

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2022-23 to 2026-27

Net Revised Opening Budget 2021-22 £000	Policy Line	Gross Budget 2022-23 £000	Fees, Charges & Ring-fenced Grants 2022-23 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000
	Customer & Digital Services							
416	Director, Customer & Digital Services	654	-232	422	422	422	422	422
130	Chief Executive	296	-3	293	293	293	293	293
716	Communication and Information	759	-28	731	731	731	731	731
2,034	Customer Services	2,444	-368	2,076	2,076	2,076	2,076	2,076
9,704	IT & Digital Service	11,316	-706	10,610	10,394	10,389	10,389	10,389
170	Elections	175	-	175	175	175	175	175
1,627	Human Resources	1,751	-96	1,655	1,655	1,655	1,655	1,655
181	Health, Safety & Wellbeing	298	-112	186	186	186	186	186
1,924	Learning & Development	2,318	-369	1,949	1,949	1,949	1,949	1,949
16,902	Subtotal Customer & Digital Services	20,011	-1,914	18,097	17,881	17,876	17,876	17,876
	Business Improvement & Development							
615	Policy, Design and Delivery	813	-141	672	672	672	2,354	2,354
1,043	Business Intelligence	1,367	-301	1,066	1,066	1,066	1,066	1,066
1,658	Subtotal Business Improvement & Development	2,180	-442	1,738	1,738	1,738	3,420	3,420
	Resources Directorate							
-226	Resources Directorate	1,090	-1,312	-222	-222	-222	-222	-222
1,840	Professional Finance	2,213	-331	1,882	1,882	1,882	1,882	1,882
613	Procurement	663	-41	622	622	622	622	622
388	CCC Finance Operations	487	-92	395	395	395	395	395
441	Audit	744	-304	440	440	440	440	440
2,276	Insurance	2,436	-	2,436	2,436	2,436	2,436	2,436
75	External Audit	75	-	75	75	75	75	75
1,629	Shared Services	2,563	-901	1,662	1,662	1,662	1,662	1,662
7,036	Subtotal Resources Directorate	10,271	-2,981	7,290	7,290	7,290	7,290	7,290
	Legal & Governance							
103	Legal & Governance Services	104	-	104	104	104	104	104
820	Information Management	852	43	895	895	895	895	895
326	Democratic & Member Services	432	-101	331	331	331	331	331
1,054	Members' Allowances	1,008	-	1,008	1,008	1,008	1,008	1,008
2,303	Subtotal Legal & Governance	2,396	-58	2,338	2,338	2,338	2,338	2,338

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	Corporate & Miscellaneous							
3,757	Central Services and Organisation-Wide Risks	2,665	-227	2,438	2,487	2,487	2,487	2,487
1,300	Investment in Social Care Capacity	-	-	-	-	-	-	-
110	Subscriptions	110	-	110	110	110	110	110
48	Authority-wide Miscellaneous	166	-118	48	48	48	48	48
1,429	Transformation Fund	1,118	-	1,118	92	-	-	-
-	Council Tax: Counter Fraud & Compliance	-	-650	-650	-650	-650	-650	-650
6,644	Subtotal Corporate & Miscellaneous	4,059	-995	3,064	2,087	1,995	1,995	1,995
	Investment Activity							
-3,544	Property Investments	3,826	-7,373	-3,547	-3,843	-4,009	-4,206	-4,379
-491	Shareholder Company Dividends & Fees	-30	-491	-521	-557	-557	-557	-557
-6,063	Housing Investment (This Land Company)	2,437	-8,500	-6,063	-6,063	-6,063	-6,063	-6,063
-201	Contract Efficiencies & Other Income	-199	-206	-405	-405	-605	-605	-605
-399	Collective Investment Funds	-	-420	-420	-420	-420	-420	-420
-119	Investments	266	-322	-56	-1,655	-2,405	-2,405	-2,405
-239	Renewable Energy Investments	1,617	-2,112	-495	-570	-621	-901	-1,060
-11,056	Subtotal Investment Activity	7,917	-19,424	-11,507	-13,513	-14,680	-15,157	-15,489
	Property Services							
5,174	Facilities Management	7,763	-2,175	5,588	5,586	5,268	5,052	5,049
799	Property Services	1,022	-	1,022	1,022	1,022	1,022	1,022
205	Property Compliance	263	-57	206	206	206	206	206
-4,329	County Farms	865	-5,367	-4,502	-4,628	-4,757	-4,889	-5,024
702	Strategic Assets	780	-65	715	715	715	715	715
2,551	Subtotal Property Services	10,693	-7,664	3,029	2,901	2,454	2,106	1,968

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	Greater Cambridge Partnership							
	- City Deal with Greater Cambridge Partnership	1,682	-1,682	-	-	-	-	-
	- Subtotal Greater Cambridge Partnership	1,682	-1,682	-	-	-	-	-
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-15,216	-	-15,216	-39,600	-61,517	-79,110	-96,308
	Future Years							
	- Inflation				750	1,522	2,326	3,172
26,038	CS BUDGET TOTAL	43,993	-35,160	8,833	-18,128	-40,984	-56,916	-73,738

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2022-23

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Customer & Digital Services							
Director, Customer & Digital Services	416	6	-	-	-	-	422
Chief Executive	130	2	-	155	-	6	293
Communication and Information	716	15	-	-	-	-	731
Customer Services	2,034	42	-	-	-	-	2,076
IT & Digital Service	9,704	104	-	802	-	-	10,610
Elections	170	5	-	-	-	-	175
Human Resources	1,627	28	-	-	-	-	1,655
Health, Safety & Wellbeing	181	5	-	-	-	-	186
Learning & Development	1,924	25	-	-	-	-	1,949
Subtotal Customer & Digital Services	16,902	232	-	957	-	6	18,097
Business Improvement & Development							
Policy, Design and Delivery	615	57	-	-	-	-	672
Business Intelligence	1,043	23	-	-	-	-	1,066
Subtotal Business Improvement & Development	1,658	80	-	-	-	-	1,738
Resources Directorate							
Resources Directorate	-226	4	-	-	-	-	-222
Professional Finance	1,840	42	-	-	-	-	1,882
Procurement	613	9	-	-	-	-	622
CCC Finance Operations	388	7	-	-	-	-	395
Audit	441	-1	-	-	-	-	440
Insurance	2,276	160	-	-	-	-	2,436
External Audit	75	-	-	-	-	-	75
Shared Services	1,629	33	-	-	-	-	1,662
Subtotal Resources Directorate	7,036	254	-	-	-	-	7,290
Legal & Governance							
Legal & Governance Services	103	1	-	-	-	-	104
Information Management	820	19	-	56	-	-	895
Democratic & Member Services	326	5	-	-	-	-	331
Members' Allowances	1,054	-	-	-	-	-46	1,008
Subtotal Legal & Governance	2,303	25	-	56	-	-46	2,338

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Budget Period: 2022-23

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 & Miscellaneous							
Central Services and Organisation-Wide Risks	3,757	-	-	-1,470	-	151	2,438
Investment in Social Care Capacity	1,300	-	-	-	-1,300	-	-
Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	48	-	-	-	-	-	48
Transformation Fund	1,429	-	-	-	-311	-	1,118
Council Tax: Counter Fraud & Compliance	-	-	-	-	-	-650	-650
Subtotal Corporate & Miscellaneous	6,644	-	-	-1,470	-1,611	-499	3,064
Investment Activity							
Property Investments	-3,544	1	-	-	-35	31	-3,547
Shareholder Company Dividends & Fees	-491	-	-	-30	-	-	-521
Housing Investment (This Land Company)	-6,063	-	-	-	-	-	-6,063
Contract Efficiencies & Other Income	-201	-4	-	-	-	-200	-405
Collective Investment Funds	-399	-	-	-	-	-21	-420
Investments	-119	5	-	-	-	58	-56
Renewable Energy Investments	-239	-	-	743	-10	-989	-495
Subtotal Investment Activity	-11,056	2	-	713	-45	-1,121	-11,507
Property Services							
Facilities Management	5,174	269	-	182	-	-37	5,588
Property Services	799	14	-	209	-	-	1,022
Property Compliance	205	1	-	-	-	-	206
County Farms	-4,329	78	-	-	-	-251	-4,502
Strategic Assets	702	13	-	-	-	-	715
Subtotal Property Services	2,551	375	-	391	-	-288	3,029
Greater Cambridge Partnership							
City Deal with Greater Cambridge Partnership	-	-	-	-	-	-	-
Subtotal Greater Cambridge Partnership	-	-	-	-	-	-	-
CS BUDGET TOTAL	26,038	968	-	647	-1,656	-1,948	24,049

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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	43,993	20,856	54	-15,046		
C/R.1.001	Permanent Virements and budget preparation adjustments	-	-	-	-	-	- Virements approved by Strategy and Resources committee in July 2021.	S&R
C/R.1.001	Base adjustment - ICT Service (Education) from CS to P&C	200	-	-	-	-	- Base adjustment - ICT Service (Education) from CS to P&C	S&R
C/R.1.001	Permanent Virement - PVs	-3,327	-	-	-	-	- Increase in expenditure budgets (compared to published 2021-26 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2021-22.	S&R
C/R.1.007	Base funding for the teams funded by capital receipts	-	-	-	1,682	-	- We can currently fund some posts from capital receipts if they are undertaking work that results in transformation of services. The rules that enable this are expected to expire in 2025-26 and so these teams will need base budget.	S&R
1.999	REVISED OPENING GROSS EXPENDITURE	59,044	43,993	20,856	1,736	-15,046		
2	INFLATION							
C/R.2.001	Inflation	1,036	850	879	918	968	Inflation for corporate services budgets	S&R
2.999	Subtotal Inflation	1,036	850	879	918	968		
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

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		2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000		
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	-32	189	-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
C/R.4.028	IT - Telephony	76	-	-	-	-	- Estimating for the increase expected in Telephony support.	S&R
C/R.4.029	IT - Hardware & Infrastructure	730	-380	-	-	-	- In order to ensure fit for purpose laptops for staff and members it is anticipated that a significant number of devices will need to be replaced in the next 18 months. We need to increase the core infrastructure budget due to an ongoing pressure and for the higher costs associated with the impact of infrastructure services such as backup, cyber security moving to the cloud.	S&R
C/R.4.030	IT - Shared Health Care Record	50	50	-	-	-	- This is the estimated revenue costs to CCC for funding towards the Cambridgeshire & Peterborough Shared Health Care Record.	S&R
C/R.4.031	Property Services	209	-	-	-	-	- Additional resource required for staff, to support the property service improvement plan.	S&R
C/R.4.032	Pathfinder Legal Services dividend expectation	-30	-36	-	-	-	- Pathfinder Legal Services (formerly) LGSS Law Ltd was in deficit in 2017-18 and 2018-19, and the company has retained losses as result. Following significant changes including improvements in fee earner utilisation and in management and direction, the company has returned to profitability in 2020. This line reflects that a dividend is likely to be payable. The primary financial purpose of the company is to provide cost effective services, which is achieved through fees, rather than the delivery of dividend.	S&R
C/R.4.033	Stanground Closed Landfill Site - operating costs	-	-	120	3	3	3 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.	S&R
C/R.4.034	Renewable Energy - Soham	40	6	6	-	-	- 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.	E&GI
C/R.4.035	Alconbury Solar Carport - operating costs	4	-2	2	-3	-3	- The proposal is to construct a series of four solar canopies over the car park, which will generate electricity that will be used to charge electric vehicles (EVs) on site and that can be used directly by the building to offset the use of grid electricity.	S&R
C/R.4.036	Swaffham Prior Community Heat Project - operating costs	290	36	30	-55	34	34 The Council will contract directly to build an energy centre in Swaffham Prior. This will use ground source and air source heat pumps to provide heat to a heat network. The heat network will contract via a wholly owned SPV, which is funded by a mixture of grant from HNIP and direct grant from CCC. The network is intended to provide heat to some 300 houses in Swaffham Prior. The electricity for the heat pumps will mainly come from North Angle Solar Farm via a private wire connection. These are the operating costs for project.	S&R

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		2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000		
C/R.4.037	North Angle Solar Farm, Soham - operating costs	413	-16	10	11	11	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. Members approved the progression of the project from the initial outline business case to the development of an Investment Grade Proposal.	S&R
C/R.4.038	New Shire Hall	178	-	-	-	-	- A budget increase is required for the annual maintenance and operational costs associated with the new site.	S&R
C/R.4.039	Increase in National Insurance - Council Staff	230	-	-	-	-	- Impact of increase in employers' national insurance payments for staff in corporate services	S&R
4.999	Subtotal Pressures	647	-828	163	-44	48		
5	INVESTMENTS							
C/R.5.002	Demand risk in social care	-1,300	-	-	-	-	- This is the planned reversal of short-term funding provided to mitigate the risk in delivering stretch savings-targets in social care through 2020/21 and 2021/22.	S&R
C/R.5.005	Renewable Energy Soham - Interest Costs	-10	-9	-10	-	-	- The Council has invested in building a solar park at Triangle Farm, Soham. These are the borrowing costs associated with the scheme to be repaid using income from the sale of energy.	E&GI
C/R.5.006	St Ives Smart Energy Grid - Interest Costs	-	321	-2	-3	-3	-3 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.	S&R
C/R.5.007	Babraham Smart Energy Grid - Interest Costs	-	300	-3	-3	-4	-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 borrowing costs associated with the scheme to be repaid using income from the sale of energy.	S&R
C/R.5.008	Stanground Closed Landfill Site - Interest Costs	-	-	434	-4	-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.	S&R
C/R.5.009	North Angle Solar Farm, Soham - Interest Costs	-	1,306	-15	-15	-15	-15 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.	S&R
C/R.5.010	Commercial Investments - Interest Costs	-35	-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	-	368	-4	-3	-4	-4 These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of carbon credits.	S&R

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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, subject to consideration by the September GPC.	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	-1,656	1,225	273	-63	-66		
6	SAVINGS							
	S&R							
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	-40	-	-	-	-	- Revised budget for the new scheme approved for Members' Allowances.	S&R
C/R.6.106	Contract Savings	-200	-	-200	-	-	- 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	138	-	-200	-	-		

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	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-15,216	-24,384	-21,917	-17,593	-17,198		
	TOTAL GROSS EXPENDITURE	43,993	20,856	54	-15,046	-31,294		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-36,682	-35,160	-38,982	-41,036	-41,868	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 year	3,676	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2021-22.	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.7.104	Alconbury Solar Carport - Income Generation	-37	-	-1	-1	-3	The proposal is to construct a series of four solar canopies over the car park, which will generate electricity that will be used to charge electric vehicles (EVs) on site and that can be used directly by the building to offset the use of grid electricity.	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	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.	S&R
C/R.7.107	Babraham Smart Energy Grid - Income Generation	-	-351	-3	-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.	S&R
C/R.7.108	Stanground Closed Landfill Site - Income Generation	-	-	-510	-23	-24	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.	S&R
C/R.7.109	North Angle Solar Farm, Soham - Income Generation	-678	-1,629	-51	-53	-54	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.	S&R

Section 3 - C: Corporate and Managed Services

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

Ref	Title	Detailed Plans					Description	Committee
		2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000		
C/R.7.110	Swaffham Prior Community Heat Scheme - Income Generation	-298	-274	-35	-120	-121	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 change in rent income	S&R
C/R.7.118	Evolution Business Park - Income Generation	8	-29	-16	-43	-17	Estimated annual change in rent income	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 -Agricultural Rent	-45	-126	-129	-132	-136	Increase expected in rental income for the county farms estate.	S&R
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	-205	-	-	-	-	The reduction on rental income due to COVID is expected, with full recovery in 2022-23.	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 due to 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
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	-35,160	-38,982	-41,036	-41,868	-42,444		
	TOTAL NET EXPENDITURE	8,833	-18,126	-40,982	-56,914	-73,738		

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		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-8,833	18,126	40,982	56,914	73,738	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	-33,729	-38,200	-40,254	-41,086	-41,662	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	-43,993	-20,856	-54	15,046	31,294		