

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
1	OPENING GROSS EXPENDITURE	21,813	21,502	20,556	20,616	20,791	
1.999	REVISED OPENING GROSS EXPENDITURE	21,813	21,502	20,556	20,616	20,791	
2	INFLATION						
F/R.2.001	Inflation	195	128	132	133	133	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	195	128	132	133	133	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
F/R.4.005	Closure of Cambridgeshire Catering and Cleaning Services	479	-	-	-	-	- Removal of budgeted revenue contribution due to closure of Cambridgeshire Catering and Cleaning Services.
F/R.4.006	Traded Services Pressure	250	-	-	-	-	- Delivery of a prior year income target has slipped and the income target is now not expected to be achieved in full.
F/R.4.903	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	734	4	5	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.
5.999	Subtotal Investments	-21	-517	-79	-	-	
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.

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2019-20 to 2023-24

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
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	21,502	20,556	20,616	20,791	20,924	
7	FEES, CHARGES & RING-FENCED GRANTS						
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-30,001	-31,607	-31,183	-31,400	-31,484	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
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.
	Changes to fees & charges						
F/R.7.103	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.
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	Income from St Ives Smart Energy Grid	-	-117	-5	-6	-6	- 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 from the sale of energy.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-31,607	-31,183	-31,400	-31,484	-31,584	
	TOTAL NET EXPENDITURE	-10,105	-10,627	-10,784	-10,693	-10,660	

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2019-20 to 2023-24

		Detailed Plans	Outline Plans				
Ref	Title	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Description
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
F/R.8.001	Budget Surplus	10,105	10,627	10,784	10,693	10,660	Net surplus from Commercial and Investment activities contributed to funding other Services.
F/R.8.003	Fees & Charges	-30,825	-30,401	-30,618	-30,702	-30,802	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	-21,502	-20,556	-20,616	-20,791	-20,924	