

## Appendices

### Appendix A1 – Council Revenue Summary

| Month: December 2012                 |                | Year to date   |                 |               |                 | Full Year        |                   |                                    |  |  |
|--------------------------------------|----------------|----------------|-----------------|---------------|-----------------|------------------|-------------------|------------------------------------|--|--|
| Director                             | Budget         | Actual         | Use of Reserves | Variance      | Approved Budget | Forecast Outturn | Forecast Variance | Proposed use of Earmarked reserves | Forecast Variance after use of earmarked reserves. |  |
|                                      | £000           | £000           | £000            | £000          | £000            | £000             | £000              | £000                               | £000   |  |
| Social Care Health and Housing       | 41,594         | 38,564         | -38             | -3,068        | 55,586          | 55,079           | -507              | -91                                | -598   |  |
| Children's Services                  | 23,796         | 25,295         | -224            | 1,275         | 32,544          | 35,576           | 3,032             | -1,695                             | 1,337  |  |
| Sustainable Communities              | 34,886         | 34,097         | 39              | -749          | 47,712          | 47,433           | -279              | -444                               | -723   |  |
| Corporate Services                   | 20,837         | 19,794         | -453            | -1,495        | 28,553          | 29,280           | 727               | -834                               | -107   |  |
| Contingency and Reserves             | -2,956         | -3,214         | 0               | -258          | 204             | -49              | -253              | 1,100                              | 847  |  |
| Corporate Costs                      | 10,698         | 10,101         | 0               | -597          | 13,801          | 13,007           | -793              | 0                                  | -793   |  |
| <b>Total (Excl Schools &amp;HRA)</b> | <b>128,855</b> | <b>124,637</b> | <b>-676</b>     | <b>-4,892</b> | <b>178,399</b>  | <b>180,326</b>   | <b>1,927</b>      | <b>-1,964</b>                      | <b>-37</b>   |  |
| Schools                              | -537           | -535           | 0               | 2             | 547             | 1,189            | 642               | -867                               | -225   |  |
| HRA                                  | 0              | -209           | 0               | -209          | 0               | 0                | 0                 | 0                                  | 0  |  |
| <b>Total</b>                         | <b>128,318</b> | <b>123,893</b> | <b>-676</b>     | <b>-5,099</b> | <b>178,946</b>  | <b>181,515</b>   | <b>2,569</b>      | <b>-2,831</b>                      | <b>-262</b>  |  |

## Appendix A2 – Directorate Summary

| Month: December 2012                                     | Year to date   |                |             |                 | Year           |                 |                  |                   |                                    |  |
|--|----------------|----------------|-------------|-----------------|----------------|-----------------|------------------|-------------------|------------------------------------|--|
|  | Director       | Budget         | Actual      | Use of Reserves | Variance       | Approved Budget | Forecast Outturn | Forecast Variance | Proposed use of Earmarked reserves | Forecast Variance after use of earmarked reserves. |
|  | £000           | £000           | £000        | £000            | £000           | £000            | £000             | £000              | £000                               | £000   |
| <b>Social Care Health and Housing</b>                    |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Director of Social Care, Health, Housing                 | 30             | 152            | 0           | 122             | 39             | 62              | 23               | 0                 | 23                                 |  |
| Housing Management (GF)                                  | 2,943          | 2,925          | 0           | -18             | 3,925          | 3,914           | -10              | 0                 | -10                                |  |
| Adult Social Care  | 41,648         | 38,981         | 227         | -2,440          | 55,500         | 54,613          | -887             | 287               | -600                               |  |
| Commissioning  | 3,481          | 2,684          | -47         | -844            | 4,641          | 4,269           | -372             | -27               | -399                               |  |
| Business and Performance                                 | -6,507         | -6,179         | -218        | 111             | -8,520         | -7,780          | 740              | -351              | 389                                |  |
| <b>Sub Total Social Care and Health</b>                  | <b>41,594</b>  | <b>38,564</b>  | <b>-38</b>  | <b>-3,068</b>   | <b>55,586</b>  | <b>55,079</b>   | <b>-507</b>      | <b>-91</b>        | <b>-598</b>                        |  |
| <b>Children's Services</b>                               |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Director of Children's Services                          | 225            | 187            | 0           | -37             | 300            | 262             | -37              | 0                 | -37                                |  |
| Children's Services Operations                           | 15,466         | 17,689         | -29         | 2,193           | 20,714         | 24,246          | 3,532            | -1,310            | 2,222                              |  |
| Learning, Commissioning & Partnerships                   | 3,653          | 2,707          | -140        | -1,085          | 5,305          | 4,504           | -801             | -330              | -1,131                             |  |
| Joint School Commissioning Service (Transport)           | 5,284          | 5,508          | 0           | 224             | 7,437          | 7,720           | 283              | 0                 | 283                                |  |
| Partnerships   | 530            | 566            | -55         | -19             | 606            | 660             | 55               | -55               | 0                                  |  |
| <b>Sub Total Children's Services (excluding Schools)</b> | <b>25,159</b>  | <b>26,658</b>  | <b>-224</b> | <b>1,275</b>    | <b>34,361</b>  | <b>37,393</b>   | <b>3,032</b>     | <b>-1,695</b>     | <b>1,337</b>                       |  |
| DSG Contribution to Central Support                      | -1,363         | -1,363         | 0           | 0               | -1,817         | -1,817          | 0                | 0                 | 0                                  |  |
| <b>Sub Total Children's Services (excluding Schools)</b> | <b>23,796</b>  | <b>25,295</b>  | <b>-224</b> | <b>1,275</b>    | <b>32,544</b>  | <b>35,576</b>   | <b>3,032</b>     | <b>-1,695</b>     | <b>1,337</b>                       |  |
| <b>Sustainable Communities</b>                           |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Director of Sustainable Communities                      | 576            | 505            | 0           | -72             | 768            | 769             | 0                | 0                 | 0                                  |  |
| Economic Growth, Skills & Regeneration                   | 4,011          | 4,182          | -51         | 121             | 5,389          | 5,836           | 447              | -296              | 151                                |  |
| Highways Transportation                                  | 8,194          | 8,208          | -62         | -48             | 11,239         | 11,443          | 204              | -112              | 92                                 |  |
| Planning   | 4,856          | 4,167          | 0           | -689            | 6,823          | 6,830           | 7                | -82               | -75                                |  |
| Comm Safety Public Protec Waste Leisure                  | 17,250         | 17,035         | 152         | -62             | 23,493         | 22,555          | -937             | 46                | -891                               |  |
| <b>Sub Total Sustainable Communities</b>                 | <b>34,886</b>  | <b>34,097</b>  | <b>39</b>   | <b>-749</b>     | <b>47,712</b>  | <b>47,433</b>   | <b>-279</b>      | <b>-444</b>       | <b>-723</b>                        |  |
| <b>People &amp; Organisation</b>                         |                |                |             |                 |                |                 |                  |                   |                                    |  |
| People and Organisation Leadership                       | 139            | 170            | -15         | 16              | 190            | 248             | 58               | -58               | 0                                  |  |
| Communications   | 543            | 474            | 0           | -69             | 724            | 721             | -3               | 0                 | -3                                 |  |
| Customer Services  | 1,416          | 1,431          | 0           | 15              | 1,888          | 1,922           | 35               | 0                 | 35                                 |  |
| Policy & strategy  | 250            | 209            | 0           | -41             | 333            | 312             | -21              | 0                 | -21                                |  |
| Customer & Community Insight                             | 69             | 86             | 0           | 18              | 91             | 114             | 22               | 0                 | 22                                 |  |
| People   | 1,826          | 1,747          | -10         | -89             | 2,435          | 2,521           | 86               | -10               | 76                                 |  |
| Legal & Democratic Services                              | 2,746          | 2,491          | -25         | -280            | 3,968          | 3,962           | -6               | -25               | -31                                |  |
| <b>Sub Total People &amp; Organisation</b>               | <b>6,988</b>   | <b>6,609</b>   | <b>-50</b>  | <b>-429</b>     | <b>9,629</b>   | <b>9,801</b>    | <b>172</b>       | <b>-93</b>        | <b>79</b>                          |  |
| <b>Resources</b>   |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Programme & Performance                                  | 744            | 489            | -93         | -347            | 991            | 931             | -61              | -289              | -350                               |  |
| E Procurement & Payments                                 | 241            | 257            | 0           | 16              | 322            | 355             | 34               | 0                 | 34                                 |  |
| Finance  | 3,016          | 3,110          | -35         | 59              | 4,481          | 4,804           | 323              | -35               | 288                                |  |
| Information Assets                                       | 5,064          | 4,528          | -207        | -743            | 6,752          | 6,951           | 199              | -349              | -150                               |  |
| Assets   | 4,518          | 4,579          | -68         | -6              | 6,023          | 6,140           | 117              | -68               | 49                                 |  |
| <b>Sub Total Resources</b>                               | <b>13,583</b>  | <b>12,964</b>  | <b>-403</b> | <b>-1,022</b>   | <b>18,570</b>  | <b>19,182</b>   | <b>612</b>       | <b>-741</b>       | <b>-129</b>                        |  |
| <b>Chief Executive</b>                                   | <b>266</b>     | <b>221</b>     | <b>0</b>    | <b>-45</b>      | <b>355</b>     | <b>298</b>      | <b>-57</b>       | <b>0</b>          | <b>-57</b>                         |  |
| <b>Sub Total Corporate Services</b>                      | <b>20,837</b>  | <b>19,794</b>  | <b>-453</b> | <b>-1,495</b>   | <b>28,553</b>  | <b>29,280</b>   | <b>727</b>       | <b>-834</b>       | <b>-107</b>                        |  |
| <b>Contingency and Reserves*</b>                         | <b>-2,956</b>  | <b>-3,214</b>  | <b>0</b>    | <b>-258</b>     | <b>204</b>     | <b>-49</b>      | <b>-253</b>      | <b>1,100</b>      | <b>847</b>                         |  |
| <b>Corporate Costs</b>                                   |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Debt Management  | 8,775          | 7,887          | 0           | -888            | 11,700         | 10,626          | -1,074           | 0                 | -1,074                             |  |
| Premature Retirement Costs                               | 2,216          | 2,356          | 0           | 141             | 2,954          | 2,896           | -58              | 0                 | -58                                |  |
| Corporate HRA Recharges                                  | -68            | -68            | 0           | 0               | -90            | -90             | 0                | 0                 | 0                                  |  |
| Efficiencies   | -225           | -74            | 0           | 151             | -763           | -424            | 339              | 0                 | 339                                |  |
| <b>Sub Total Corporate Costs</b>                         | <b>10,698</b>  | <b>10,101</b>  | <b>0</b>    | <b>-597</b>     | <b>13,801</b>  | <b>13,007</b>   | <b>-793</b>      | <b>0</b>          | <b>-793</b>                        |  |
| <b>TOTAL Excluding Schools</b>                           | <b>128,855</b> | <b>124,638</b> | <b>-676</b> | <b>-4,892</b>   | <b>178,399</b> | <b>180,326</b>  | <b>1,927</b>     | <b>-1,964</b>     | <b>-37</b>                         |  |
| <b>Schools</b>   |                |                |             |                 |                |                 |                  |                   |                                    |  |
| Schools ISB  | -537           | -535           | 0           | 2               | 547            | 1,189           | 642              | -867              | -225                               |  |
| <b>TOTAL Schools</b>                                     | <b>-537</b>    | <b>-535</b>    | <b>0</b>    | <b>2</b>        | <b>547</b>     | <b>1,189</b>    | <b>642</b>       | <b>-867</b>       | <b>-225</b>                        |  |
| Housing Services (HRA)                                   | 0              | -209           | 0           | -209            | 0              | 0               | 0                | 0                 | 0                                  |  |
| <b>Total</b>   | <b>128,318</b> | <b>123,894</b> | <b>-676</b> | <b>-5,100</b>   | <b>178,946</b> | <b>181,515</b>  | <b>2,569</b>     | <b>-2,831</b>     | <b>-262</b>                        |  |

## Appendix A3 – Monthly forecast variance

| Director   | November Variance | December Variance | Difference   | COMMENTARY   |
|--|-------------------|-------------------|--------------|--|
|  | £000              | £000              | £000         |  |
| <b>Social Care Health and Housing</b>                    |                   |                   |              |  |
| Director of Social Care, Health, Housing                 | 17                | 23                | 6            |  |
| Housing Management (GF)                                  | (1)               | (10)              | (9)          |  |
| Adult Social Care  | 145               | (600)             | (745)        | Reablement under spend £533k, transitions for younger people with disabilities £152k - costs in package forecast and recruitment not likely this financial year    |
| Commissioning  | (104)             | (399)             | (296)        | Contract under spends in Learning Disability blocks £112k, Equipment Pooled Budget reduced over spend, Implementaton of Dementia Premium deferred to 13/14 - £100k |
| Business and Performance                                 | (116)             | 389               | 505          | Budget Build error - reserve transfer no longer used - reserve re-classified as Residential Futures  |
| <b>Sub Total Social Care and Health</b>                  | <b>(59)</b>       | <b>(598)</b>      | <b>(539)</b> |  |
| Housing Services (HRA)                                   | -                 | -                 | -            |  |
| <b>Sub Total Social Care Health and Housing</b>          | <b>(59)</b>       | <b>(598)</b>      | <b>(539)</b> |  |
| <b>Children's Services</b>                               |                   |                   |              |  |
| Director of Children's Services                          | -                 | (37)              | (37)         |  |
| Children's Services Operations                           | 1,986             | 2,222             | 237          |  |
| Learning, Commissioning & Partnerships                   | (739)             | (1,131)           | (392)        |  |
| Joint School Commissioning Service (Transport)           | 232               | 283               | 52           |  |
| Partnerships   | 0                 | (0)               | (1)          |  |
| <b>Sub Total Children's Services (excluding Schools)</b> | <b>1,478</b>      | <b>1,337</b>      | <b>(141)</b> |  |
| <b>Sustainable Communities</b>                           |                   |                   |              |  |
| Director of Sustainable Communities                      | 9                 | 0                 | (9)          |  |
| Economic Growth, Skills & Regeneration                   | 121               | 151               | 30           |  |
| Highways Transportation                                  | 154               | 92                | (62)         |  |
| Planning   | (10)              | (75)              | (65)         |  |
| Comm Safety Public Protect Waste Leisure                 | (852)             | (891)             | (39)         |  |
| <b>Sub Total Sustainable Communities</b>                 | <b>(579)</b>      | <b>(723)</b>      | <b>(144)</b> |  |
| <b>ACE People &amp; Organisation</b>                     |                   |                   |              |  |
| ACE People   | 0                 | 0                 | -            |  |
| Communications   | (3)               | (3)               | -            |  |
| Customer Services  | 29                | 35                | 5            |  |
| Policy & strategy  | (21)              | (21)              | -            |  |
| Customer & Community Insight                             | 22                | 22                | -            |  |
| People   | 81                | 76                | (5)          |  |
| Legal & Democratic Services                              | 29                | (31)              | (59)         | Reduction to legal services disbursements and staff costs within democratic services plus income to offset part of the Lord Lieutenant costs.                      |
| <b>Sub Total ACE People &amp; Organisation</b>           | <b>138</b>        | <b>79</b>         | <b>(59)</b>  |  |
| <b>ACE Resources</b>                                     |                   |                   |              |  |
| Programme & Performance                                  | (50)              | (350)             | (300)        | Release of Invest To Save, not required.   |
| E Procurement & Payments                                 | 27                | 34                | 7            |  |
| Finance  | 391               | 288               | (103)        | £70k additional income in Customer Accounts and £30k reduction in Audit certification fees.  |
| Category Review  | -                 | -                 | -            |  |
| Information Assets                                       | (152)             | (150)             | 2            |  |
| Assets   | 49                | 49                | -            |  |
| <b>Sub Total ACE Resources</b>                           | <b>265</b>        | <b>(129)</b>      | <b>(395)</b> |  |
| <b>Chief Executive</b>                                   | <b>-</b>          | <b>(57)</b>       | <b>(57)</b>  | Review of Professional Services budget.  |
| <b>TOTAL Corporate Services</b>                          | <b>403</b>        | <b>(107)</b>      | <b>(510)</b> |  |
| <b>Contingency and Reserves</b>                          | <b>(253)</b>      | <b>847</b>        | <b>1,100</b> |  |
| <b>Corporate Costs</b>                                   | <b>(793)</b>      | <b>(793)</b>      | <b>-</b>     |  |
| <b>TOTAL Excluding Schools</b>                           | <b>198</b>        | <b>(37)</b>       | <b>(235)</b> |  |
| Schools ISB  | (0)               | (225)             | (225)        |  |
| <b>TOTAL Schools</b>                                     | <b>(0)</b>        | <b>(225)</b>      | <b>(225)</b> |  |
| <b>Total</b>   | <b>198</b>        | <b>(262)</b>      | <b>(460)</b> |  |

## Appendix A4 – Subjective Analysis

| Revenue Subjective analysis December 2012 - Forecast Outturn |                |                        |                       |                      |                |                |                  |                 |                  |                |
|--|----------------|------------------------|-----------------------|----------------------|----------------|----------------|------------------|-----------------|------------------|----------------|
| Expenditure Type   | Staffing costs | Premises and Transport | Supplies and Services | Third Party Payments | Other          | Gross Costs    | Income           | Grants          | Total Income     | Net Costs      |
|  | £000           | £000                   | £000                  | £000                 | £000           | £000           | £000             | £000            | £000             | £000           |
| <b>Director</b>  |                |                        |                       |                      |                |                |                  |                 |                  |                |
| <b>Social Care Health and Housing</b>                        | 17,124         | 932                    | 3,719                 | 54,734               | 11,398         | <b>87,906</b>  | (15,550)         | (17,277)        | (32,827)         | <b>55,079</b>  |
| <b>Children's Services</b>                                   | 22,344         | 1,769                  | 23,409                | 16,794               | 2,714          | <b>67,030</b>  | (7,538)          | (23,916)        | (31,454)         | <b>35,576</b>  |
| <b>Sustainable Communities</b>                               | 19,741         | 2,965                  | 8,037                 | 29,366               | 234            | <b>60,343</b>  | (8,030)          | (4,880)         | (12,910)         | <b>47,433</b>  |
| <b>Corporate Services</b>                                    | 23,622         | 3,949                  | 14,793                | 558                  | 80,420         | <b>123,342</b> | (89,862)         | (4,199)         | (94,062)         | <b>29,280</b>  |
| <b>ACE People</b>  | 9,926          | 459                    | 1,879                 | 285                  | 2              | <b>12,552</b>  | (2,653)          | (98)            | (2,751)          | <b>9,801</b>   |
| <b>ACE Resources</b>   | 13,408         | 3,487                  | 12,906                | 274                  | 80,418         | <b>110,492</b> | (87,209)         | (4,102)         | (91,311)         | <b>19,182</b>  |
| <b>Chief Executive</b>                                       | 287            | 3                      | 8                     | -                    | -              | <b>298</b>     | -                | -               | -                | <b>298</b>     |
| <b>Contingency and Reserves</b>                              | -              | -                      | 1,111                 | -                    | 3,034          | <b>4,145</b>   | -                | (4,194)         | (4,194)          | <b>(49)</b>    |
| <b>Corporate Costs</b>                                       | 2,817          | -                      | (345)                 | -                    | 11,574         | <b>14,046</b>  | (940)            | (99)            | (1,039)          | <b>13,007</b>  |
| <b>Total Excluding Schools</b>                               | <b>51,246</b>  | <b>9,614</b>           | <b>50,724</b>         | <b>101,452</b>       | <b>109,374</b> | <b>356,812</b> | <b>(121,920)</b> | <b>(54,566)</b> | <b>(176,485)</b> | <b>180,326</b> |

## Appendix C – Risks and Upsides

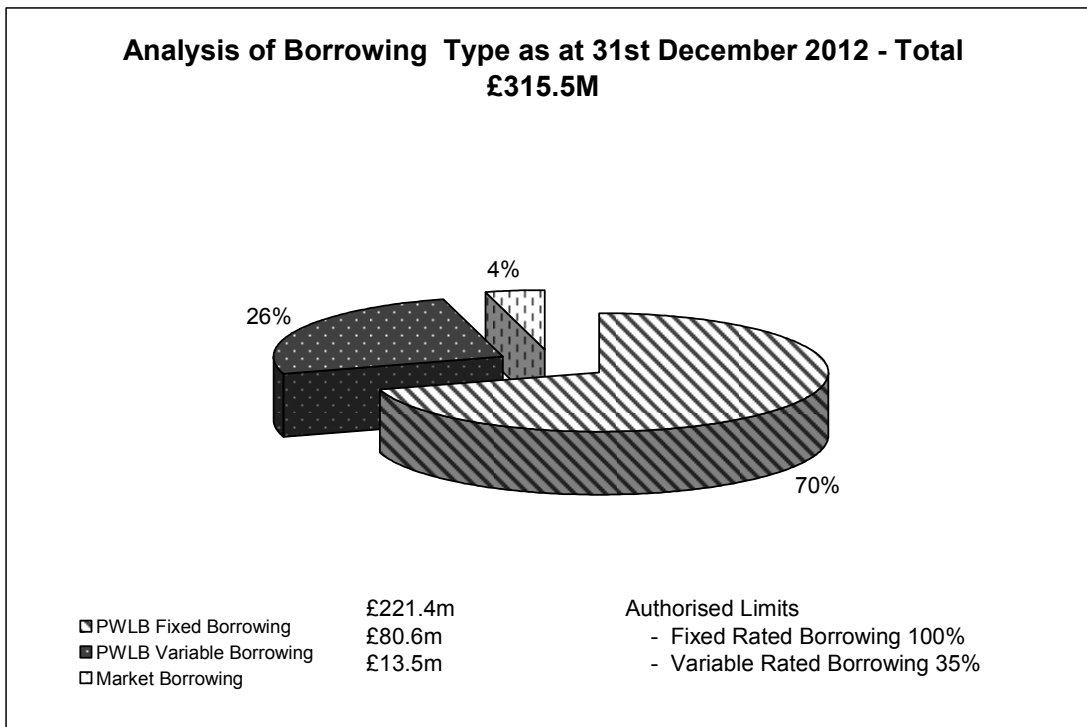
All known risks are now incorporated into the outturn forecast.

## Appendix D – Debt

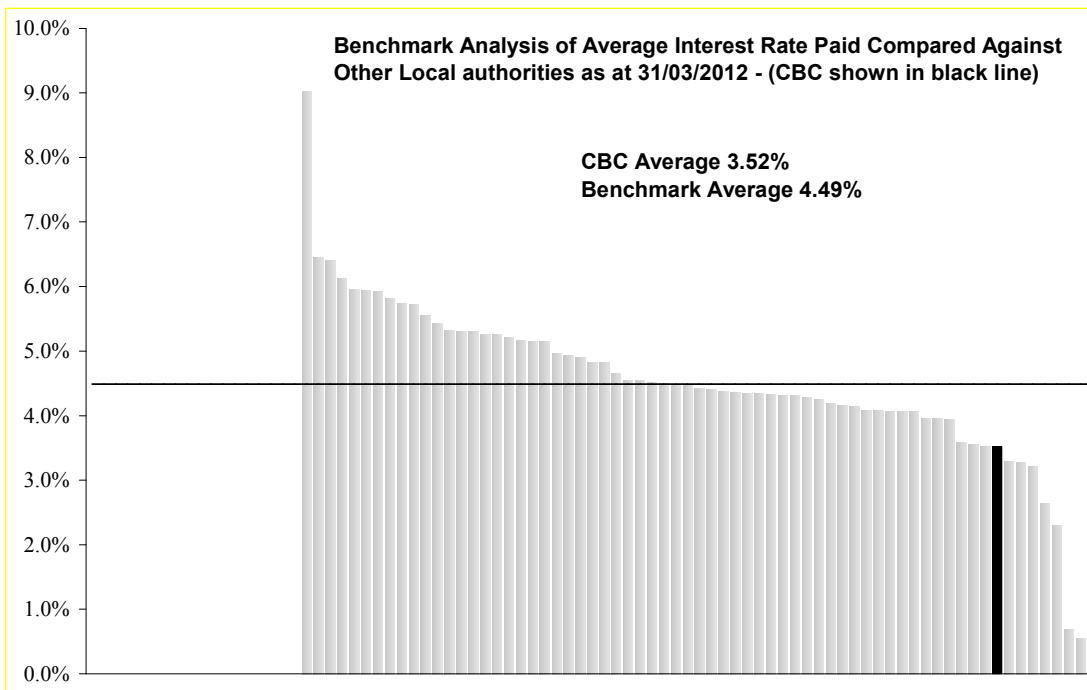
| <b>Debtors December 2012</b>             |                     |            |                      |            |                      |            |                      |           |                       |            |                        |            |                   |             |
|--|---------------------|------------|----------------------|------------|----------------------|------------|----------------------|-----------|-----------------------|------------|------------------------|------------|-------------------|-------------|
| <b>DIRECTORATE</b>                       | <b>1 to 14 Days</b> |            | <b>15 to 30 Days</b> |            | <b>31 to 60 Days</b> |            | <b>61 to 90 Days</b> |           | <b>91 to 365 days</b> |            | <b>1 year and over</b> |            | <b>Total Debt</b> |             |
|  | £k                  | %          | £k                   | %          | £k                   | %          | £k                   | %         | £k                    | %          | £k                     | %          | £k                | %           |
| <b>Social Care Health &amp; Housing</b>  | 202                 | 13%        | 379                  | 25%        | 156                  | 10%        | 103                  | 7%        | 322                   | 21%        | 371                    | 24%        | 1,533             | 100%        |
| <b>Children's Services</b>               | 16                  | 3%         | 364                  | 61%        | 86                   | 14%        | 2                    | 0%        | 33                    | 6%         | 95                     | 16%        | 596               | 100%        |
| <b>Sustainable Communities</b>           | 489                 | 16%        | 223                  | 7%         | 813                  | 26%        | 396                  | 13%       | 556                   | 18%        | 617                    | 20%        | 3,094             | 100%        |
| <b>ACE People</b>                        | 11                  | 8%         | 38                   | 27%        | 56                   | 40%        | 2                    | 1%        | 23                    | 16%        | 10                     | 7%         | 140               | 100%        |
| <b>ACE Resources</b>                     | 493                 | 40%        | 355                  | 29%        | 25                   | 2%         | 24                   | 2%        | 185                   | 15%        | 138                    | 11%        | 1,220             | 100%        |
| <b>NHS Bedfordshire</b>                  | 14                  | 2%         | 332                  | 45%        | 229                  | 31%        | 131                  | 18%       | 15                    | 2%         | 13                     | 2%         | 734               | 100%        |
| <b>Unallocated &amp; Non Directorate</b> | 0                   | 0%         | -6                   | 22%        | -6                   | 22%        | -4                   | 15%       | -8                    | 30%        | -3                     | 11%        | -27               | 100%        |
| <b>House Sales</b>                       | 27                  | 2%         | 58                   | 4%         | 51                   | 4%         | 63                   | 4%        | 476                   | 33%        | 747                    | 53%        | 1,422             | 100%        |
| <b>Grants</b>                            | 2,325               | 133%       | -648                 | -37%       | 47                   | 3%         | 0                    | 0%        | 22                    | 1%         | 1                      | 0%         | 1,747             | 100%        |
| <b>GRAND TOTAL</b>                       | <b>3,577</b>        | <b>34%</b> | <b>1,095</b>         | <b>10%</b> | <b>1,457</b>         | <b>14%</b> | <b>717</b>           | <b>7%</b> | <b>1,624</b>          | <b>16%</b> | <b>1,989</b>           | <b>19%</b> | <b>10,459</b>     | <b>100%</b> |
| <b>PREVIOUS MONTH</b>                    | 1,925               | 15%        | 3,186                | 25%        | 1,218                | 9%         | 1,212                | 9%        | 3,753                 | 29%        | 1,710                  | 13%        | 13,004            | 100%        |

Appendix E – Treasury Management Performance Dashboard  
SECTION A: DEBT INFORMATION

A1

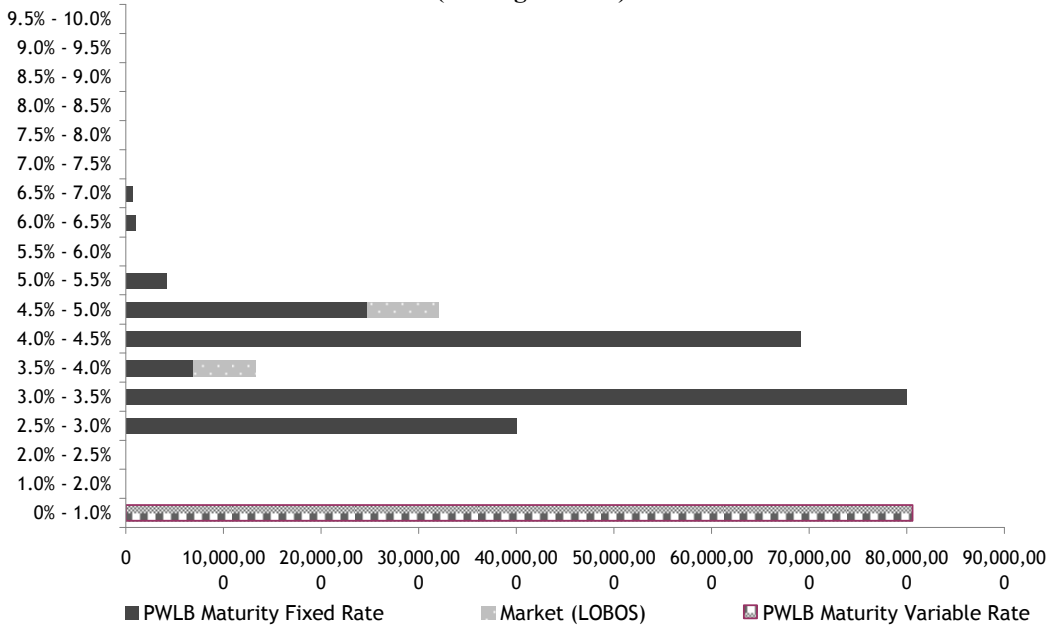


A2



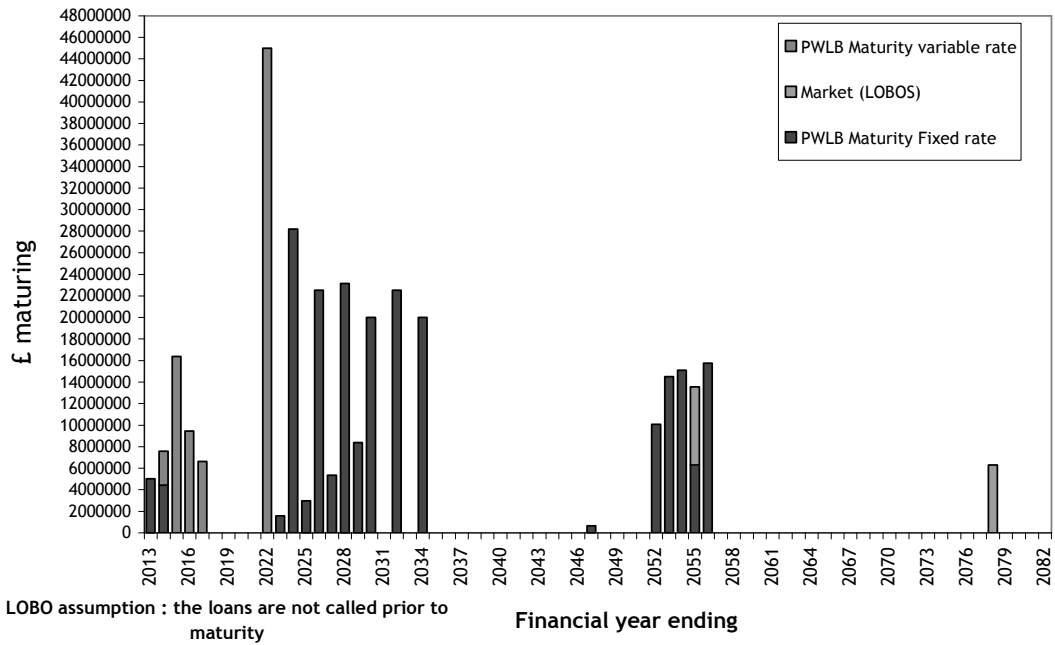
A3

**Analysis to show Interest Rate Profile on Debt  
(Average 3.52%)**



A4

**Debt Maturity Profile**



## SECTION B: INVESTMENT INFORMATION

**B1**

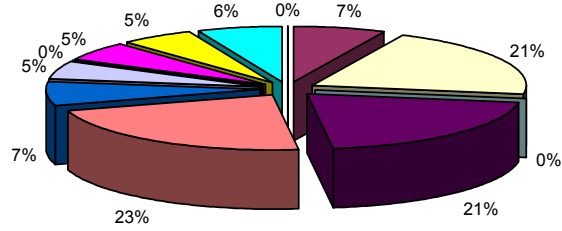
### Analysis of Investments as at 31st December - Total Investments £73M

#### Authorised Maximum Limit

- National Westminster £25m
- Other Banks £15m

- Lime Fund £10m

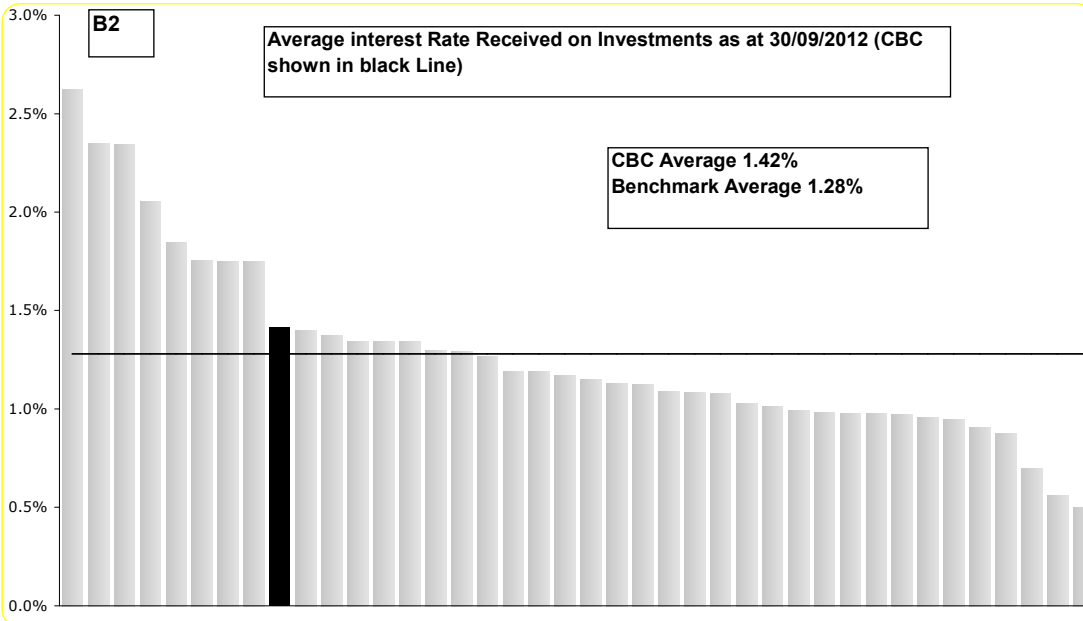
Money Market Fund 40%



|                      |                        |                      |                         |
|----------------------|------------------------|----------------------|-------------------------|
| ■ Santander £0m      | ■ Bank of Scotland £5m | ■ Barclays Bank £15m | ■ DMO £0m               |
| ■ Lloyds TSB £14.98m | ■ NatWest Bank £16.33m | ■ Nationwide B/S £5m | ■ Goldman Sachs MMF £4m |
| ■ RBS MMF £0m        | ■ BlackRock MMF £4m    | ■ Ignis MMF £4m      | ■ Lime fund £4.7m       |

**B2**

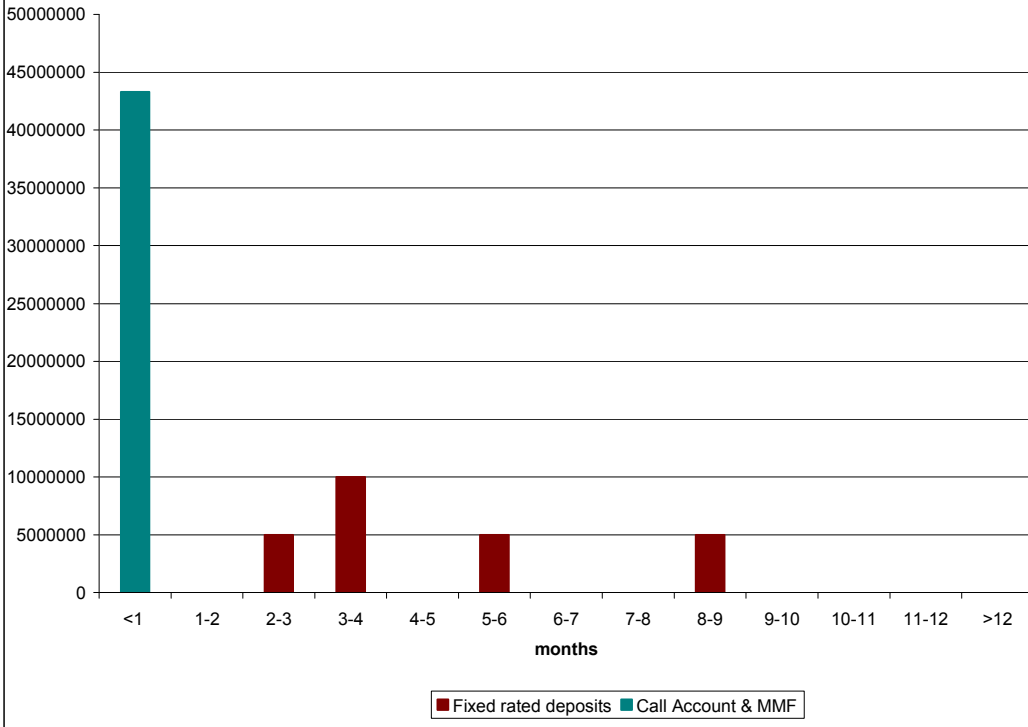
#### Average interest Rate Received on Investments as at 30/09/2012 (CBC shown in black Line)





B3

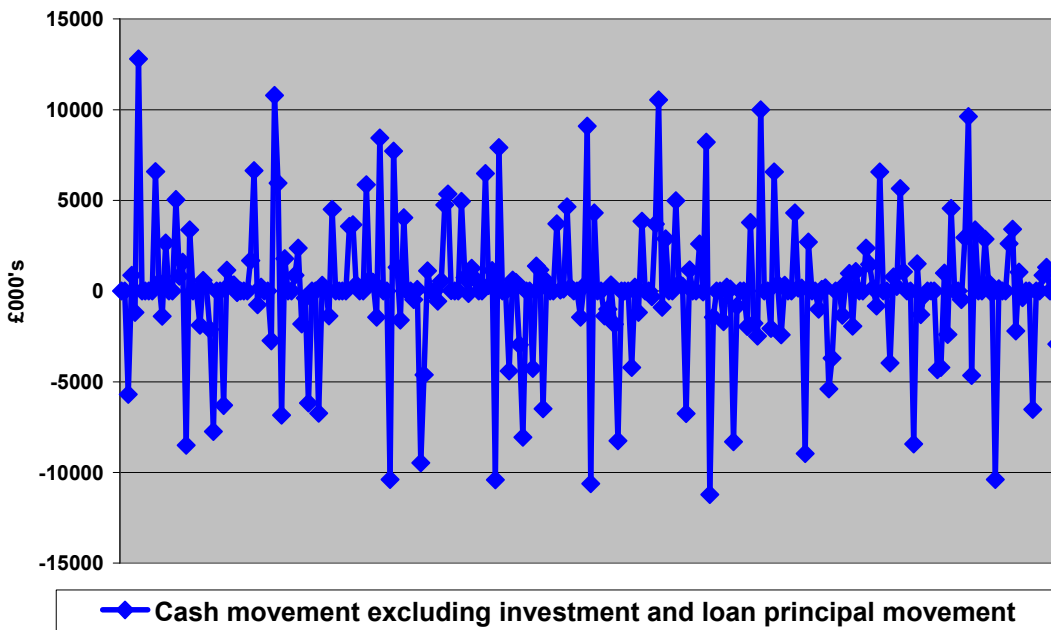
Maturity Profile of internal Investments  
as at 31st December 2012



SECTION C: CASH MANAGEMENT

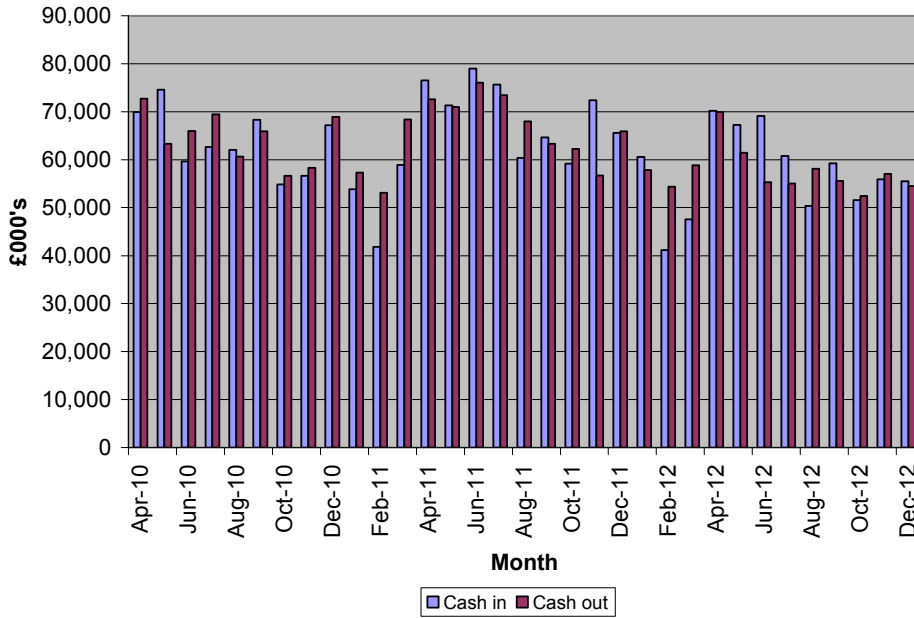
C1

Analysis of Daily Net Cash Movement  
between April - 31st December 2012



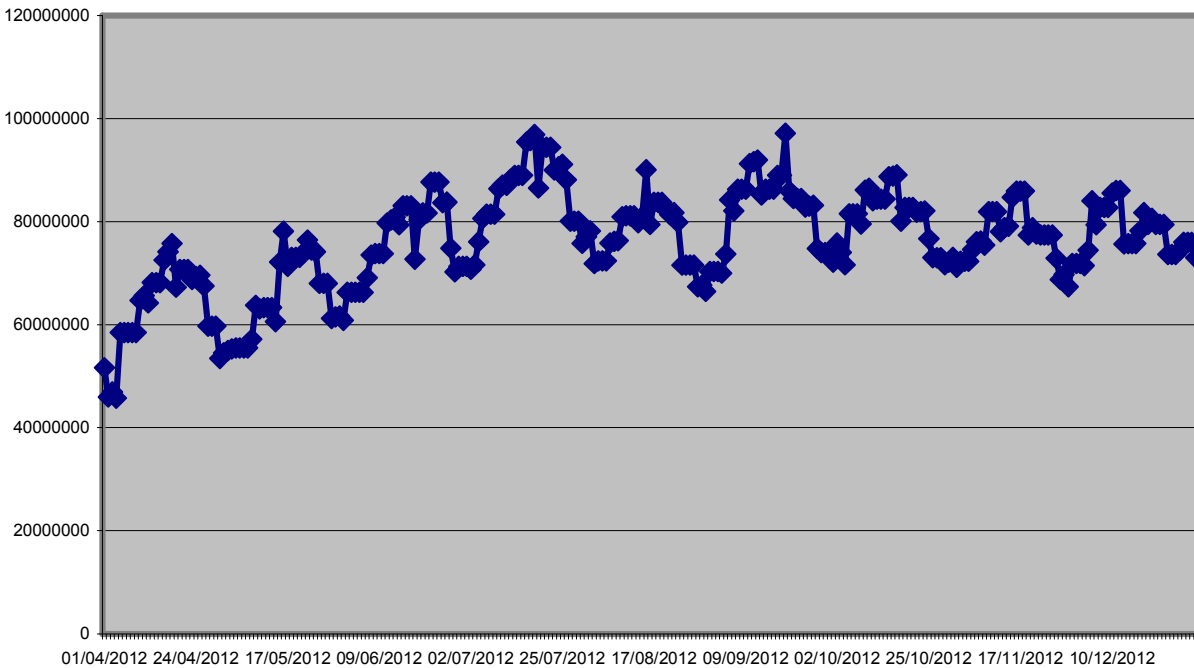
C2

### Monthly Cashflow Analysis (Excluding Investment & Loan Principal Movements) to 31st December 2012

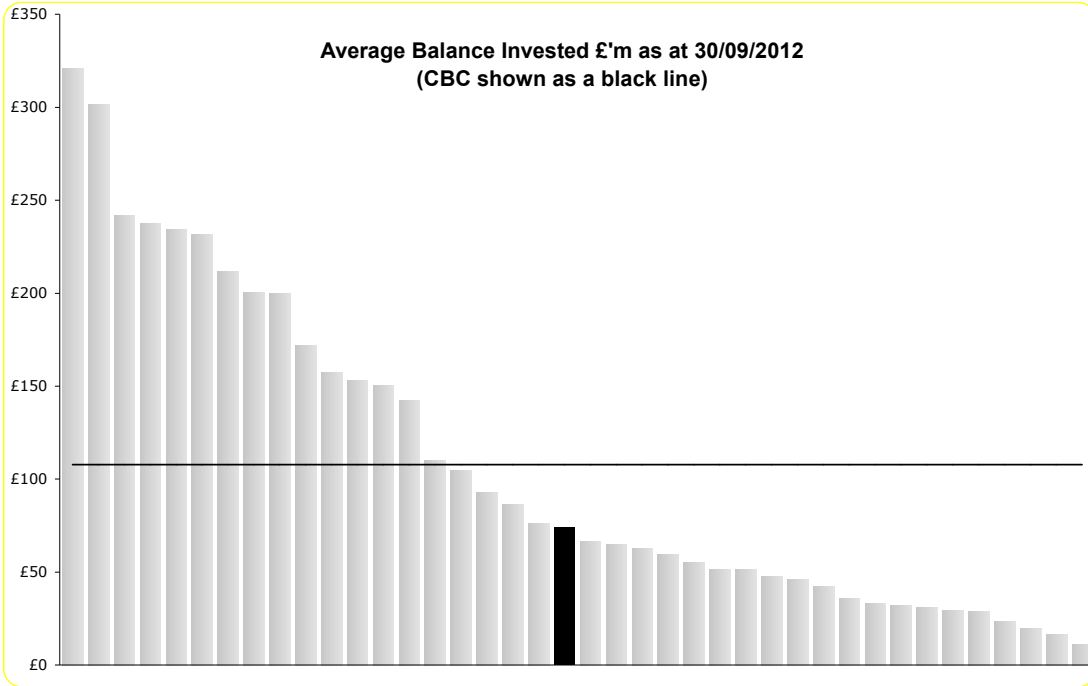


C3

### Analysis of investments held by Council including externally managed funds between 1st April 2012 to 31st December 2012



C4



CBC Average £74m    Benchmark Average £108m