## Appendices

	Appendix A1												
Month: December 2012		Year t	o date		Full Year								
Director	Budget	Actual	Use of Reserves	Variance	Approved Budget	Forecast Outturn	Forecast Variance	Proposed use of Earmarked reserves	Forecast Variance afte use of earmarked reserves.				
	£000	£000	£000	£000	£000	£000	£000	£000	£00				
Social Care Health and Housing	41,594	38,564	-38	-3,068	55,586	55,079	-507	-91	-59				
Children's Services	23,796	25,295	-224	1,275	32,544	35,576	3,032	-1,695	1,33				
Sustainable Communities	34,886	34,097	39	-749	47,712	47,433	-279	-444	-72				
Corporate Services	20,837	19,794	-453	-1,495	28,553	29,280	727	-834	-10				
Contingency and Reserves	-2,956	-3,214	0	-258	204	-49	-253	1,100	84				
Corporate Costs	10,698	10,101	0	-597	13,801	13,007	-793	0	-79				
Total (Excl Schools &HRA)	128,855	124,637	-676	-4,892	178,399	180,326	1,927	-1,964	-3				
Schools	-537	-535	0	2	547	1,189	642	-867	-22				
HRA	0	-209	0	-209	0	0	0	0					
Total	128,318	123,893	-676	-5,099	178,946	181,515	2,569	-2,831	-26				

#### Appendix A1 – Council Revenue Summary

## Appendix A2 – Directorate Summary

Image         Image <th< th=""><th>Month: December 2012</th><th></th><th>Year to</th><th>date</th><th></th><th></th><th></th><th>Year</th><th></th><th></th></th<>	Month: December 2012		Year to	date				Year		
Social Care Nashin and Housing	Director	Budget	Actual		Variance				of Earmarked	Variance after use of earmarked
Denter of Google Carry, Healts, Housing, Mangament (GP)         2.943         2.02         0         1.22         0.93         6.61         2.23         0.0         2.24           Antil Souring Mangament (GP)         2.943         2.05         0         1.41         0.932         3.014         1.10         0.947           Antil Souring Carry, Santa (GP)         3.041         2.04         3.848         2.27         2.404         5.858         5.877         4.07           Statistical Carry, Carry and Performance         4.001         4.113         2.70         4.04         4.44         4.44         4.429         4.20         4.30         3.302         1.310         2.222         1.11         3.052         2.712         4.04         1.061         3.050         1.310         2.222         2.101         4.06         4.00         4.00         3.00         1.310         2.222         2.101         4.06         4.00         4.00         4.00         1.01<		£000	£000	£000	£000	£000	£000	£000	£000	£000
Hodeling Management (167)         2.9.2         2.9.2         3.9.4         -10         0         0         0.11           And Solds Care         4.164         3.9.41         2.7.44         65.00         5.4.61         3.9.7         2.7.2         2.7.3           Commissioning         3.4.61         2.6.91         2.1.1         6.6.52         2.7.10         7.2.0         7.2.0         3.5.8           State Total Social Care and Health         4.1.64         3.6.64         3.6.64         5.6.67         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7.9         5.6.7	Social Care Health and Housing				1					
And B conclume         416.86         38.98         227         2.4.40         95.00         54.617         2.87         6.80           Business and Ferdiomatice         -0.607         4.175         2.16         114         4.550         -7.760         7.42         -351         386           Business and Ferdiomatice         -0.607         4.175         2.16         114         4.550         -7.760         7.42         -351         386           Business and Ferdiomatice         -0.607         4.175         2.16         114         4.550         -7.760         7.42         -351         385         -361         -37         0         -33         1.0	Director of Social Care, Health, Housing	30	152	0	122	39	62	23	0	23
Commissioning         3.4.81         2.0.94         4.71         4.4.64         4.2.95         -3.72         2.72         3.93           Stab Total Social Care and Health         4.1.94         8.4.64         -3.0.66         6.5.90         6.0.71         -3.55         3.93           Stab Total Social Care and Health         4.1.94         8.4.64         -3.0         6.5.90         6.0.71         -4.0         4.90           Children's Services         2.22         1.157         0.0         3.20         2.02         -3.5         -1.151         2.22         1.151         2.220         0.0         3.552         -1.151         2.220         0.0         2.550         0.0         2.24         7.437         7.72         2.83         0.0         2.85         0.0         2.85         0.0         2.85         0.0         2.85         0.0         0.0         8.557         0.0         0.0         8.577         1.52         0.0         0.0         1.857         1.151         2.850         0.0         0.18.747         1.730         3.0.32         1.4.99         1.133           Suble Total Children's Services (secluding Schools)         2.3.76         2.3.76         0.0         1.1.53         3.0.32         1.4.99         1.0	Housing Management (GF)	2,943	2,925	0	-18	3,925	3,914	-10	0	-10
Buenes and Performance. 4.557 4.179 4.17 4.111 4.552 7.76 7.6 355 9.5589 5.55.79 4.57 4.91 5.55.79 4.57 4.57 4.57 4.57 4.57 4.57 4.57 4.57	Adult Social Care	41,648	38,981	227	-2,440	55,500	54,613	-887	287	-600
Sub Total Social Care and Health         44,84         38,864         -38         3,868         55,88         55,77         407         497         497           Director of Chidner's Services         225         187         0         337         3000         282         4,37         0         337           Childrar's Services Corrandom & Patronahipa         3683         2,270         -140         1,485         5,650         4,604         3,630         -1,310         2,225         1,870         1,480         1,434         3,632         -1,310         2,225         1,870         1,431         1,431         1,431         1,431         1,431         1,431         1,431         1,431         1,431         1,685         1,333         5,66         5,6         1,600         5,66         5,6	Commissioning	3,481	2,684	-47	-844	4,641	4,269	-372	-27	-399
Children's Services           Children's Services         Control         Contr         Control	Business and Performance									389
Director of Children's Services         225         197         6         37         200         37         6         37           Children's Services Operations         15.465         17.86         -22         2.12         20.774         24.246         3.532         -1.131         2.222           Conting Commissioning & Patherships         3.555         2.707         1.44         1.085         5.506         4.644         400         .330         2.82           Joint Schoot Commissioning Services (excluding Schoots)         5.284         5.608         -56         -19         666         666         54         .56         (	Sub Total Social Care and Health	41,594	38,564	-38	-3,068	55,586	55,079	-507	-91	-598
Chidem's Survices Operations         15,440         17,680         -2.9         2.102         22.71         24.240         3.532         1.310         2.222           Learning, Commissioning & Partnerships         3.653         2.707         -140         -1.080         5.300         4.500         4.801         -3.30         -1.131           Over School Commissioning Services (rectuding Schools)         5.54         5.500         0         2.22         7.437         7.730         7.730         0         0         2.856         -4.66         660         565         -56         -14         6.66         660         5.300         0         2.856         1.431         0	Children's Services				1				1	
Learning, Commissioning & Partnerships         3.955         2.707         1-102         5.308         4.504         4.90         -330         -1,133           Joint School Commissioning Services (Transport)         5.284         5.500         0         2.224         7.437         7.720         2.83         0         2.83           Sub Total Children's Services (excluding Schools)         25,169         26,668         -224         1.817         -1.837         0	Director of Children's Services	225	187	0	-37	300	262	-37	0	-37
Joint Stord Commissioning Service (Transport)         5.28         5.50         0         2.24         7.437         7.20         283         0         8.28           Partnerships         550         556         -15         605         660         555         555         105         0         605         555         105         0         0         1.817         3.832         1.485         1.333         0         0         0         1.817         3.032         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.433         3.042         1.485         1.533         3.042         1.485         1.533         3.042         1.485         1.53         1.533         3.042         1.485         1.533         3.042         1.412         1.143         2.04         1.123         1.143         2.04         1.123         1.143         2.04         1.123         1.143         2.04         1.123         1.143         2.04         1.123         1.143         2.04         1.123         1.143         2	Children's Services Operations	15,466	17,689	-29	2,193	20,714		3,532	-1,310	2,222
Pannenships         530         565         -19         600         555         -55         0.0           Sub Total Children's Services (axcluding Schools)         25,158         26,858         -224         1,275         34,361         37,393         3,032         1,685         1,335           Sub Total Children's Services (axcluding Schools)         23,796         25,278         224         1,275         34,361         35,576         30,32         1,685         1,335           Subatinable Communities         576         600         0         -72         788         768         40         0	Learning, Commissioning & Partnerships	3,653	2,707	-140	-1,085		4,504	-801	-330	-1,131
Sub Total Children's Services (excluding Schools)         28,159         28,658         224         1.275         34,351         37,333         3,032         1.685         1,333           DGC Contribution to Central Support         -1,363         -1,363         0         0         -1,817         0	Joint School Commissioning Service (Transport)	5,284	5,508	0	224		7,720		0	283
DSG Contribution to Central Support       1,363       -1,363       0       0       1,877       -1,877       0       0       0       0         Sub Total Children's Services (excluding Schools)       23,786       25,289       -224       1,275       32,846       35,576       3,022       -1,695       1,333         Director of Sustainable Communities       577       505       0       -72       768       768       0	Partnerships	530	566	-55	-19	606	660	55	-55	0
Sub Total Children's Services (excluding Schools)         23,786         25,285         224         1,275         32,544         35,576         3,032         -1,695         1,333           Sustainable Communities         576         500         0         -72         768         776         0 <td>Sub Total Children's Services (excluding Schools)</td> <td>25,159</td> <td>26,658</td> <td>-224</td> <td>1,275</td> <td>34,361</td> <td>37,393</td> <td>3,032</td> <td>-1,695</td> <td>1,337</td>	Sub Total Children's Services (excluding Schools)	25,159	26,658	-224	1,275	34,361	37,393	3,032	-1,695	1,337
Sustainable Communities         576         500         772         768         769         0         0         0           Concord Gravit, Stills & Regenation         8,194         8,206         -52         -48         11,328         11,443         204         -112         66           Planning         4,856         4,467         0         -689         6,222         6,830         7         -82         -77           Comm Safely Public Protec Waste Leisure         17,250         17,033         152         -62         2,349         22,555         4937         446         -897           Sub Total Sustainable Communities         38,886         34,097         39         -749         47,712         47,433         -778         47,433         -789         47,712         47,433         -789         47,712         47,433         -789         47,712         47,433         -789         47,712         47,433         -718	DSG Contribution to Central Support	-1,363	-1,363	0	0	-1,817	-1,817	0	0	0
Director of Sustainable Communities         576         503         0         772         788         769         0         0         0           Economic Grown, Skills & Regeneration         4,011         4,182         -51         121         5,536         5,436         447         -296         115           Planning         4,856         4,167         0         -682         -48         11,238         11,443         204         -112         67           Comm Safety Public Protec Waste Leisure         17,250         17,035         152         -62         23,483         22,555         4937         446         -880           Sub Total Sustainable Communities         34,866         34,097         39         -748         47,712         444         -722         -73         6         -74         -721         -3         6         -74         -721         -3         6         -74         -721         -3         6         -72         -21         0         -22         0         -22         0         -22         0         -22         0         -22         0         -22         0         -22         0         -22         0         -22         0         -22         0	Sub Total Children's Services (excluding Schools)	23,796	25,295	-224	1,275	32,544	35,576	3,032	-1,695	1,337
Conomic Growth, Skils & Regeneration         4.01         4.12         -51         12         5.38         5.83         447         -208         151           Highways Transportation         8.194         8.208         -62         -48         11.23         11.43         204         -112         62           Penning         4.856         4.167         0         -688         6.823         6.330         7         -82         7.7           Comm Safely Public Protec Waste Leisure         17.250         17.035         152         -62         23.493         22.555         9.37         446         -891           Sub Total Sustainable Communities         34.886         34.097         39         -74         47,712         47.43         -279         -444         -722           People A Organisation Leadership         139         170         -15         16         190         246         58         -58         0         -32           Castomer Services         1.414         1.431         0         15         1.888         1.922         30         0         -22         0         22         0         22         0         22         0         22         0         22         0	Sustainable Communities								1	
Highways Transportation       8,194       8,208       42       44       11,239       11,443       204       -1.12       04         Planning       4,865       4,167       0       6.863       6.830       7       -82       -72         Comm Safety Public Protec Waste Leisure       17,205       17,035       152       42       23,493       22,255       -937       444       -725         Opela of Organisation Leadership       135       170       -15       16       190       248       58       -58       0       -32         Opela of Organisation Leadership       133       170       -15       16       190       248       58       -58       0       -32         Outcower Services       1,416       1,433       0       15       1,888       1,922       36       0       -32         Outcower Services       2,501       200       0       -44       333       312       221       0       -22       0       22       0       22       0       22       0       22       0       0       -22       -33       335       312       241       252       280       3,068       3,062       -46       -25	Director of Sustainable Communities	576	505		-72		769		-	0
Planning         4,856         4,167         0         489         6,833         7         482         7.74           Comm Safety Public Protec Waste Leisure         17,256         17,035         152         4.6         22,483         22,555         -037         464         -891           Sub Total Sustainable Communities         34,885         34,097         39         -749         47,433         2279         -444         -772           People & Organisation Leadership         139         170         -15         16         190         248         58         58         0         -33           Constomer Services         1,416         1,433         0         15         1,888         1,922         35         0         -33           Customer & Community Insight         66         86         0         18         91         114         22         0         22         0         22         0         22         0         22         0         22         0         22         0         22         0         0         0         77         0         24         25         23         3         312         2-21         0         0         22         0         0 <td>Economic Growth, Skills &amp; Regeneration</td> <td>4,011</td> <td>4,182</td> <td></td> <td>121</td> <td>5,389</td> <td>5,836</td> <td></td> <td>-296</td> <td>151</td>	Economic Growth, Skills & Regeneration	4,011	4,182		121	5,389	5,836		-296	151
Comm Safety Public Protec Waste Leisure         17,250         17,035         152         462         23,483         22,555         -937         46         -881           Sub Total Sustainable Communities         34,886         34,097         39         749         47,412         47,433         279         444         722           People & Organisation Leadership         133         170         -15         16         190         248         58         -58         0         -37           Communications         543         474         0         -69         724         721         -3         0         -22         0         22         35         0         33         116         1,431         0         116         1,888         1,922         35         0         -22         0         22         20         0         24         133         312         -21         0         -22         0         22         250         209         0         -41         333         312         -21         0         -22         0         22         25         -280         3,968         3,962         -6         -25         -33         55         448         -280         -33 <t< td=""><td></td><td></td><td>-</td><td></td><td></td><td></td><td></td><td>204</td><td></td><td>92</td></t<>			-					204		92
Sub Total Sustainable Communities         34,886         34,097         38         -749         47,712         47,433         -279         444         -723           People a Organisation Communications         543         474         0         -68         724         721         -3         0         -5           Customer Services         1,416         1,431         0         15         1,68         724         721         -3         0         -5           Policy & strategy         2250         200         0         -41         333         312         -21         0         -22         0         222         0         222         0         222         0         222         0         222         0         222         0         222         0         222         0         223         0         75         0         114         22         0         222         0         223         0         75         0         1747         10         8.9         2,635         9,801         172         93         75         0         16         322         353         34         0         34         102         156         16         16         322         3				•				7		
People & Organisation         139         170         -15         16         190         246         56         -56         0           Communications         543         474         0         -66         724         721         -3         0         -3           Customer Services         1,416         1,431         0         15         1,886         1,922         35         0         38           Policy & strategy         250         209         0         44         333         312         -21         0         -22           Customer & Community Insight         69         86         0         18         91         114         22         0         22         10         77           Legal & Democratic Services         2,746         2,491         -25         -280         3,862         9,801         172         -33         0         -34           Resources         Frocurement & Payments         241         257         0         16         322         35         34         0         34         991         931         -61         -289         -356           Finance         3,016         3,110         -35         59         4,481	-						,			
People and Organisation Leadership         139         170         -15         16         190         248         58         .58         .60           Communications         543         474         0         -69         724         721         -3         0         -5           Customer Services         1.416         1.431         0         15         1.888         1.922         35         0         32           People         250         209         0         -41         333         312         -21         0         -22           Customer & Community Insight         69         86         0         18         91         114         22         0         -22         .63         .74         .741         -10         -88         2.435         2.521         86         -10         .776           Legal & Democratic Services         2.746         2.241         -25         .280         .9,801         172         .33         .75           Resources         7         4         489         -93         .347         991         931         .61         .289         .350         .46         0         .352         .56         .4481         .4804		34,886	34,097	39	-749	47,712	47,433	-279	-444	-723
Communications         543         474         0         -68         724         721         -33         0        3           Customer Services         1,416         1,431         0         15         1.888         1,922         35         0         33           Policy & strategy         250         209         0         -41         333         312         -21         0         -21           Customer & Community Insight         69         86         0         18         91         114         22         0         221           People         1.826         1.747         -10         -89         2.435         2.521         66         -10         77           Legal & Democratic Services         2.746         2.491         -225         -280         3.962         -6         -25         -33           Stb Total People & Organisation         6.698         6.09         -50         429         9.629         9.801         172         -33         75           Resources         744         489         -93         -347         991         931         -61         -289         -356           Information Assets         5.064         4.528 <td< td=""><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td><td></td></td<>									1	
Customer Services         1.416         1.431         0         15         1.888         1.922         35         0         38           Policy & strategy         250         209         0         -41         333         312         -21         0         -22           Customer & Community Insight         68         86         0         18         91         114         22         0         22           Legal & Democratic Services         2,746         2,491         -25         -280         3,968         3,962         -6         -25         -31           Sub Total People & Organisation         6,988         6,609         -50         -429         9,629         9,601         172         -93         77           Resources         744         489         -93         -547         991         931         -61         -229         -356           E Procurement & Payments         241         257         0         16         322         355         34         0         33           Information Assets         3.016         3.110         -55         4.481         4.604         323         -35         286           Sub Total Resources         13.583         <										0
Policy & strategy       250       209       0       44       333       312       -21       0       -21         Customer & Community Insight       69       86       0       18       91       114       22       0       22         People       1.826       1.747       -10       -86       2,435       2,521       86       -10       77         Legal & Democratic Services       2,746       2,491       -25       -280       3,968       3,962       -6       -25       -33         Sub Total People & Organisation       6,988       6,609       -50       429       9,629       9,801       172       -93       78         Programme & Performance       744       489       -93       -347       991       931       -61       -289       -355         Enocurement & Payments       221       0       16       322       355       34       0       34         Information Assets       5,064       4,528       -207       -743       6,752       6,951       199       -349       -155         Assets       4,518       4,579       -6       6,023       6,140       117       -68       44       34       -0				-						-
Custome & Community insight         68         86         0         18         91         114         22         0         222           People         1.826         1.747         -10         -89         2.435         2.521         86         -10         77           Legal & Democratic Services         2.746         2.491         -25         -280         3.968         3.962         -6         -25         -33           Sub Total People & Organisation         6,988         6,609         -50         -429         9,629         9,801         172         -933         76           Resources          744         489         -93         -347         991         931         -61         -289         -356           Finance         744         489         -93         -347         991         931         -61         -289         -356           Information Assets         2.41         2.57         0         16         322         355         34         0         34         -162         435         -164         435         -164         435         -164         435         -165         446         355         298         -57         0         -56 </td <td></td> <td></td> <td></td> <td>•</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>				•						
People         1.826         1.747         -10         -88         2.435         2.521         86         -10         76           Legal & Democratic Services         2.746         2.491         -25         -280         3.968         3.962         -6         -25         -31           Sub Total People & Organisation         6.988         6.609         -50         -429         9.629         9.801         172         -93         77           Resources         Programme & Performance         744         489         -93         -347         991         931         -61         -289         -356           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 Assels         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         253         1									-	
Legal & Democratic Services       2,746       2,491       -25       -260       3,968       3,962       -6       -25       -33         Sub Total People & Organisation       6,988       6,609       -50       -429       9,629       9,801       172       .93       75         Resources				•					-	
Sub Total People & Organisation         6,988         6,609         -50         -429         9,629         9,801         172         -93         75           Resources										
Resources										
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       1117       -68       445         Sub Total Resources       13,583       12,964       -403       -1,022       18,570       19,182       612       -741       -122         Chief Executive       266       221       0       -45       355       29,80       727       -834       -100         Contingency and Reserves*       -2,956       -3,214       0       -258       204       -49       -253       1,100       847         Corporate Costs		6,988	6,609	-50	-429	9,629	9,801	1/2	-93	79
Procurement & Payments         241         257         0         16         322         355         34         0         34           Finance         3,016         3,110         -35         59         4,481         4,804         323         -35         286           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         1117         -68         44           Sub Total Resources         13,583         12,964         -403         -1,022         18,570         19,182         612         -741         -122           Chief Executive         266         221         0         -45         355         29.80         727         -834         -107           Sub Total Corporate Services         20,837         19,794         -453         -1,495         28,553         29,280         727         -834         -107           Corporate Costs         -         -         -2,956         -3,214         0         -256         204         -49         -253         1,100         10,626 <t< td=""><td></td><td>744</td><td>400</td><td>00</td><td>0.47</td><td>004</td><td>004</td><td>04</td><td></td><td>250</td></t<>		744	400	00	0.47	004	004	04		250
Finance         3,016         3,110         -35         59         4,481         4,804         323         -35         286           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         445           Sub Total Resources         13,583         12,964         -403         -1,022         18,570         19,182         612         -744         -122           Chief Executive         266         224         0         -45         355         298         -57         0         -55           Sub Total 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         -9         -253         1,100         847           Corporate Costs									-289	
Information Assets       5.064       4.528       -207       -743       6.752       6.951       199      349      156         Assets       4.518       4.579      68      6       6.023       6.140       117      68       4.45         Sub Total Resources       13,583       12,964       -403       -1,022       18,570       19,182       612      741      122         Chief Executive       266       221       0       -45       355       298      57       0      57         Sub Total 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				•					0	
Assets         4,518         4,579         -68         -6         6,023         6,140         117         -68         44           Sub Total Resources         13,583         12,964         -403         -1,022         18,570         19,182         612         -741         -122           Chief Executive         266         221         0         -45         355         298         -57         0         -557           Sub Total Corporate Services         20,837         19,794         -453         -1,495         28,553         29,280         727         -834         -100           Contingency and Reserves*         -2,956         -3,214         0         -258         204         -49         -253         1,100         847           Corporate Costs         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         -68           Corporate HRA Recharges         -68         -68         0         0         -90         0         0         0         -793										
Sub Total Resources         13,583         12,964         -403         -1,022         18,570         19,182         612         -741         -122           Chief Executive         266         221         0         -45         355         298         -57         0         -55           Sub Total Corporate Services         20,837         19,794         -453         -1,495         28,553         29,260         727         -834         -100           Contingency and Reserves*         -2,956         -3,214         0         -258         204         -49         -253         1,100         847           Corporate Costs         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         2,886         -58         0         -56           Corporate HRA Recharges         -68         -68         0         0         -90         .90         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0         0				-	-					
Chief Executive         266         221         0         -45         355         298         -57         0         -557           Sub Total 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										
Sub Total Corporate Services         20,837         19,794         -453         -1,495         28,553         29,280         727         -834         -1,107           Contingency and Reserves*         -2,956         -3,214         0         -258         204         -49         -253         1,100         847           Corporate Costs         U         U         U         U         U         U         U         U         U         U         U         R47         Corporate Costs         10,026         -1,074         0         -1,073 <td></td>										
Contingency and Reserves*         -2,956         -3,214         0         -258         204         -49         -253         1,100         847           Corporate Costs         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         0         2,896         -58         0         -58           Corporate HRA Recharges         -68         -68         0         0         -90         -90         0										
Corporate Costs         Corporate Costs           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         -56           Corporate HRA Recharges         -68         -68         0         0         -90         -90         0         0         0         0         2,216         2,356         0         141         2,954         2,896         -58         0         -56         -56         0         0         -90         -90         0<	-		-							
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         -56           Corporate HRA Recharges         -68         -68         0         0         -90         -90         0         0         0         66         68         0         151         -763         -424         339         0         338         330         338         338         330         338         338         336         338         336         338         336         338         336         338         336         338         336		-2,550	-3,214	0	-230	204	-43	-200	1,100	047
Premature Retirement Costs         2,216         2,356         0         141         2,954         2,896         -58         0         -556           Corporate HRA Recharges         -68         -68         -68         0         0         -90         0		8 775	7 887	0	888	11 700	10.626	1 074	0	1.074
Corporate HRA Recharges         -68         -68         -68         0         0         -90         0         0         0         0           Efficiencies         -225         -74         0         151         -763         -424         339         0         339           Sub Total Corporate Costs         10,698         10,101         0         -597         13,801         13,007         -793         0         -793           TOTAL Excluding Schools         128,855         124,638         -676         -4,892         178,399         180,326         1,927         -1,964         -37           Schools         5         5         124,638         -676         -4,892         178,399         180,326         1,927         -1,964         -37           Schools         5         5         124,638         -676         -4,892         178,399         180,326         1,927         -1,964         -37           Schools         5         5         0         2         547         1,189         642         -867         -225           TOTAL Schools         -537         -535         0         2         547         1,189         642         -867         -225				-						
Efficiencies       -225       -74       0       151       -763       -424       339       0       339         Sub Total Corporate Costs       10,698       10,101       0       -597       13,801       13,007       -793       0       -793         TOTAL Excluding Schools       128,855       124,638       -676       -4,892       178,399       180,326       1,927       -1,964       -37         Schools       5       5       124,638       -676       -4,892       178,399       180,326       1,927       -1,964       -37         Schools       5       5       124,638       -676       2       547       1,189       642       -867       -225         TOTAL Schools       -537       -535       0       2       547       1,189       642       -867       -225         Housing Services (HRA)       0       -209       0       0       0       0       0       0				-						-30
Sub Total Corporate Costs         10,698         10,101         0         -597         13,801         13,007         -793         0         -793           TOTAL Excluding Schools         128,855         124,638         -676         -4,892         178,399         180,326         1,927         -1,964        37           Schools         5         -537         -535         0         2         547         1,189         642        867        225           TOTAL Schools         -537         -535         0         2         547         1,189         642        867        225           Housing Services (HRA)         0         -209         0         0         0         0         0         0				•	-				-	
TOTAL Excluding Schools         128,855         124,638         -676         -4,892         178,399         180,326         1,927         -1,964         -37           Schools         -         1         -									_	
Schools         Schools         Schools ISB         -537         -535         0         2         547         1,189         642         -867         -225           TOTAL Schools         -537         -535         0         2         547         1,189         642         -867         -225           Housing Services (HRA)         0         -209         0         -209         0 </td <td>· · · · · · · · · · · · · · · · · · ·</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>-793</td>	· · · · · · · · · · · · · · · · · · ·									-793
Schools ISB         -537         -535         0         2         547         1,189         642         -867         -225           TOTAL Schools         -537         -535         0         2         547         1,189         642         -867         -225           Housing Services (HRA)         0         -209         0         -209         0		. 20,000	,000	010	4,002	.10,000	. 50,020	1,021	1,004	57
TOTAL Schools         -537         -535         0         2         547         1,189         642         -867         -225           Housing Services (HRA)         0         -209         0         -209         0		-537	-535	0	2	547	1 189	642	-867	-225
Housing Services (HRA) 0 -209 0 -209 0 0 0 0 0 0				-	2					
							.,		0	-223
		ő		-		•	181.515	•	-2.831	-262

#### Appendix A3 – Monthly forecast variance

Director	November Variance	December Variance	Difference	COMMENTARY
	£000	£000	£000	
Social Care Health and Housing	47			
Director of Social Care, Health, Housing	17	23	6	
Housing Management (GF)	(1)	(10)	(9)	Reablemement under spend £533k, transititions for younger
Adult Social Care	145	(600)	(745)	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
Sub Total Social Care and Health	(59)	(598)	(539)	
Housing Services (HRA)	-	-	-	
Sub Total Social Care Health and Housing	(59)	(598)	(539)	
Children's Services				
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)	
Sub Total Children's Services (excluding Schools)	1,478	1,337	(141)	
Sustainable Communities			(2)	
Director of Sustainable Communities	9	0	(9)	
Economic Growth, Skills & Regeneration	121	151	30	
Highways Transportation Planning	154 (10)	92 (75)	(62)	
Comm Safety Public Protect Waste				
Leisure	(852)	(891)	(39)	
Sub Total Sustainable Communities	(579)	(723)	(144)	
ACE People & Organisation				
ACE People Communications	0 (3)	0 (3)	-	
Customer Services	29	35	5	
Policy & strategy Customer & Community Insight	(21)	(21)	-	
People	22 81	22 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.
Sub Total ACE People & Organisation	138	79	(59)	
ACE Resources Programme & Performance	(50)	(350)	(300)	Release of Invest To Save, not required.
E Procurement & Payments	(30)	(330)	7	
Finance	391	288	(103)	£70k additional income in Customer Accounts and £30k reduction
Category Review	-	-	-	in Audit certification fees.
Information Assets	(152)	(150)	2	
Assets Sub Total ACE Resources	49 <b>265</b>	49 ( <b>129</b> )	(395)	
Chief Executive	-	(57)	(57)	Review of Professional Services budget.
TOTAL Corporate Services	403	(107)	(510)	
Contingency and Reserves	(253)	847	1,100	
Corporate Costs	(793)	(793)	-	
TOTAL Excluding Schools	198	(37)	(235)	
Schools ISB	(0)	(225)	(225)	
TOTAL Schools	(0)	(225)	(225)	
Total	198	(262)	(460)	

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

Appendix C – Risks and Upsides

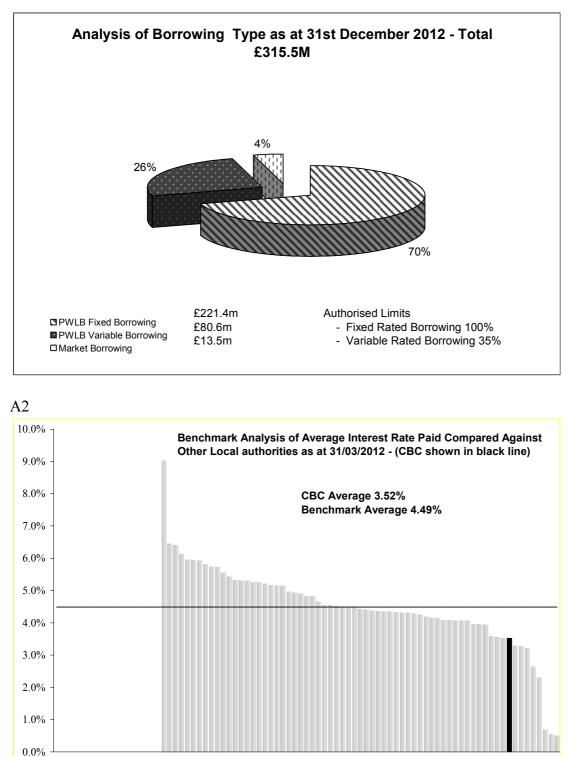
All known risks are now incorporated into the outturn forecast.

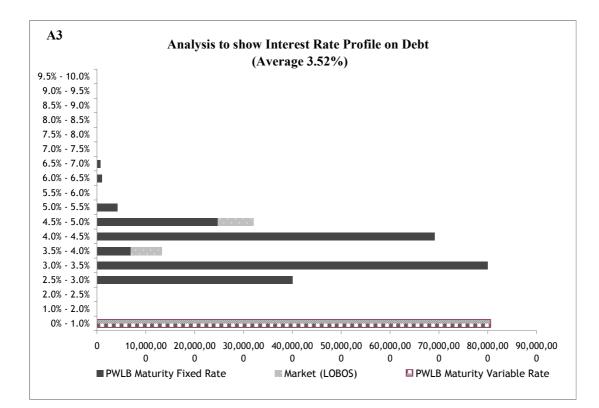
#### Appendix D – Debt

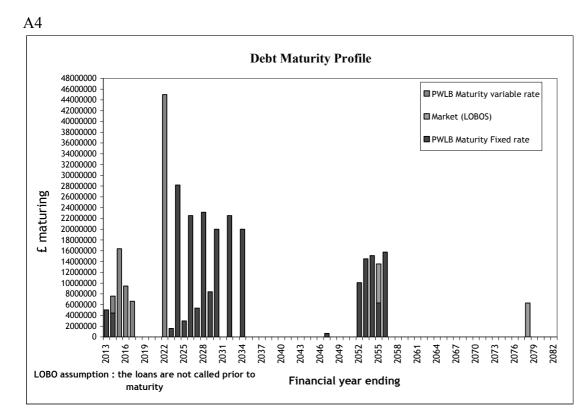
DIRECTORATE	1 to 14 Days		15 to 30 Days		31 to 60 Days		61 to 90 Days		91 to 365 days		1 year and over		Total Debt	
	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%	£k	%
Social Care Health &														
Housina	202	13%	379	25%	156	10%	103	7%	322	21%	371	24%	1,533	100%
Children's Services	16	3%	364	61%	86	14%	2	0%	33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

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

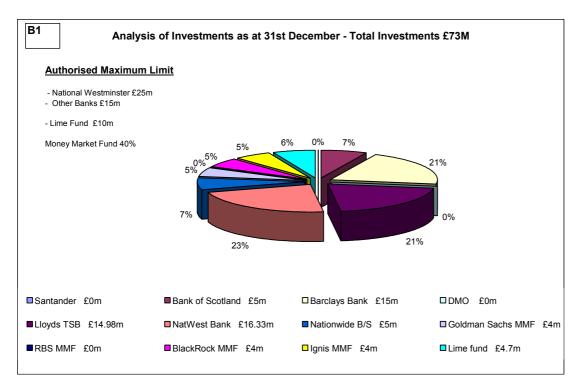
A1

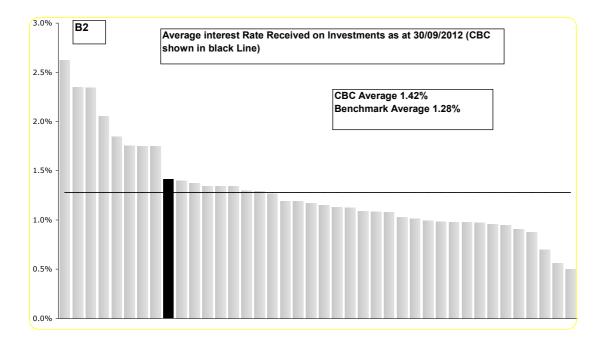


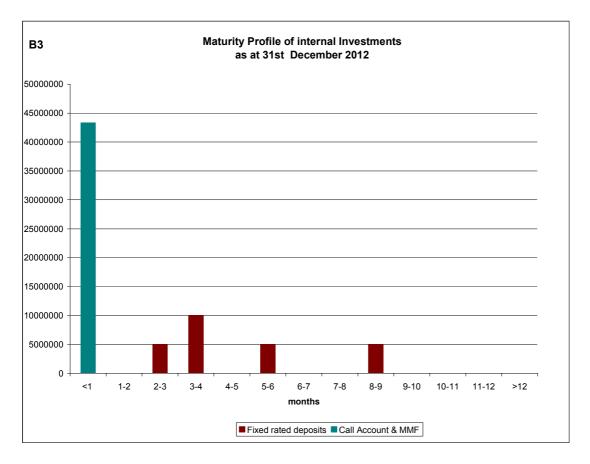




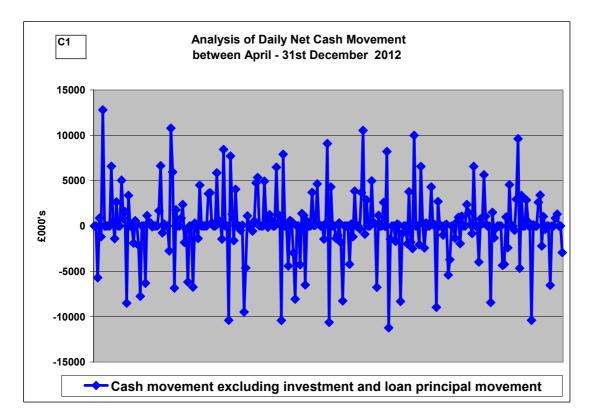


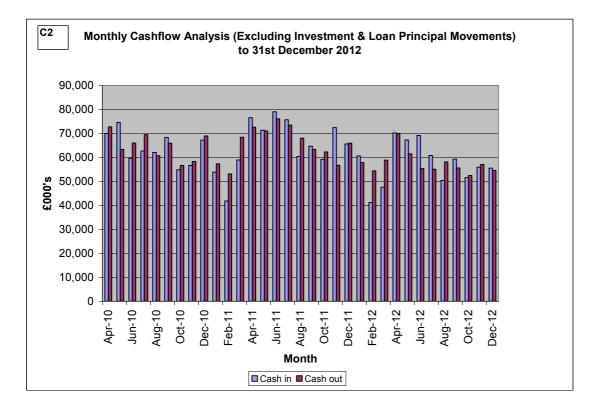


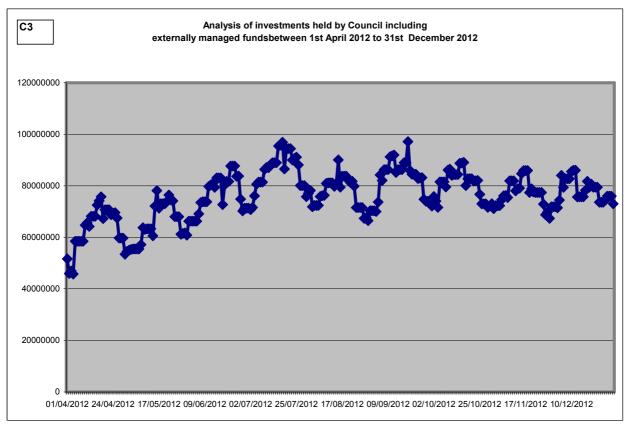




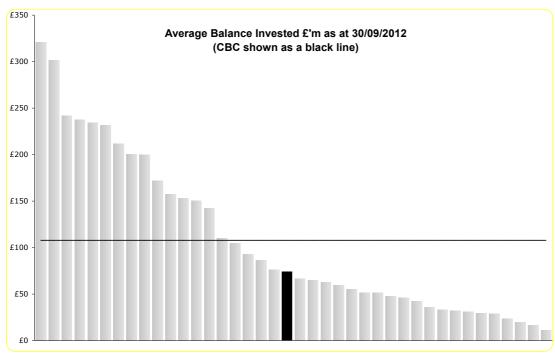
#### SECTION C: CASH MANAGEMENT







C4



CBC Average £74m Benchmark Average £108m