

Finance Tables

Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and table 5 showing how individual capital proposals are funded.

TABLE 1 presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2016-17 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

TABLE 2 presents additional detail on the net budget for 2016-17 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

TABLE 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.
- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.
- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

TABLE 4 presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table

identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

TABLE 5 lists a Service Area's capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

TABLE 6 follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Section 4 - C: Corporate and Managed Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	Corporate Services							
994	Director, Policy & Business Support	1,169	-101	1,068	1,568	1,669	1,669	1,669
295	Chief Executive	205	-3	202	202	202	202	202
464	Corporate Information Management	492	-28	464	429	429	429	431
1,285	Customer Services	1,266	-128	1,138	1,161	1,185	1,211	1,238
480	Digital Strategy	492	-	492	492	492	492	492
270	Research	388	-145	243	243	243	243	243
-	- Service Transformation	-	-	-	-	-	-	-
136	Smarter Business	-	-	-	-	-	-	-
550	Strategic Marketing, Communications & Engagement	504	2	504	504	504	504	504
198	Elections	165	-	165	165	165	165	165
926	Redundancy, Pensions & Injury	1,116	-189	927	917	907	897	887
5,598	Subtotal Corporate Services	5,795	-592	5,203	5,681	5,796	5,812	5,831
	Managed Services							
1,102	Building Maintenance	1,204	-89	1,115	1,115	1,115	1,115	1,115
917	City Deal	1,434	-	1,434	1,511	1,643	1,802	1,802
-3,174	County Farms	1,078	-4,532	-3,454	-4,405	-4,406	-4,414	-4,423
121	Effective Property Asset Management	147	-146	1	1	1	1	1
179	External Audit	141	-	141	141	141	141	141
-46	Finance Managed	273	-318	-45	-45	55	55	55
1,482	Insurance	1,894	-	1,894	1,894	1,894	1,894	1,894
2,207	IT Managed	1,869	-	1,869	1,869	1,869	1,869	1,869
1,000	Members Allowances	1,025	-5	1,020	1,020	1,020	1,020	1,020
128	Organisational & Workforce Development Managed	131	-	131	131	131	131	131
5,541	Property Managed	6,014	-965	5,049	4,407	4,388	4,369	3,808
1,000	Transformation Fund	1,000	-	1,000	1,000	1,000	1,000	1,000
10,457	Subtotal Managed Services	16,210	-6,055	10,155	8,639	8,851	8,983	8,413
	Future Years							
-	- Inflation	-	-	-	286	628	980	1,334
-	- Savings	-	-	-	-	-285	-1,112	-958
16,055	CS BUDGET TOTAL	22,005	-6,647	15,358	14,606	14,990	14,663	14,620

Section 4 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Corporate Services							
Director, Policy & Business Support	994	21	-	63	-	-10	1,068
Chief Executive	295	7	-	-	-	-100	202
Corporate Information Management	464	11	-	-	-	-11	464
Customer Services	1,285	33	24	-	-160	-44	1,138
Digital Strategy	480	12	-	-	-	-	492
Research	270	8	-	-	-	-35	243
Service Transformation	-	-	-	-	-	-	-
Smarter Business	136	4	-	-	-	-140	-
Strategic Marketing, Communications & Engagement	550	12	-	-	-	-58	504
Elections	198	2	-	-	-	-35	165
Redundancy, Pensions & Injury	926	11	-	-	-	-10	927
Subtotal Corporate Services	5,598	121	24	63	-160	-443	5,203
Managed Services							
Building Maintenance	1,102	13	-	-	-	-	1,115
City Deal	917	-	-	-	517	-	1,434
County Farms	-3,174	-	-	-	-	-280	-3,454
Effective Property Asset Management	121	1	-	-	-	-121	1
External Audit	179	2	-	-	-	-40	141
Finance Managed	-46	1	-	-	-	-	-45
Insurance	1,482	134	-	278	-	-	1,894
IT Managed	2,207	24	-	-	-	-362	1,869
Members Allowances	1,000	20	-	-	-	-	1,020
Organisational & Workforce Development Managed	128	3	-	-	-	-	131
Property Managed	5,541	55	-	145	-45	-647	5,049
Transformation Fund	1,000	-	-	-	-	-	1,000
Subtotal Managed Services	10,457	253	-	423	472	-1,450	10,155
CS BUDGET TOTAL	16,055	374	24	486	312	-1,893	15,358

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
1	OPENING GROSS EXPENDITURE	20,339	22,006	22,797	23,004	22,713			
C/R.1.001	Base Adjustments	466	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.	GPC
C/R.1.002	Base Adjustment - City Deal	917	-	-	-	-	New	City Deal budget moved from Economy, Transport and Environment Services.	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	21,722	22,006	22,797	23,004	22,713			
2	INFLATION								
C/R.2.001	Inflation	385	302	361	375	379	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Inflation - Impact of National Living Wage on CCC employee costs	-	-	-	1	4	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	GPC
2.999	Subtotal Inflation	385	302	361	376	383			
3	DEMOGRAPHY AND DEMAND								
C/R.3.001	Customer Services Demography	24	23	24	25	25	Existing	Increases in demography growth may increase contact volumes to Customer Services (Contact Centre).	GPC
3.999	Subtotal Demography and Demand	24	23	24	25	25			
4	PRESSURES								
C/R.4.004	Single-tier State Pension	63	-	-	-	-	Modified	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	GPC
C/R.4.005	Apprenticeship Levy	-	500	-	-	-	New	From April 2017, large employers will be required to pay a levy of 0.5% of their salary budget in order to provide central government with a pool of money to support apprenticeship schemes. This is the forecast cost for the whole council; it is unclear what if any benefit the council will receive from the scheme.	GPC
C/R.4.901	Children's Centres Business Rates	145	-	-	-	-	New	A pressure has been identified in relation to business rates charges for the Children's Centre portfolio. These properties have not previously been subject to business rates, but the sites have been reassessed and it has been determined the Council is now liable for payments.	GPC
C/R.4.902	Insurance Fund	278	-	-	-	-	New	A few years ago an Actuarial review indicated that the insurance fund balance was too high and therefore annual contributions were reduced. Having done this, the level of the fund has reduced to a more appropriate level, but we now need to increase contributions to maintain the fund balance at this level, this following a further Actuarial assessment of future liabilities.	GPC
C/R.4.903	Renewable Energy - Soham	-	183	4	5	4	New	Operating costs associated with the Renewable Energy - Soham capital investment. Links to capital proposal C/C.2.102.	GPC

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
4.999	Subtotal Pressures	486	683	4	5	4			
5	INVESTMENTS								
C/R.5.001	Contact Centre - customer service advisors	-160	-	-	-	-	Existing	Removal of 2 year investment in year 2016-17.	GPC
C/R.5.902	Property Rationalisation Resource	-45	-75	-	-	-	Existing	Phased removal of two year investment in resource to support property rationalisation project.	GPC
C/R.5.953	City Deal Revenue Costs	517	77	132	159	-	New	City Deal revenue costs funded by the growth in New Homes Bonus.	GPC
5.999	Subtotal Investments	312	2	132	159	-			
6	SAVINGS								
	CS Cross-Service								
C/R.6.001	Realignment of Transformation Functions	-150	-	-	-	-	New	Realignment of how Cambridgeshire County Council finance the support for council-wide Transformation through identifying alternatives source of funding.	GPC
	Director, Policy & Business Support								
C/R.6.101	Annual Consultation	-10	-	-	-	-	New	Reduced costs of annual consultation process.	GPC
	Chief Executive								
C/R.6.201	Senior Management Arrangements	-100	-	-	-	-	New	Further reductions in Senior Management costs.	GPC
	Corporate Information Management								
C/R.6.301	Courier Contract	-	-35	-	-	-	New	Removal of Courier contract budget following changes to Council-wide postage service.	GPC
	Customer Services								
C/R.6.401	Contact Centre SLA	-20	-	-	-	-	New	Saving available from Contact Centre base budget as a result of increased internal income achieved through services offered by the Contact Centre.	GPC
C/R.6.402	Review contact centre public health activities	-7	-	-	-	-	New	A reduction in Public Health funding provided to this service as a result of cuts to the grant.	GPC
	Strategic Marketing, Communications & Engagement								
C/R.6.501	Voluntary Sector Infrastructure Grants	-30	-	-	-	-	New	Reduction of grant funding to voluntary sector infrastructure organisations following ongoing review with the sector to ensure more targeted impact for the grants awarded.	GPC
C/R.6.502	Review community engagement and timebanking public health activities	-28	-	-	-	-	New	A reduction in Public Health funding provided to this service as a result of cuts to the grant.	GPC
	Elections								
C/R.6.601	Elections	-35	-	-	-	-	New	Reduction to annual election costs budget.	GPC
	Redundancy, Pensions & Injury								
C/R.6.701	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-10	New	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC
	Managed Services								
C/R.6.901	Reduction in External Audit Fees	-40	-	-	-	-	Modified	Reduction in external audit costs to reflect reduced fees.	GPC
C/R.6.903	Rationalisation of Property Portfolio	-	-154	-	-	-553	Modified	Rationalisation of CCC property portfolio.	GPC
C/R.6.904	Effective Property Asset Management	-68	-	-	-	-	Modified	Removal of budget available to fund revenue costs associated with the Effective Property Asset Management project.	GPC

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
C/R.6.905	Energy Efficiency Fund - Repayment of Financing Costs	-10	-20	-19	-19	-8	New	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal C/C.2.119	GPC
C/R.6.906	Making Assets Count - March Market Town Project	-53	-	-	-	-	New	Removal of revenue investment for staffing costs to support the Making Assets Count March Market Town Project capital scheme. Links to capital proposal C/C.2.107.	GPC
C/R.6.907	Corporate Office IT Assets	-362	-	-	-	-	New	Removal of revenue budget for refresh of office IT assets (pc's), facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme.	GPC
6.999	Subtotal Savings	-923	-219	-29	-29	-571			
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-285	-827	154			
	TOTAL GROSS EXPENDITURE	22,006	22,797	23,004	22,713	22,708			
7	FEES, CHARGES & RING-FENCED GRANTS								
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Increase in fees, charges & ring-fenced grants	-180	-	-	-	-	New	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2015-16.	GPC
C/R.7.003	Fees and charges inflation	-11	-16	-19	-23	-25	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	GPC
	Changes to fees & charges								
C/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-283	-15	37	16	-4	New	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	GPC
C/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	3	-60	-37	-16	4	Existing	Increase in County Farms rental income resulting from capital investment. Links to capital proposal C/C.2.101.	GPC
C/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-	-876	-1	-8	100	Modified	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102.	GPC
C/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-	-183	-4	-5	-113	Existing	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.	GPC
C/R.7.107	Solar PV - Repayment of Financing Costs	1	-	1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.	GPC
C/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-1	-	-1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.	GPC
C/R.7.120	Income from Rationalisation of Property Portfolio	-637	-393	-	-	-	New	Income generation from alternative use of major office building(s) to provide ongoing revenue streams.	GPC
C/R.7.150	Research Income Generation	-35	-	-	-	-	New	Generation of additional external income resulting from provision of Research services to outside bodies.	GPC
C/R.7.160	Blue Badges	-17	-	-	-	-	New	Additional income generation resulting from proposal to increase charges for Blue Badges to the statutory maximum, reducing the level of Council subsidy of the scheme.	GPC

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	35	-	201	-	-	Existing	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-6,647	-8,190	-8,013	-8,049	-8,087			
	TOTAL NET EXPENDITURE	15,359	14,607	14,991	14,664	14,621			

FUNDING SOURCES									
8	FUNDING OF GROSS EXPENDITURE								
C/R.8.001	Cash Limit Funding	-15,359	-14,607	-14,991	-14,664	-14,621	Existing	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-201	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	GPC
C/R.8.003	Fees & Charges	-6,446	-7,989	-8,013	-8,049	-8,087	Existing	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-22,006	-22,797	-23,004	-22,713	-22,708			

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-923	-219	-29	-29	-571
Unidentified savings to balance budget	-	-	-285	-827	154
Changes to fees & charges	-969	-1,527	-5	-13	-13
TOTAL SAVINGS / INCREASED INCOME	-1,892	-1,746	-319	-869	-430

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	21,722	22,006	22,797	23,004	22,713
Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049
Changes to fees, charges & ring-fenced grants in revised opening budget	-934	-1,527	196	-13	-13
NET REVISED OPENING BUDGET	15,266	13,832	14,803	14,978	14,651

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	125,094	6,847	2,070	6,832	12,295	13,122	13,286	70,642
Committed Schemes	23,037	6,341	13,170	3,526	-	-	-	-
2016-2017 Starts	1,345	-	595	250	250	250	-	-
2017-2018 Starts	101,100	-	-	22,659	41,721	29,220	7,500	-
TOTAL BUDGET	250,576	13,188	15,835	33,267	54,266	42,592	20,786	70,642

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
C/C.01	Corporate Services												
C/C.1.001	Essential CCC Business Systems Upgrade	Windows 2003 servers come to the end of their life in July 2015. The majority of all organisation wide customer / digital systems currently sit on these servers, which will require upgrading.		Committed	300	240	33	27	-	-	-	-	GPC
C/C.1.002	Office Portfolio Rationalisation	Investment to support the continued rationalisation of the CCC office portfolio.		2016-17	345	-	345	-	-	-	-	-	GPC
	Total - Corporate Services				645	240	378	27	-	-	-	-	
C/C.02	Managed Services												
C/C.2.001	Optimising the benefits of IT for Smarter Business Working	IT provision to the Council will be significantly redesigned and optimised to support the transformation working envisioned by the Council as defined by the Smarter Business programme. This will involve an increase in mobile working (smart phones, tablets and laptops) and a smaller set of 'desktop' devices, likely provisioned using Thin Client technology.		Committed	3,375	1,675	1,150	550	-	-	-	-	GPC
C/C.2.002	Implementing IT Resilience Strategy for Data Centres	To establish mirrored data centre facilities for LGSS service users, in order to maintain IT services in the event of failure of one of the sites.		Committed	500	250	250	-	-	-	-	-	GPC
C/C.2.003	IT Infrastructure Investment	This scheme continues the delivery of upgrades / refresh of the core IT software and hardware systems that underpin use of IT across the Council into 016-17.		Committed	2,400	1,500	900	-	-	-	-	-	GPC
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded in the Council's IT services, from desktop office automation, email and operating systems, to collaboration (SharePoint) and integration (BizTalk) services, and server operating systems and management tools. An Enterprise Agreement is offered by Microsoft as a way to buy and support licences for their software products as a bundle. This is at a lower cost than buying the components separately, and delivers additional benefits such as technical training and support.		Committed	1,902	902	1,000	-	-	-	-	-	GPC

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contract service is due to end in June 2018. This proposal is for funding for the 2017-18 and 2018-19 financial years to allow for the procurement and transition to a new service.		2017-18	5,500	-	-	500	5,000	-	-	-	GPC
C/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	C/R.7.104	Ongoing	2,604	1,104	500	500	500	-	-	-	GPC
C/C.2.102	Renewable Energy - Soham	Investment in a solar farm to maximize potential revenue from Council land holdings, helping to secure national energy supplies and helping meet Government carbon reduction targets.	C/R.4.903 C/R.7.105 C/R.7.106	Committed	9,820	1,569	8,251	-	-	-	-	-	GPC
C/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	4,284	1,234	400	350	350	300	300	1,350	GPC
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	Development of the new "affordable" housing requirement and a proportion of the market rented dwellings related to the residential planning consent for development on Council owned land in order to generate an ongoing income stream.	C/R.7.117	Ongoing	105,797	500	-	4,812	10,275	11,652	12,366	66,192	GPC
C/C.2.107	MAC Market Towns Project (March)	Work within the MAC partnership to deliver property-related benefits in key market towns, including public service hubs, housing, retail and regeneration, with significant revenue savings and substantial capital receipts for the Council and its partners. The first phase will focus on March.	C/R.5.952	Committed	1,481	-	481	1,000	-	-	-	-	GPC
C/C.2.108	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,309	174	1,105	30	-	-	-	-	GPC
C/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey Ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	31	-	1,919	-	-	-	-	GPC
C/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,209	4,009	550	550	550	550	-	-	GPC
C/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000	GPC

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
C/C.2.113	Equality Act Works in Corporate Offices	This budget is used to provide "reasonable adjustments" for disabled staff employed by the Council.		Ongoing	200	-	20	20	20	20	20	100	GPC
C/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		2017-18	5,198	-	-	482	482	4,234	-	-	GPC
C/C.2.115	Worts Causeway 230 Homes Invest to Save	Development of new "affordable" housing (40%) and open market rent housing (60%) on Council owned land in order to generate an ongoing income stream	C/R.7.116	2017-18	57,202	-	-	12,577	27,139	17,486	-	-	GPC
C/C.2.116	Shepreth 7 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.		2017-18	1,200	-	-	600	600	-	-	-	GPC
C/C.2.117	Cottenham 200 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.		2017-18	30,000	-	-	7,500	7,500	7,500	7,500	-	GPC
C/C.2.118	Redevelopment of Milton Road Library, Cambridge	A scheme to replace the existing structurally failing Milton Road Library building with a new building including a Community rm with 8 private market rent flats on two floors above.		2017-18	2,000	-	-	1,000	1,000	-	-	-	GPC
C/C.2.119	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.		2016-17	1,000	-	250	250	250	250	-	-	GPC
Total - Managed Services					249,931	12,948	15,457	33,240	54,266	42,592	20,786	70,642	
TOTAL BUDGET					250,576	13,188	15,835	33,267	54,266	42,592	20,786	70,642	

Funding	Total Funding £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	255	-	-	255	-	-	-	-
Capital Receipts	43,701	9,442	10,268	3,189	2,704	2,727	6,513	8,858
Prudential Borrowing	39,161	3,586	6,103	11,814	13,666	6,493	1,907	-4,408
Prudential Borrowing (Repayable)	1	-	-536	18,009	37,896	33,372	9,859	-98,599
Ring-Fenced Capital Receipts	167,298	-	-	-	-	-	2,507	164,791
Other Contributions	160	160	-	-	-	-	-	-
Total - Locally Generated Funding	250,576	13,188	15,835	33,267	54,266	42,592	20,786	70,642
TOTAL FUNDING	250,576	13,188	15,835	33,267	54,266	42,592	20,786	70,642

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing						125,094	-	-	160	145,324	-20,390	
Committed Schemes						23,037	-	255	-	3,673	19,109	
2016-2017 Starts						1,345	-	-	-	-	1,345	
2017-2018 Starts						101,100	-	-	-	62,002	39,098	
TOTAL BUDGET						250,576	-	255	160	210,999	39,162	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
C/C.01	Corporate Services										
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300	
C/C.1.002	Office Portfolio Rationalisation		-	2016-17	345	-	-	-	-	345	
	Total - Corporate Services		-		645	-	-	-	-	645	
C/C.02	Managed Services										
C/C.2.001	Optimising the benefits of IT for Smarter Business Working		-	Committed	3,375	-	-	-	299	3,076	GPC
C/C.2.002	Implementing IT Resilience Strategy for Data Centres		-	Committed	500	-	-	-	-	500	GPC
C/C.2.003	IT Infrastructure Investment		-	Committed	2,400	-	-	-	492	1,908	GPC
C/C.2.005	Microsoft Enterprise Agreement for CCC		-	Committed	1,902	-	-	-	402	1,500	GPC
C/C.2.006	CPSN Replacement		-	2017-18	5,500	-	-	-	-	5,500	GPC
C/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	2,604	-	-	-	422	2,182	GPC
C/C.2.102	Renewable Energy - Soham	C/R.4.903	-8,174	Committed	9,820	-	-	-	111	9,709	GPC
		C/R.7.105									
		C/R.7.106									
C/C.2.103	Local Plans - representations		-	Ongoing	4,284	-	-	10	618	3,656	GPC
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	C/R.7.117	-87,495	Ongoing	105,797	-	-	-	105,429	368	GPC
C/C.2.107	MAC Market Towns Project (March)	C/R.5.952	-2,556	Committed	1,481	-	-	-	1,799	-318	GPC
C/C.2.108	Community Hubs - Sawston		-	Committed	1,309	-	-	-	39	1,270	GPC
C/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	255	-	531	1,164	GPC
C/C.2.111	Shire Hall		-	Ongoing	6,209	-	-	150	2,273	3,786	GPC
C/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	GPC
C/C.2.113	Equality Act Works in Corporate Offices		-	Ongoing	200	-	-	-	-	200	GPC
C/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398	GPC
C/C.2.115	Worts Causeway 230 Homes Invest to Save	C/R.7.116	-41,797	2017-18	57,202	-	-	-	57,202	-	GPC
C/C.2.116	Shepreth 7 Homes Invest to Save		-5,401	2017-18	1,200	-	-	-	-	1,200	GPC
C/C.2.117	Cottenham 200 Homes Invest to Save		-13,871	2017-18	30,000	-	-	-	-	30,000	GPC
C/C.2.118	Redevelopment of Milton Road Library, Cambridge		417	2017-18	2,000	-	-	-	-	2,000	GPC
C/C.2.119	Energy Efficiency Fund		-550	2016-17	1,000	-	-	-	-	1,000	GPC
	Total - Managed Services		-162,726		249,931	-	255	160	174,417	75,099	
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	36,582	-36,582	GPC
	TOTAL BUDGET				250,576	-	255	160	210,999	39,162	

Section 4 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
1	OPENING GROSS EXPENDITURE	35,460	34,966	40,165	42,657	44,262			
F/R.1.001	Base Adjustments	-	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2014-15.	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	35,460	34,966	40,165	42,657	44,262			
2	INFLATION								
2.999	Subtotal Inflation	-	-	-	-	-			
3	DEMOGRAPHY AND DEMAND								
3.999	Subtotal Demography and Demand	-	-	-	-	-			
4	PRESSURES								
4.999	Subtotal Pressures	-	-	-	-	-			
5	INVESTMENTS								
F/R.5.001	Revenue impact of Capital decisions	946	2,867	899	324	-540	Existing	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.	GPC
F/R.5.002	Invest to Save Hosuing Schemes - Interest Costs	-	892	1,593	1,281	627	New	Revenue costs associated with the development of new 'affordable' housing and open market rent housing on Council owned land in order to generate long-term income streams.	GPC
5.999	Subtotal Investments	946	3,759	2,492	1,605	87			
6	SAVINGS								
F/R.6.001	PFI Refinancing	-1,440	1,440	-	-	-	New	A one-off saving generated in 2016/17 as a result of refinancing the PFI contract for Thomas Clarkson Community College.	GPC
6.999	Subtotal Savings	-1,440	1,440	-	-	-			
	TOTAL GROSS EXPENDITURE	34,966	40,165	42,657	44,262	44,349			
7	FEES, CHARGES & RING-FENCED GRANTS								
F/R.7.001	Previous year's fees & charges	-	-	-1,936	-5,356	-8,111	New	Previous year's fees and charges for the provision of services rolled forward.	GPC
F/R.7.002	Invest to Save Hosuing Schemes - Income Generation	-	-1,936	-3,420	-2,755	-1,700	New	Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-1,936	-5,356	-8,111	-9,811			
	TOTAL NET EXPENDITURE	34,966	38,229	37,301	36,151	34,538			

Section 4 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.101	Cash Limit Funding	-34,966	-38,229	-37,301	-36,151	-34,538	Existing	Net spend funded from general grants, business rates and Council Tax.
F/R.8.102	Fees and Charges	-	-1,936	-5,356	-8,111	-9,811	New	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-34,966	-40,165	-42,657	-44,262	-44,349		

GPC
GPC

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,440	1,440	-	-	-
Changes to fees & charges	-	-1,936	-3,420	-2,755	-1,700
TOTAL SAVINGS / INCREASED INCOME	-1,440	-496	-3,420	-2,755	-1,700

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	35,460	34,966	40,165	42,657	44,262
Previous year's fees, charges & ring-fenced grants	-	-	-	-	-
Changes to fees, charges & ring-fenced grants in revised opening budget	-	-1,936	-3,420	-2,755	-1,700
NET REVISED OPENING BUDGET	35,460	33,030	36,745	39,902	42,562