

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000		
1	OPENING GROSS EXPENDITURE	62,171	43,792	26,087	8,877	-4,995		
C/R.1.001	Permanent Virements and budget preparation adjustments	716	-	-	-	-	Virements approved by Strategy and Resources committee in July	S&R
C/R.1.007	Base funding for the PDD Team	-	-	-	1,682	-	2021. Funding for the Policy, Design & Delivery Team.	S&R
1.999	REVISED OPENING GROSS EXPENDITURE	62,887	43,792	26,087	10,559	-4,995		
2	INFLATION							
C/R.2.001	Inflation	1,141	979	1,010	1,051	1,104	Inflation for CS and C&I combined.	S&R
2.999	Subtotal Inflation	1,141	979	1,010	1,051	1,104		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.001	Repatriation of LGSS services	-500	-	-	-	-	Phased reversal of temporary funding to cover the transition of services back into the Council from LGSS.	S&R
C/R.4.018	IT - Continued Remote Working	-189	-189	-	-	-	Costs of data and licenses increased during the pandemic with more staff working remotely. This cost was expected to be partly temporary and this line is the phased reversal of this short-term funding. If a higher level of remote working continues into next year the cost will remain high.	S&R
C/R.4.021	IT - Microsoft Enterprise Agreement	167	114	-	-	-	Cambridgeshire County Council uses Microsoft software extensively across all services. The Council is licensed to do so under the terms of its Microsoft Enterprise Agreement, which was renewed last year and the cost of the new contract increased. Following the migration to Office 365 and reviewing the strategic requirements of the organisation in areas such as reporting (PowerBI) and automation (Power Apps) additional licences are required at an additional cost.	S&R
C/R.4.022	Information Management	56	-	-	-	-	Increase in permanent staffing is required to meet our obligations and maintain compliance.	S&R
C/R.4.025	Pandemic risks provision	-1,200	-600	-	-	-	Phased reversal of temporary funding intended to mitigate against risks during the pandemic.	S&R
C/R.4.026	Chief Executive	155	-	-	-	-	Increased costs resulting from the decision to have a dedicated Chief Executive for Cambridgeshire	S&R
C/R.4.027	IT - Systems	58	99	-5	-	-	There are emerging requirements for additional modules in existing systems to meet new requirements and planned projects in services. There may also be a period of dual running of systems in the Education space as services are migrated from one to the other.	S&R

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C/R.5.008	Stanground Closed Landfill Site - Interest Costs	-	453	-5	-5	-5	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.	E&G
C/R.5.009	North Angle Solar Farm, Soham - Interest Costs	1,179	-13	-12	-13	-13	The Council is installing a solar park facility at North Angle 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.	E&G
C/R.5.010	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	The Council is developing a portfolio of commercial property investments. These are the associated borrowing costs to be repaid using rental income generated from the leases of these properties.	S&R
C/R.5.011	Swaffham Prior Community Heat Scheme - Interest Costs	-	366	-4	-3	-3	These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of carbon credits.	S&R
C/R.5.108	Financing the Energy Investment Unit	-224	-	-	-	-	Planned reversal of temporary transformation funded scheme. Ongoing funding of this service is being explored.	S&R
C/R.5.110	Home to Schools and Adults Social Care Transport	-71	-	-	-	-	Planned reversal of temporary transformation funded scheme.	S&R
C/R.5.114	Increase in Financial Assessment Team capacity	-64	-	-	-	-	Planned reversal of temporary transformation funded scheme.	S&R
C/R.5.115	Think Communities - Creating a Unified Approach	370	-1,028	-	-	-	Ongoing transformation fund scheme through to 2023/24. Investment in our approach to Think Communities, sustaining the infrastructure that has been developed during the pandemic, approved by GPC in September 2020.	S&R
C/R.5.116	Cambridgeshire Lifeline Project	-31	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.117	Micro-Enterprise Development Pilot	-60	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.119	Development of an Asset-Based Area Approach to Commissioning and Delivery	2	2	-92	-	-	Ongoing transformation funded scheme through to 2024/25. Development of a sustainable model of community-based care and support for adults using an Asset-Based Area approach to commissioning and delivery. The project aims to delay demand for long term adult social care and improve outcomes for adults with care and support needs in the community.	S&R
C/R.5.120	Adult Social Care Transport	-70	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.121	LGA Behavioural Insights Programme 2021-22	-20	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-143	-	-	-	-	Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	S&R
5.999	Subtotal Investments	-477	343	-165	-63	-64		

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6	SAVINGS							
C/R.6.104	Reduction in staff mileage	378	-	-	-	-	- This is the planned reversal of a temporary saving in staff mileage taken during the period where working from home predominated. While this saving was expected to be short-term, we will review whether more of a permanent saving can be taken.	S&R
C/R.6.105	Members Allowance	-29	-	-	-	-	- Revised budget for the new scheme approved for Members' Allowances.	S&R
C/R.6.106	Contract Savings	-249	-	-	-	-	- The ability to renegotiate or procure to achieve contractual savings is likely to remain compromised in 2021, with recovery in 2022.	S&R
6.999	Subtotal Savings	100	-	-	-	-		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-19,481	-18,211	-18,059	-16,545	-13,970		
	TOTAL GROSS EXPENDITURE	43,792	26,087	8,877	-4,995	-17,922		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-36,682	-39,436	-41,920	-43,534	-44,154	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	S&R
C/R.7.002	Changes to Fees and Charges from previous years	-	-	-	-	-	- Changes to Fees and Charges from previous years.	S&R
C/R.7.003	Fees and charges inflation	-68	-100	-107	-114	-122	Uplift in external charges to reflect inflation pressures on the costs of services.	S&R
	Changes to fees & charges							
C/R.7.101	Council Tax: Counter Fraud & Compliance	-650	-	-	-	-	- We will seek to work with Cambridgeshire District Councils to develop a joint action plan to increase the Council tax collected in Cambridgeshire. We will invest in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax. We will establish a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between District Councils and the County Council.	S&R
C/R.7.105	Renewable Energy Soham - Income Generation	-13	-14	-13	-	-	- Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	E&GI
C/R.7.106	St Ives Smart Energy Grid - Income Generation	-	-117	-5	-6	-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 to be generated from the sale of energy.	E&GI
C/R.7.107	Babraham Smart Energy Grid - Income Generation	-	-351	-3	-9	-9	28 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 to be generated from the sale of energy.	E&GI

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C/R.7.108	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-25						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 to be generated from the sale of energy and provision of grid services.	E&GI
C/R.7.109	North Angle Solar Farm, Soham - Income Generation	-1,565	-60	-35	-36	-36						The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. This is the expected income to be generated from the sale of energy.	E&GI
C/R.7.110	Swaffham Prior Community Heat Scheme - Income Generation	-210	-4	-53	-57	-66						This is the expected income to be generated from the sale of carbon credits.	S&R
C/R.7.111	Commercial Income	-500	-750	-750	-	-						Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	E&GI
C/R.7.115	Brunswick House - Income Generation	-27	-70	-62	-65	-65						Estimated annual rent increase.	S&R
C/R.7.116	Cromwell Leisure - Income Generation	129	-94	-	-	-						Estimated change in annual rent, including one vacant unit in 22-23.	S&R
C/R.7.117	Tesco - Income Generation	29	-52	-53	-54	-56						Estimated annual rent increase.	S&R
C/R.7.118	Evolution Business Park - Income Generation	8	-29	-16	-43	-17						Estimated annual rent increase.	S&R
C/R.7.119	Independent Living Service: East Cambridgeshire	-	-	-319	-212	-						Rent received from the lease of the new building.	S&R
C/R.7.120	County Farms - Commercial uses	-175	-	-	-	-						Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	E&GI
C/R.7.150	COVID Impact - Cromwell Leisure	-108	-16	-	-	-						Cromwell Leisure consists of a cinema and three restaurant units. Almost a full recovery is expected in 2022. We anticipate that we will receive a reduction in rent from the cinema unit in the first part of the year.	S&R
C/R.7.151	COVID Impact - County Farms	87	-117	-175	-	-						The reduction on rental income due to COVID is expected, with full recovery in 2024-25.	S&R
C/R.7.152	COVID Impact - Pooled Property Fund Investment	-21	-	-	-	-						The Pooled Property Fund Investment (CCLA) is expected to start recovery in late 2020-21, but with the risk of further challenges ahead a forecast of 5% income reduction is likely.	S&R
C/R.7.153	COVID Impact - Brunswick House	-	-	-	-	-						Brunswick House (BH) has 251 direct let student beds. This scenario is forecasting a 10% reduction in the occupancy levels in due the fact that some students will stay at home and opt for online learning and a drop in international student numbers is expected.	S&R

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C/R.7.154	COVID Impact - Commercial Income	558	-849	-	-	-	- For the additional income expected across the Commercial Strategy, based on the current funds for investments, we forecast that the 2021-22 & 2022-23 target will be achieved in full by 2023-24.	S&R
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-228	649	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap, and thereafter the expected removal of the grant ringfence.	S&R
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-39,436	-41,920	-43,534	-44,154	-44,519		
	TOTAL NET EXPENDITURE	4,356	-15,833	-34,657	-49,149	-62,441		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Adjustment	-4,356	15,833	34,657	49,149	62,441	Net budget balance of Corporate Services.	S&R
C/R.8.002	Public Health Grant	-649	-	-	-	-	- 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.	S&R
C/R.8.003	Fees & Charges	-38,005	-41,138	-42,752	-43,372	-43,737	Fees and charges for the provision of services.	S&R
C/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music.	S&R
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-43,792	-26,087	-8,877	4,995	17,922		