

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
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Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	21,813	16,678	15,772	16,524	16,722	
F/R.1.001	Base adjustments	4,238	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2018-19.
F/R.1.002	Base adjustment - closure of Cambridgeshire Catering and Cleaning Services	-9,229	-	-	-	-	- Permanent reduction in base budget as a result of the closure of Cambridgeshire Catering and Cleaning Services in 2018-19.
1.999	REVISED OPENING GROSS EXPENDITURE	16,822	16,678	15,772	16,524	16,722	
2	INFLATION						
F/R.2.001	Inflation	196	129	133	134	134	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	196	129	133	134	134	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
F/R.4.005	Closure of Cambridgeshire Catering and Cleaning Services	449	-	-	-	-	- Removal of budgeted revenue contribution due to closure of Cambridgeshire Catering and Cleaning Services.
F/R.4.006	Traded Services to Schools and Parents	350	-	-	-	-	- Delivery of a prior year income target has slipped and the income target is now not expected to be achieved in full.
F/R.4.007	LGSS Law dividend expectation	96	-	-96	-	-	- Reduced dividend expectations from LGSS Law in 2019/20 and 2020/21. The company is making progress with improved utilisation of fee earning lawyers, under the stewardship of a new finance director.
F/R.4.903	Renewable Energy - Soham	5	4	5	40	-	- Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.
4.999	Subtotal Pressures	900	4	-91	40	-	
5	INVESTMENTS						
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-21	-517	-79	-	-	- Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.
F/R.5.001	St Ives Smart Energy Grid - operating costs	-	39	1	1	1	The Council is building a Smart Energy Grid at the St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected operating costs.
F/R.5.002	Babraham Smart Energy Grid - operating costs	-	-	120	3	4	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected operating costs.

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F/R.5.004	Trumpington Smart Energy Grid - operating costs	-	-	63	2	2	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. These are the expected operating costs.
F/R.5.005	Stanground Closed Landfill Site - operating costs	-	-	115	3	4	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.
F/R.5.006	Woodston Closed Landfill Site - operating costs	-	-	48	1	2	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected operating costs.
F/R.5.007	Renewable Energy - Mere Farm, Soham - operating costs	-	-	440	12	13	The Council is installing a solar park facility at Mere Farm, Soham, capital project reference F/C.2.123. These are the expected operating costs.
5.999	Subtotal Investments	-21	-478	708	22	26	
6	SAVINGS C&I						
F/R.6.001	BP 19/20 Contract Efficiency	-200	-	-	-	-	- A review of specific areas identified within the contract register to discover what potential there is for savings through more commercially minded renegotiation, re-consideration of service specifications and consideration of where smarter payment processes may assist in driving down costs.
F/R.6.101	Commercial Investment Returns	-1,000	-	-	-	-	- Including: 1. Non building investments i.e. start up companies 2. Sponsorship requests at corporate level 3. People assets - consultancy for cross organisational sellable skills
F/R.6.107	Rationalisation of Property Portfolio	-	-553	-	-	-	- Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-19	-8	2	2	-	- Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
6.999	Subtotal Savings	-1,219	-561	2	2	-	
	TOTAL GROSS EXPENDITURE	16,678	15,772	16,524	16,722	16,882	
7	FEES, CHARGES & RING-FENCED GRANTS						
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-30,001	-27,237	-26,813	-32,698	-32,693	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Increase in fees, charges & ring-fenced grants	-4,859	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2018-19.
F/R.7.003	Fees and charges inflation	-94	-94	-94	-94	-94	Uplift in external charges to reflect inflation pressures on the cost of services.
F/R.7.103	Changes to fees & charges County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	16	-4	-	-	-	- Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.

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F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-16	4	-	-		- Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-8	100	70	16		- Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.
F/R.7.106	Utilisation/commercialisation of physical assets	-21	-36	-	-		- One Public Estate Asset plan Maximise the income generated from parking Venue request tool
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-1,483	571	-188	-		- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.
F/R.7.114	St Ives Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-79	84	-8	-8	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income surplus from the sale of energy.
F/R.7.115	St Ives Smart Energy Grid - Repayment of Financing Costs	-	-38	-89	2	2	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
F/R.7.116	Babraham Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	-319	-46	171	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income surplus from the sale of energy.
F/R.7.117	Babraham Smart Energy Grid - Repayment of Financing Costs	-	-	-829	14	13	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
F/R.7.118	Trumpington Smart Energy Grid - Surplus to Repayment of Financing Costs	-	-	44	-24	42	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. This is the expected income surplus from the sale of energy.
F/R.7.119	Trumpington Smart Energy Grid - Repayment of Financing Costs	-	-	-507	9	8	The Council is building a Smart Energy Grid at the Trumpington & Ride site, capital project reference F/C.2.120. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
F/R.7.120	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-714	149	21	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income surplus from the sale of energy and provision of grid services.
F/R.7.121	Stanground Closed Landfill Site - Repayment of Financing Costs	-	-	-709	12	12	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.

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F/R.7.122	Woodston Closed Landfill Site - Surplus to Repayment of Financing Costs	-	-	-196	47	9	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. This is the expected income surplus from the sale of energy and provision of grid services.
F/R.7.123	Woodston Closed Landfill Site - Repayment of Financing Costs	-	-	-184	3	3	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.
F/R.7.124	Income adjustment - Closure of Cambridgeshire Catering and Cleaning Services	9,229	-	-	-	-	- Reduction in budgeted income as a result of the closure of Cambridgeshire Catering and Cleaning Services in 2018-19.
F/R.7.125	Renewable Energy - Mere Farm, Soham - Surplus to Repayment of Financing Costs	-	-	-761	-99	-101	The Council is installing a solar park facility at Mere Farm, Soham, capital project reference F/C.2.123. This is the expected income surplus from the sale of energy.
F/R.7.126	Renewable Energy - Mere Farm, Soham - Repayment of Financing costs	-	-	-1,493	24	23	The Council is installing a solar park facility at Mere Farm, Soham, capital project reference F/C.2.123. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-27,237	-26,813	-32,698	-32,693	-32,592	
	TOTAL NET EXPENDITURE	-10,559	-11,041	-16,174	-15,971	-15,710	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
F/R.8.001	Budget Surplus	10,559	11,041	16,174	15,971	15,710	Net surplus from Commercial and Investment activities contributed to funding other Services.
F/R.8.003	Fees & Charges	-26,455	-26,031	-31,916	-31,911	-31,810	Fees and charges for the provision of services.
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-16,678	-15,772	-16,524	-16,722	-16,882	