

FINANCIAL DIGEST DECEMBER 2019

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Main points of note contained within December's digest

The Main Message

The Council spent £1,381,498 more on the provision of services during the first 9 months of 2019/20 than allowed for in the budget.

- o Pay overspends of £0.6m (after the use of reserves and offset of income due) which includes the use of agency to support staffing.
- For the Housing Benefit team, additional staffing and overtime costs have been incurred to address operational requirements.
- For the Enforcement team, a restructure has resulted in non-recurrent costs to deliver delivery efficiencies.
- A number of vacancies remain unfilled and not covered by agency, resulting in underspends. This is largely as a result of secondments made to the Unitary team leaving vacancies at AVDC.
- The Council are reporting a year to date overspend on waste budgets of £985,000.
- · Budget savings arising as a result of the delay in implementation of the taxi token scheme
- Savings against budget in relation to transitional relief for business rates
- Above budgeted levels of income in relation to additional dividends paid
- Reviews are ongoing with services to ensure effective financial management
- General efficiencies have been achieved in the nine months to the end of December, a number of cost centres are reporting underspends.

The Council are forecasting to balance the budget for the 2019-20 financial year.

A number of risks and issues have been identified and are being monitored and managed

- Variances on budgeted staff costs
- Income shortfalls in relation to property income.
- Higher than budgeted costs of waste disposal
- Lower income from the Garden Waste scheme due to a change in invoicing policy this change affects this year only, being the year of transition.
- Revision of corporate budgets in relation to financing items

The Main Issues

The main issues arising are highlighted below, with further analysis included in the main body of the digest:

		1	-
	Variance to Date	Predicted Outturn	
	£	£	
Top 5 Over Budget			
Planning Services	573,253		Increased agency staff costs and reduced Planning & Building Control fee income
Waste & Recycling - Commercial	509,519	630,000	Trade Waste disposal fees and a reduction in garden waste income due to policy change
Waste & Recycling - Non Commercial	314,655	370,000	Domestic Waste disposal fees
Environmental Services	156,107	150,000	Increased staffing and agency costs
Assistant Directors	121,431	77,700	Increased staffing costs
Top 5 Under Budget			
Car Park Management	(113,009)	(164,600)	Savings from transitional relief in business rates
Chief Executive's Support Services	(78,442)	(120,000)	Salary savings
Economic Development	(70,973)	(78,600)	Recharge of costs to East/West Rail
Project Management Office	(70,554)	(82,000)	Staff secondment to Unitary
Director - TA	(43,544)	(80,000)	Salary savings

GENERAL FUND SUMMARY AS AT 31ST DECEMBER 2019

GENERAL FUND STATEMENT OF BALANCES	ACTUAL OUTTURN 2018/19 £'000	ORIGINAL BUDGET 2019/20 £'000	EXPECTED OUTTURN 2019/20 £'000
Brought Forward 1st April	(1,977)	(1,927)	(2,353)
Planned Use of/(Contribution to) Balances Less General Overspend Assumption Contribution to the HS2 Fund Commercial Activities	(240) (192) 6 50	0 0 0	0 0 9 0
Net Use of/(Contribution to) Balances	(376)	0	9
Working Balance Carried Forward	(2,353)	(1,927)	(2,344)

Fund	General					
	Full Year		Year to Date		,	
Portfolio	Current Budget	Expected Year End Variance	Budget to Date	Actuals to Date	Significant Variances	
Civic Amenities	29,900	(171,700)	(276,760)	(392,455)	(115,695)	
Communities	1,257,400	(80,900)	848,295	791,574	(56,721)	
Economic Development	(571,900)	199,900	(503,650)	(446,735)	56,915	
Environment & Leisure	2,908,300	114,900	1,523,300	1,634,491	111,191	
Finance & Resources	6,975,700	48,200	8,228,805	8,275,086	46,281	
Leader	1,619,500	(120,000)	1,200,530	1,184,123	(16,407)	
Planning & Enforcement	(209,600)	655,000	83,390	669,856	586,466	
Strategic Planning & Infrastructure	1,184,500	(35,000)	987,790	945,229	(42,561)	
Waste & Licencing	5,854,400	985,000	4,628,381	5,440,410	812,029	
Total Portfolio Expenditure	19,048,200	1,595,400	16,720,081	18,101,579	1,381,498	
Net Interest Receivable	(1,216,800)	(193,600)				
Contribution To Reserves	874,800	2,983,200				
Contribution From Reserves	(1,563,700)	0				
Contingency Items	128,100	36,600				
Asset Management	(1,048,800)	28,500				
Financing Items	1,135,800	(436,900)				
District Expenditure	17,357,600	4,013,200				
Less Aylesbury Special Expenses	(849,300)	0				

(51,100)

16,457,200

(5,074,500)

(11,382,700)

0 37,300

> 0 0

4,050,500

(4,050,500)

Please Note: Figures in brackets are underspending/additional income

Net District Expenditure

Government Grant

Collection Fund

Overspend

Contribution (from)/to Special Expenses

Fund	General	
Portfolio	Civic Amenities	

	Full Year	
Service	Current Budget	Expected Year end Variance
Car Park Management	(732,500)	(164,600)
Leisure Centres	4,000	0
Market	0	(3,100)
Public Burial Fees	3,000	0
Public Conveniences	130,100	(300)
Theatre & Leisure Centre Management	80,400	5,700
Town Centre Manager	191,600	(9,400)
Town Centre Open Spaces	45,300	0
Waterside Theatre	308,000	0
Grand Total	29,900	(171,700)

Year to Date				
Budget to Date	Actuals to Date	Significant Variances		
(434,320)	(547,329)	(113,009)	1	
(388,090)	(393,034)	0		
6,290	3,820	0	2	
2,250	1,815	0		
103,500	109,098	0	3	
61,730	68,359	0	4	
136,060	128,207	0	(5)	
45,300	45,577	0		
190,520	191,032	0		
(276,760)	(392,455)	(115,695)		

- £113,009 lower costs savings from transitional relief in business rates and operational changes to Waterside car park, reduced by building insurance costs in Hampden House car park. The forecast has been amended to reflect these savings and pressure.
- ② The forecast has been amended to reflect marginal savings from transitional relief in business rates.
- 3 The forecast has been amended to reflect marginal savings from transitional relief in business rates.
- The forecast has been amended to reflect increased consultancy costs offset by savings in salaries.
- © The forecast has been amended to reflect increased income from events.

Budget profiling

Fund	General
Portfolio	Communities

	Full Year		
Service	Current Budget	Expected Year End Variance	
Community Safety	402,800	(35,500)	
Concessionary Travel	44,200	(33,400)	
Grants	39,900	0	
Housing Pathways	42,600	(12,000)	
Housing Services	664,700	0	
Strategy & Partnerships	63,200	0	
Grand Total	1,257,400	(80,900)	

Year to Date				
Budget to Date	Actuals Plus Commitments to Date	Significant Variances		
279,500	268,826	(10,674)	1	
33,210	8,190	(25,020)	2	
25,970	20,558	0		
17,750	4,185	(13,565)	3	
428,665	426,616	0		
63,200	63,200	0		
848,295	791,574	(56,721)		

- £10,674 higher income increased local authority partnership contributions which are expected to be spent during the remainder of the year.
- £25,020 lower costs the Taxi Token Scheme has been placed on hold whilst the service is under review. The forecast has been amended to reflect the anticipated outturn position.
- ③ £13,565 additional income nomination income received from Private Housing partners.

Budget profiling

Fund	General	
Portfolio	Economic De	evelopment

	Full Year	
Service	Current Budget	Expected Year End Variance
Bus Station	142,400	0
Commercial Property	(1,932,400)	143,200
Economic Development	253,200	(78,600)
Facilities Management	48,100	0
Highway and Amenity Areas	7,300	0
Industrial Estates and Town Centre Props	551,500	43,600
Land Charges	(8,200)	6,000
Non Operational Property	(28,900)	(5,000)
Office Accommodation	366,400	80,100
Standby Services	10,200	0
Town Centre Open Spaces	18,500	10,600
Grand Total	(571,900)	199,900

	Year to Date		
	Significant Variances	Actuals Plus Commitments to Date	Budget to Date
	0	90,963	90,640
	28,933	(1,372,392)	(1,401,325)
ı	(70,973)	96,167	167,140
	0	28,068	27,255
	0	1,649	5,490
	28,043	447,603	419,560
	0	(17,797)	(27,770)
	0	(29,861)	(21,645)
	63,096	275,541	212,445
	0	6,946	7,650
	0	26,378	16,910
	56,915	(446,735)	(503,650)

- £28,933 lower income reduced income due to tenant vacancies at a number of properties. The forecast has been amended to reflect the anticipated outturn position.
- ② £70,973 higher income recharge of 17/18 East West Rail costs. The forecast has been amended to reflect this.
- £28,043 higher costs employee & agency staff costs to meet operational requirements. The forecast has been amended to reflect this increased spend offset by savings in business rates.
- ④ The forecast has been amended to reflect lower than budgeted income from searches.
- ⑤ The forecast has been amended to reflect a small increase in income.
- £63,096 higher costs one off refund of rent deposit of £20,000 plus increased utilities and security costs. The forecast has been amended to reflect the anticipated outturn position.
- The forecast has been amended to reflect increased horticulture contract costs.

Budget profiling

Fund	General	
Portfolio	Environment	& Leisure

	Full Year	
Service	Current Budget	Expected Year end Variance
Communities	481,300	(39,700)
Community Centres	483,900	(34,800)
Environmental Services	907,900	150,000
Land Drainage	55,400	0
Parks, Pitches & Open Space	977,500	39,400
Waste & Recycling - Non Commercial	2,300	0
Grand Total	2,908,300	114,900

	Year to Date		
Budget to Date	Actuals Plus Commitments to Date	Significant Variances	
351,675	320,355	(31,320)	1
306,935	270,131	(36,804)	2
185,680	341,787	156,107	3
31,120	30,952	0	
646,090	670,774	24,684	4
1,800	492	0	
1,523,300	1,634,491	111,191	

- £31,320 lower costs/lower income savings in salary and service costs offset by reduced income. The forecast has been amended to reflect the anticipated outturn position.
- £36,804 lower costs/higher income savings in utilities and horticulture contract costs, plus higher than expected income. The forecast has been amended to reflect these.
- £156,107 higher costs increased planning enforcement employee costs. The forecast has been amended to reflect the anticipated outturn position.
- £24,684 higher costs/lower income increased horticulture contract costs and lower than budgeted pitch income, somewhat mitigated by savings in utilities costs. The forecast has been amended to reflect the anticipated outturn position.

Budget profiling

Fund	General	
Portfolio	Finance & Reso	ources

	Full Year	
Service	Current Budget	Expected Year End Variance
Car Pooling Scheme	108,700	0
Contract & Procurement Services	249,700	(35,000)
Core Costs	1,422,900	(30,300)
Democratic Services	513,700	0
Digital Services	316,600	14,000
Enterprise Service Desk Support	190,800	26,700
Finance & Payroll Services	1,994,500	1,000
Flexitime Scheme	4,200	8,800
Governance	(100)	0
Housing Benefits	1,500,200	150,000
Insurances	40,900	0
IT Services - Strategic & Enterprise Service Desk	(51,100)	25,000
Personnel Services	44,300	(30,000)
Project Management Office	620,300	(82,000)
Rating & Recovery Services	59,900	0
Training	(39,800)	0
Grand Total	6,975,700	48,200

Year to Date			
Budget to Date	Actuals Plus Commitments to Date	Significant Variances	
68,970	69,386	0	
187,780	161,807	(25,973)	(1
1,061,190	1,030,882	(30,308)	2
385,710	386,516	0	
238,040	251,957	13,917	3
160,960	182,437	21,477	4
1,483,010	1,478,800	0	(5
4,200	10,998	0	6
(61,980)	(64,385)	0	
3,589,025	3,706,164	117,139	7
40,900	40,900	0	
297,760	328,416	30,656	8
14,520	(4,206)	(18,726)	9
466,250	395,696	(70,554)	(0
341,440	350,159	0	
(48,970)	(50,440)	0	
8.228.805	8.275.086	46,281	1

- ① £25,973 lower costs salary savings due to maternity leave. The forecast has been amended to reflect the full year impact.
- ② £30,308 lower costs lower external audit fees. The forecast has been amended to reflect the anticipated outtunr position.
- ③ £13,917 higher costs additional employment costs. The forecast has been amended to reflect the outturn position.
- £21,477 higher costs higher employment costs covering maternity & sickness leave. The forecast has been amended to relect these.
- ⑤ The forecast has been amended to reflect a small overspend.
- The forecast has been amended to reflect the full contract costs of the flexitime software.
- £117,139 higher costs - additional employment costs covering maternity and sickness leave, including agency staff costs required to cover staff training & operational needs. The forecast has been amended to reflect these additional employment costs.
- £30,656 higher costs additional consultancy costs to cover operational requirements. The forecast has been amended to reflect these additional costs.
- £18,726 lower costs salary savings due to the vacant HR lead role. The forecast has been amended to reflect the anticipated outturn position.
- £70,554 lower costs savings in employment costs from transfer of staff to Unitary. The forecast has been amended to reflect these savings.

Budget profiling

Fund	General
Portfolio	Leader

	Full Year	
Service	Current Budget	Expected Year End Variance
Assistant Directors	(3,400)	77,700
Business Strategy	128,700	49,100
Chairman's Expenses	23,700	(5,500)
Chief Executive's Support Services	30,200	(120,000)
Communications & Marketing	0	(38,800)
Democratic Services	1,087,900	(47,200)
Director - AS	(200)	0
Director - TA	(100)	(80,000)
Electoral Services	388,800	(19,600)
Legal Services	(43,200)	64,300
Vale Lottery	7,100	0
Grand Total	1,619,500	(120,000)

	Year to Date		
Budget to Date	Actuals Plus Commitments to Date	Significant Variances	
(14,580)	106,851	121,431	1
113,640	153,301	39,661	2
12,160	5,741	0	3
13,250	(65,192)	(78,442)	4
(30,200)	(50,516)	(20,316)	(5)
802,100	765,699	(36,401)	6
90	(1,657)	0	
(1,700)	(45,244)	(43,544)	7
269,600	263,686	0	8
30,850	46,134	15,284	9
5,320	5,320	0	
1,200,530	1,184,123	(16,407)	

- £121,431 higher costs additional employee and agency staff costs covering maternity leave and ongoing planning service operational ① requirements. The forecast has been amended to reflect these costs, which have been offset by savings arising from an unexpected vacancy.
- £39,661 lower income/lower costs reduction in SEED team income streams offset by savings in salaries and running costs. The forecast has been amended to reflect the anticipated outturn position.
- 3 The forecast has been amended to reflect savings in vehicle expenses.
- £78,442 lower costs savings arising from the departure of the Chief Executive. The forecast has been amended to reflect these savings.
- © £20,316 lower costs salary savings. The forecast has been amended to reflect the anticipated outturn position.
- £36,401 lower costs salary savings plus a number of smaller savings across a range of services.. The forecast has been amended to reflect the anticipated outturn position.
- ② £43,544 lower costs savings arising from the departure of the Director. The forecast has been amended to reflect these savings.
- ® The forecast has been amended to reflect salary savings due to staff vacancies.
- £15,284 higher costs increased employee costs offset by increased income. The forecast has been amended to reflect the costs of an additional team member.

Budget profiling

Fund	General	
Portfolio	Planning & E	nforcement

	Full Year	
Service	Current Budget	Expected Year End Variance
Forward Plans	3,000	0
Heritage	528,300	55,000
Planning Services	(740,900)	600,000
Grand Total	(209,600)	655,000

Year to Date				
Budget to Date	Significant Variances			
2,250	1,262	0		
421,950	451,895	29,945	(
(340,810)	216,699	557,509	Œ	
83,390	669,856	586,466		

- £29,945 higher costs agency staff costs covering current vacant post. The forecast has been amended to reflect these additional costs.
- £557,509 higher costs/lower income agency staff costs to reduce the backlog of Planning & Building Control applications, which is also impacting on income streams. The forecast has been amended to reflect the anticipated outturn position.

Budget profiling

Fund	General
Portfolio	Strategic Planning & Infrastructure

	Full Year			
Service	Current Budget	Expected Year End Variance		
Forward Plans	695,700	0		
Planning Services	258,600	0		
Strategy & Partnerships	229,400	(35,000)		
Grand Total	1,183,700	(35,000)		

Year to Date					
Budget to Date	Significant Variances				
523,190	505,632	(17,558)	Ć		
269,560	285,303	15,743	C		
204,140	163,393	(40,747)	(
996,890	954,329	(42,561)			

- $\,\,\oplus\,$ £17,558 lower costs running expense savings across a number of service areas.
- ② £15,743 higher costs additional employee costs to cover operational requirements.
- £40,747 lower costs savings in employment costs from the the secondment of staff to Unitary. The forecast has been amended to reflect the anticipated outturn position.

Budget profiling

Fund	General	
Portfolio	Waste & Lice	encing

	Full Year				
Service	Current Budget	Expected Year End Variance			
Environmental Services	267,700	0			
Health & Safety	7,800	(15,000)			
Licensing	(43,400)	0			
Waste & Recycling - Commercial	646,600	630,000			
Waste & Recycling - Non Commercial	4,975,700	370,000			
Grand Total	5,854,400	985,000			

Year to Date					
Budget to Date	Actuals Plus Commitments to Date	Significant Variances			
222,526	221,826	0			
12,310	14,276	0	(
(50,470)	(65,189)	(14,719)	(
514,065	1,023,584	509,519	(
3,929,950	4,245,913	315,963	(
4,628,381	5,440,410	812,029			

- The forecast has been amended to reflect savings arising from a staff vacancy.
- ② £14,719 lower costs running expense savings across a number of service areas.
- £509,519 lower income increased trade waste disposal fees with Bucks CC this contract is currently under review. A Garden Waste ③ income collection Policy change has resulted in a reduction of income held in-year - this change will only impact on this years budgets. The forecast has been amended to reflect the anticipated outturn position.
- £315,963 higher costs increased domestic waste disposal fees the contract is reviewed by the supplier every three months (materials & employment costs) & this has resulted in increased contract costs. This contract with Casepak is currently under review. The forecast has been amended to reflect these changes & a budget pressure has been requested in the MTFP for future years.

Budget profiling

Fund	General
Special	Yes

		Full	Year Year to Date				
Service	CC Description	Current Budget	Expected Year End Variance	Budget to Date	Actuals Plus Commitments to Date	Significant Variances	
Community Centres	Administration	74,100	0	59,430	58,975	0	}
	Alfred Rose	64,400	(8,300)	42,025	32,446	0	l
	Bedgrove	68,500	(9,100)	39,170	29,969	0	l
	Haydon Hill	18,500	0	11,900	13,098	0	l
	Prebendal Farm	53,400	(1,400)	35,960	33,008	0	l
	Quarrendon and Meadowcroft	69,000	(10,500)	41,720	34,095	0	l
	Southcourt	44,600	(2,000)	29,090	26,368	0	l
Community Centres 1	Total Total	392,500	(31,300)	259,295	227,959	(31,336)	①
Parks, Pitches & Open Space	Alfred Rose Park	56,300	(4,400)	40,850	37,599	0	
	Bedgrove Park	75,200	(9,400)	60,250	53,351	0	l
	Edinburgh Playing Fields	57,600	700	37,300	37,775	0	l
	Fairford Leys	88,100	(4,800)	57,430	53,361	0	l
	Meadowcroft Playing Fields	81,300	(18,000)	57,220	38,903	(18,317)	l
	Parks Administration	244,000	32,500	120,040	142,829	22,789	l
	Vale Park	12,700	12,000	9,450	16,609	0	l
	Walton Court Sports Ground	39,100	(11,500)	26,900	15,198	(11,702)	l
Parks, Pitches & Ope	n Space Total	654,300	(2,900)	409,440	395,624	(13,816)	2
Market	Market	0	(3,100)	6,290	3,820	0	l
Market Total		0	(3,100)	6,290	3,820	0	3
Asset Rental Adjustm	nent	-91,800	0	0	0	0	l
Grand Total		955,000	-37,300	675,025	627,403	-45,152	4

- £31,336 lower costs/higher income savings in utilities and horticulture contract costs, plus higher than expected income. The forecast has been amended to reflect these.
- £13,816 lower costs/lower income savings in utilities and horticulture contract costs, offset by lower pitch hire income. The forecast has been amended to reflect the anticipated outturn..
- ③ The forecast has been amended to reflect marginal savings from transitional relief in business rates.
- The original budgeted spend for special expenses was £902,300. £849,300 of this spend was reimbursed by way of precept income, the balance being a call upon the use of special expenses balances. During the year the current budget has been increased to cover the cost of maintenance works at various properties, which has been agreed to be met from AVDC balances.

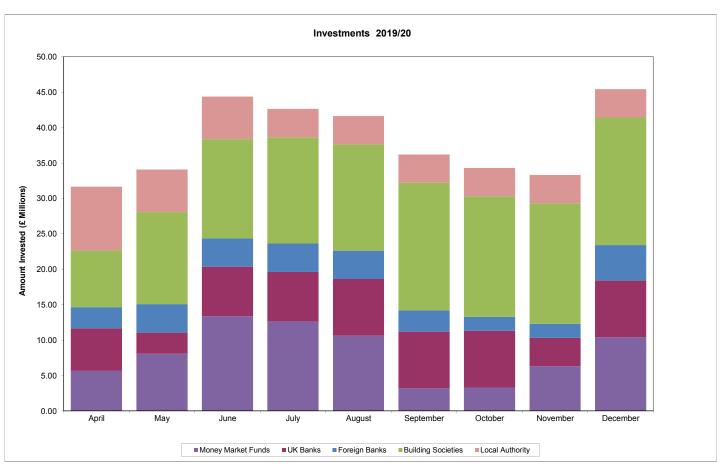
GENERAL FUND REVENUE RESERVES AND PROVISIONS

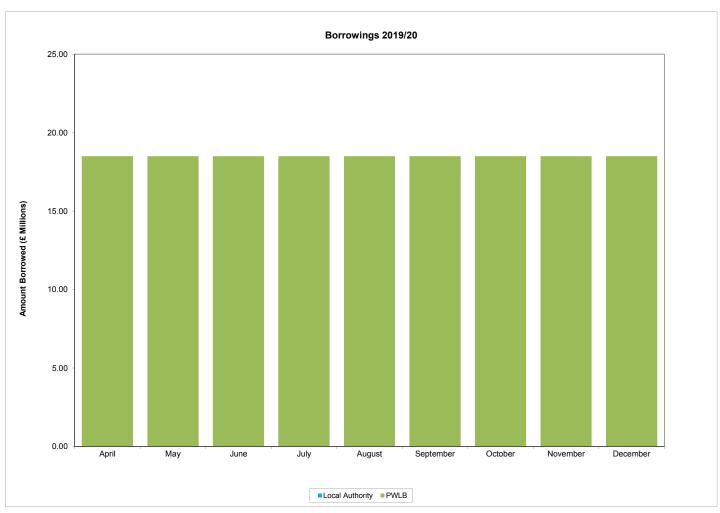
The table shows the current level of provisions and reserves held by the Council at the beginning of the year, the p movements in the year and the expected closing balance at 31st March 2020.

GENERAL FUND REVENUE RESERVES AND PROVISIONS	OPENING BALANCE 01/04/2019	TRANSFERS OUT	TRANSFERS IN	EXPECTED CLOSING BALANCE 31/03/20
	£'000	£'000	£'000	£'000
PROVISIONS				
NNDR Appeals	(2,041)	0	0	(2,041)
Refundable Bonds	(287)	0	0	(287)
Expected Credit Losses	(8)	0	0	(8)
BAD DEBT PROVISIONS				
Housing Benefits Overpayments	(2,097)	0	0	(2,097)
Local Taxation	(561)	0	0	(561)
Other	(292)	0	0	(292)
Off Street Parking	(80)	0	0	(80)
Haywoods Way	(41)	0	0	(41)
TOTAL PROVISIONS	(5,407)	0	0	(5,407)
RESERVES	(0, 101)			(0, 101)
Unitary - Buckinghamshire Council	-4,000	4,000	0	0
Unitary - AVDC	-974	974	0	0
New homes bonus - town centre regeneration	-4,500	0	0	(4,500)
Amenity areas	-2,874	_	0	(2,874)
New homes bonus - parishes	-2,855	3,713	(858)	0
Business rates	-1,893		(748)	(2,641)
Property Sinking	-1,766		0	(1,696)
New homes bonus - connected knowledge	-1,751	1,000	0	(751)
New homes bonus - uncommitted	-1,548	750	(3,694)	(4,492)
New homes bonus - high speed broadband	-1,536	200	(400)	(1,736)
Repairs & renewals	-1,122	150	0	(972)
Fairford Leys riverine	-894	894	0	0
Planning fees	-608	608	0	0
New homes bonus - depot refurbishment	-597	300	0	(297)
Property strategy	-540	0	0	(540)
Health licensing income	-498	50	0	(448)
Self insurance	-498 -448	0	0	(448)
	-446 -425	51	0	
Aylesbury special expenses New homes bonus - east/west rail link	-425 -350	0	ŭ	(374) (350)
Car parking	-223	223	0	(330)
District elections	-223	0	(48)	(248)
Recycling & composting	-200 -172	172		(240)
Leisure activities	-172 -156	0	0	(156)
	-136 -135		0	(156)
Historic buildings		0	0	(135)
Housing needs & section 106	-107	0	0	(107)
Business support fund	-102	0	0	(102)
Information technology	-78	375	(297)	(71)
Rent guarantee scheme	-71	0	0	(71)
Market research	-47	0	0	(47)
Playgrounds	-40	0	0	(40)
Benefit subsidy	-35	0	0	(35)
Future vehicle costs	-34	0	0	(34)
Business transformation	-29	0	0	(29)
TOTAL RESERVES	(30,608)	13,530	(6,045)	(23,123)

CAPITAL PROGRAMME SPEND TO 31ST DECEMBER 2019

	REF	APPROVED SPEND	PRIOR YEARS' SPEND	EXPECTED SPEND 19/20	ACTUAL SPEND AT 31/12/19
		£s	£s	£s	£s
University Campus, Aylesbury Vale	8001	16,550,000	16,312,727	237,273	0
Public Realm Waterside North	8004	11,900,000	8,985,553	2,914,447	1,010,996
Refuse Vehicles Replacement	8005	600,000	0	600,000	186,276
Depot Purchase / Refurbishment	8006	11,305,000	6,738,574	4,566,426	2,528,344
Car Park Improvement	8007	800,000	40,129	759,871	21,866
Community Centre Upgrades	8008	405,000	64,352	340,648	65,221





MEMBER FEEDBACK / QUESTION SHEET

ISSUE 3 - 19/20

The Gateway, Gatehouse Road

Aylesbury

Bucks HP19 8FF

FEEDBACK

If any members have any questions regarding the digest then please ring one of the Finance team on the numbers below or alternatively use the tear off page to record you comments or questions.

<u>Accountancy</u>	<u>Team</u>	Phone No.
Andrew Small	Director	585507
Simon Wasteney	Corporate Finance Manager	585065
Sharon Russell-Surtees	Corporate Accountant	585391
Gareth Davies	Finance Business Partner	585276
Alasdair Rudge	Finance Business Partner	585406

FEEDBACK	
QUESTION	
QUESTION	
Feedback Sheet Returned by:	
COUNCILLOR	
DATE	
Please return Feedback / Question sheet to:	
Strategic Finance	
Aylesbury Vale District Council	

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