b>	<b>-178,409</b>	<b>-8,168</b>	<b>-170,241</b>	<b>-177,642</b>	<b>-7,401</b>	<b>0</b>	<b>767</b>	<b>767</b>

# Appendix 3: Other Income Journey by Directorate and Group

GROUP	DIRECTORATE	Original Forecast			19/20			Movement			Original Forecast			20/21			Movement			
		Outturn			Revised Forecast				Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	
Medicine & Emergency Care	Emergency Care	52	17	-34	52	20	-32	0	3	3	52	17	-34	52	89	38	0	72	72	
	Admitted Care	709	673	-35	709	720	11	0	47	47	709	673	-35	709	721	13	0	48	48	
<b>Medicine &amp; Emergency Care Total</b>		<b>760</b>	<b>690</b>	<b>-70</b>	<b>760</b>	<b>740</b>	<b>-20</b>	<b>0</b>	<b>49</b>	<b>49</b>	<b>760</b>	<b>690</b>	<b>-70</b>	<b>760</b>	<b>811</b>	<b>51</b>	<b>0</b>	<b>120</b>	<b>120</b>	
Surgical Services	General Surgery	1,264	1,311	48	1,264	1,334	71	0	23	23	1,264	1,311	48	1,264	1,251	-12	0	-60	-60	
	Specialist Surgery	115	116	1	115	118	3	0	2	2	115	116	1	115	130	15	0	14	14	
	Theatres	204	211	7	204	211	7	0	0	0	204	211	7	204	211	7	0	0	0	
	Anaesthetics, Pain Management and Critical Care	53	53	0	53	38	-16	0	-15	-15	53	53	0	53	53	0	0	0	0	
	Ophthalmology	791	794	3	791	779	-12	0	-15	-15	791	794	3	791	921	130	0	127	127	
<b>Surgical Services Total</b>		<b>2,428</b>	<b>2,486</b>	<b>58</b>	<b>2,428</b>	<b>2,481</b>	<b>53</b>	<b>0</b>	<b>-5</b>	<b>-5</b>	<b>2,428</b>	<b>2,486</b>	<b>58</b>	<b>2,428</b>	<b>2,567</b>	<b>139</b>	<b>0</b>	<b>81</b>	<b>81</b>	
Women & Child Health	Gynaecology, Gynae-Oncology	197	235	38	197	234	37	0	-2	-2	197	235	38	197	197	0	0	-39	-39	
	Maternity & Perinatal Medicine	235	71	-165	235	215	-20	0	144	144	82	71	-11	82	55	-27	0	-16	-16	
	Acute & Community Paediatrics	629	691	62	629	749	120	0	58	58	638	671	32	638	736	97	0	65	65	
<b>Women &amp; Child Health Total</b>		<b>1,061</b>	<b>997</b>	<b>-64</b>	<b>1,061</b>	<b>1,198</b>	<b>137</b>	<b>0</b>	<b>201</b>	<b>201</b>	<b>917</b>	<b>977</b>	<b>60</b>	<b>917</b>	<b>988</b>	<b>71</b>	<b>0</b>	<b>11</b>	<b>11</b>	
Primary Care, Community and Therapies	iBeds	9	9	0	9	9	0	0	0	0	9	9	0	9	9	0	0	0	0	
	Ambulatory Therapies	236	209	-27	236	210	-26	0	1	1	236	209	-27	236	209	-27	0	0	0	
	iCares	99	99	0	99	108	9	0	9	9	99	99	0	99	99	0	0	0	0	
	Community Medicine	601	488	-114	601	474	-127	0	-13	-13	601	488	-114	601	488	-114	0	0	0	
<b>Primary Care, Community and Therapies Total</b>		<b>945</b>	<b>804</b>	<b>-141</b>	<b>945</b>	<b>801</b>	<b>-144</b>	<b>0</b>	<b>-3</b>	<b>-3</b>	<b>945</b>	<b>804</b>	<b>-141</b>	<b>945</b>	<b>804</b>	<b>-141</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Imaging	Breast Screening	709	727	19	709	731	22	0	3	3	709	727	19	709	709	0	0	-19	-19	
	Diagnostic Radiology	89	81	-8	89	85	-4	0	5	5	89	81	-8	89	88	-1	0	8	8	
	Interventional Radiology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Nuclear Medicine	1,883	1,961	78	1,883	1,974	92	0	14	14	1,883	1,961	78	1,883	1,896	14	0	-64	-64	
	Black Country Pathology	6,350	6,429	79	6,350	6,518	168	0	89	89	6,350	6,429	79	6,350	6,351	1	0	-78	-78	
<b>Imaging Total</b>		<b>9,031</b>	<b>9,198</b>	<b>167</b>	<b>9,031</b>	<b>9,309</b>	<b>278</b>	<b>0</b>	<b>111</b>	<b>111</b>	<b>9,031</b>	<b>9,198</b>	<b>167</b>	<b>9,031</b>	<b>9,045</b>	<b>14</b>	<b>0</b>	<b>-153</b>	<b>-153</b>	
Corporate	Strategy and Governance	31	657	626	31	753	722	0	96	96	31	653	622	31	602	571	0	-51	-51	
	Finance	82	100	18	82	105	23	0	5	5	82	88	6	82	48	-34	0	-40	-40	
	Medical Directors Office	1,809	2,158	349	1,809	2,310	501	0	152	152	1,809	2,512	703	1,809	2,312	502	0	-201	-201	
	Operations	2,868	2,720	-148	2,868	2,794	-74	0	74	74	2,868	2,646	-222	2,868	2,794	-74	0	148	148	
	People & Organisation Development	1,783	1,643	-140	1,783	1,558	-225	0	-85	-85	1,783	1,589	-194	1,783	1,550	-233	0	-39	-39	
	Estates & New Hospital Project	4,176	4,814	638	4,176	5,033	857	0	219	219	4,176	4,814	638	4,176	5,033	857	0	219	219	
	Corporate Nursing Services	599	708	108	599	697	98	0	-11	-11	599	733	133	599	560	-39	0	-173	-173	
<b>Corporate Total</b>		<b>11,348</b>	<b>12,800</b>	<b>1,451</b>	<b>11,348</b>	<b>13,250</b>	<b>1,901</b>	<b>0</b>	<b>450</b>	<b>450</b>	<b>11,348</b>	<b>13,036</b>	<b>1,687</b>	<b>11,348</b>	<b>12,899</b>	<b>1,551</b>	<b>0</b>	<b>-136</b>	<b>-136</b>	
Central	Central	9,742	8,408	-1,334	9,742	8,408	-1,334	0	0	0	9,742	8,408	-1,334	9,742	8,408	-1,334	0	0	0	
	Income	16,775	17,349	573	16,775	16,564	-211	0	-784	-784	16,775	17,349	573	16,775	16,765	-10	0	-584	-584	
	Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Central Total</b>		<b>26,517</b>	<b>25,756</b>	<b>-761</b>	<b>26,517</b>	<b>24,972</b>	<b>-1,545</b>	<b>0</b>	<b>-784</b>	<b>-784</b>	<b>26,517</b>	<b>25,756</b>	<b>-761</b>	<b>26,517</b>	<b>25,173</b>	<b>-1,344</b>	<b>0</b>	<b>-584</b>	<b>-584</b>	
<b>TRUST TOTAL</b>		<b>52,091</b>	<b>52,731</b>	<b>641</b>	<b>52,091</b>	<b>52,750</b>	<b>659</b>	<b>0</b>	<b>19</b>	<b>19</b>	<b>51,946</b>	<b>52,947</b>	<b>1,000</b>	<b>51,946</b>	<b>52,286</b>	<b>339</b>	<b>0</b>	<b>-661</b>	<b>-661</b>	

# Appendix 4: Other PRI Journey by Directorate and Group

GROUP	DIRECTORATE	Original Forecast Outturn			19/20 Revised Forecast Outturn			Movement			Original Forecast Outturn			20/21 Revised Forecast Outturn			Movement		
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Medicine & Emergency Care	Emergency Care	2,022	2,354	333	2,022	2,344	322	0	-10	-10	2,022	2,354	333	2,022	2,354	333	0	0	0
	Admitted Care	1,539	1,318	-220	1,539	1,318	-221	0	-1	-1	1,539	1,318	-220	1,539	1,318	-220	0	0	0
<b>Medicine &amp; Emergency Care Total</b>		<b>3,560</b>	<b>3,673</b>	<b>112</b>	<b>3,560</b>	<b>3,662</b>	<b>101</b>	<b>0</b>	<b>-11</b>	<b>-11</b>	<b>3,560</b>	<b>3,673</b>	<b>112</b>	<b>3,560</b>	<b>3,673</b>	<b>112</b>	<b>0</b>	<b>0</b>	<b>0</b>
Surgical Services	General Surgery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Specialist Surgery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Theatres	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Anaesthetics, Pain Management and Critical Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ophthalmology	84	126	42	84	132	48	0	6	6	84	126	42	84	98	14	0	-28	-28
<b>Surgical Services Total</b>		<b>84</b>	<b>126</b>	<b>42</b>	<b>84</b>	<b>132</b>	<b>48</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>84</b>	<b>126</b>	<b>42</b>	<b>84</b>	<b>98</b>	<b>14</b>	<b>0</b>	<b>-28</b>	<b>-28</b>
Women & Child Health	Gynaecology, Gynae-Oncology	17	16	-1	17	16	-1	0	0	0	17	16	-1	17	17	0	0	1	1
	Maternity & Perinatal Medicine	528	606	78	528	612	84	0	6	6	528	606	78	528	604	76	0	-2	-2
	Acute & Community Paediatrics	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Women &amp; Child Health Total</b>		<b>545</b>	<b>622</b>	<b>77</b>	<b>545</b>	<b>628</b>	<b>83</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>545</b>	<b>622</b>	<b>77</b>	<b>545</b>	<b>621</b>	<b>76</b>	<b>0</b>	<b>-1</b>	<b>-1</b>
Primary Care, Community and Therapies	iBeds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Ambulatory Therapies	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	iCares	745	1,075	330	745	1,547	802	0	472	472	745	913	168	745	724	-21	0	-189	-189
	Community Medicine	89	52	-37	89	53	-36	0	1	1	89	52	-37	89	52	-37	0	0	0
<b>Primary Care, Community and Therapies Total</b>		<b>834</b>	<b>1,127</b>	<b>293</b>	<b>834</b>	<b>1,600</b>	<b>767</b>	<b>0</b>	<b>474</b>	<b>474</b>	<b>834</b>	<b>965</b>	<b>132</b>	<b>834</b>	<b>776</b>	<b>-57</b>	<b>0</b>	<b>-189</b>	<b>-189</b>
Imaging	Breast Screening	21	36	15	21	34	13	0	-2	-2	21	36	15	21	34	13	0	-2	-2
	Diagnostic Radiology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Interventional Radiology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Nuclear Medicine	22	14	-8	22	20	-2	0	6	6	22	14	-8	22	20	-2	0	6	6
	Black Country Pathology	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Imaging Total</b>		<b>43</b>	<b>50</b>	<b>7</b>	<b>43</b>	<b>55</b>	<b>12</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>43</b>	<b>50</b>	<b>7</b>	<b>43</b>	<b>55</b>	<b>12</b>	<b>0</b>	<b>5</b>	<b>5</b>
Corporate	Strategy and Governance	2,801	2,004	-797	2,801	2,207	-594	0	203	203	2,801	2,004	-797	2,801	1,903	-898	0	-101	-101
	Finance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Medical Directors Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Operations	6	13	7	6	19	14	0	6	6	6	13	7	6	25	20	0	12	12
	People & Organisation Development	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Estates & New Hospital Project	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Corporate Nursing Services	238	249	10	238	249	10	0	0	0	238	249	10	238	222	-17	0	-27	-27
<b>Corporate Total</b>		<b>3,045</b>	<b>2,265</b>	<b>-780</b>	<b>3,045</b>	<b>2,475</b>	<b>-570</b>	<b>0</b>	<b>210</b>	<b>210</b>	<b>3,045</b>	<b>2,265</b>	<b>-780</b>	<b>3,045</b>	<b>2,150</b>	<b>-895</b>	<b>0</b>	<b>-115</b>	<b>-115</b>
Central	Central	369	105	-264	369	105	-264	0	0	0	0	0	0	0	0	0	0	0	0
	Income	60	116	56	60	116	56	0	0	0	60	116	56	60	116	56	0	0	0
	Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Central Total</b>		<b>429</b>	<b>221</b>	<b>-208</b>	<b>429</b>	<b>221</b>	<b>-208</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60</b>	<b>116</b>	<b>56</b>	<b>60</b>	<b>116</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TRUST TOTAL</b>		<b>8,540</b>	<b>8,084</b>	<b>-456</b>	<b>8,540</b>	<b>8,773</b>	<b>232</b>	<b>0</b>	<b>688</b>	<b>688</b>	<b>8,171</b>	<b>7,818</b>	<b>-354</b>	<b>8,171</b>	<b>7,488</b>	<b>-683</b>	<b>0</b>	<b>-329</b>	<b>-329</b>

# Appendix : Non Opex Journey by Directorate and Group

GROUP	DIRECTORATE				19/20									20/21					
		Original Forecast Outturn			Revised Forecast Outturn			Movement			Original Forecast Outturn			Revised Forecast Outturn			Movement		
		Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
Central	Central	-29,635	-29,609	26	-29,635	-29,609	26	0	0	0	-29,635	-29,829	-194	-29,635	-29,829	-194	0	0	0
	Income	56	249	193	56	249	193	0	0	0	56	249	193	56	249	193	0	0	0
	Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central Total		-29,579	-29,360	219	-29,579	-29,360	219	0	0	0	-29,579	-29,580	-1	-29,579	-29,580	-1	0	0	0
TRUST TOTAL		-29,579	-29,360	219	-29,579	-29,360	219	0	0	0	-29,579	-29,580	-1	-29,579	-29,580	-1	0	0	0