

Section 3 - F: Commercial & Investments

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

Budget Period: 2021-22 to 2025-26

Net Revised Opening Budget 2020-21 £000	Policy Line	Gross Budget 2021-22 £000	Fees, Charges & Ring-fenced Grants 2021-22 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000
	Commercial Activity							
-3,665	Property Investments	3,826	-7,370	-3,544	-4,067	-4,264	-4,453	-4,737
-456	Shareholder Company Dividends	-	-456	-456	-456	-552	-552	-552
-5,796	Housing Investment (This Land Company)	2,117	-8,180	-6,063	-6,063	-6,063	-6,063	-6,063
-249	Contract Efficiencies	-249	-	-249	-249	-249	-249	-249
58	Commercial	258	-205	53	-576	-1,955	-2,705	-2,705
-1,560	Collective Investment Funds	-	-979	-979	-1,000	-1,000	-1,000	-1,000
-265	Renewable Energy Investments	812	-1,094	-282	77	-381	-829	-968
-11,933	Subtotal Commercial Activity	6,764	-18,284	-11,520	-12,334	-14,464	-15,851	-16,274
	Property Services							
5,835	Facilities Management	7,344	-2,089	5,255	5,355	5,355	5,355	5,355
787	Property Services	807	-	807	807	807	807	807
206	Property Compliance	286	-77	209	209	209	209	209
6,828	Subtotal Property Services	8,437	-2,166	6,271	6,371	6,371	6,371	6,371
	Strategic Assets							
-4,211	County Farms	746	-4,995	-4,249	-4,337	-4,454	-4,629	-4,629
702	Strategic Assets	718	-	718	718	718	718	718
-3,509	Subtotal Strategic Assets	1,464	-4,995	-3,531	-3,619	-3,736	-3,911	-3,911
	Traded Services							
-	Traded Services - Central	-	-	-	-	-	-	-
-200	ICT Service (Education)	1,949	-2,149	-200	-200	-200	-200	-200
-71	Professional Development Centres	-50	-21	-71	-71	-71	-71	-71
-271	Subtotal Traded Services	1,899	-2,170	-271	-271	-271	-271	-271
	Future Years							
-	Inflation	-	-	-	145	294	468	673
-8,885	COMMERCIAL & INVESTMENTS TOTAL	18,564	-27,615	-9,051	-9,708	-11,806	-13,194	-13,412

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2021-22

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Commercial Activity							
Property Investments	-3,665	-	-	-	-260	381	-3,544
Shareholder Company Dividends	-456	-	-	-	-	-	-456
Housing Investment (This Land Company)	-5,796	-	-	-	-79	-188	-6,063
Contract Efficiencies	-249	-	-	-	-	-	-249
Commercial	58	-5	-	-	-	-	53
Collective Investment Funds	-1,560	-	-	-	-	581	-979
Renewable Energy Investments	-265	-	-	5	-9	-13	-282
Subtotal Commercial Activity	-11,933	-5	-	5	-348	761	-11,520
Property Services							
Facilities Management	5,835	172	-	-75	-	-677	5,255
Property Services	787	20	-	-	-	-	807
Property Compliance	206	3	-	-	-	-	209
Subtotal Property Services	6,828	195	-	-75	-	-677	6,271
Strategic Assets							
County Farms	-4,211	7	-	-	-	-45	-4,249
Strategic Assets	702	16	-	-	-	-	718
Subtotal Strategic Assets	-3,509	23	-	-	-	-45	-3,531
Traded Services							
Traded Services - Central	-	-	-	-	-	-	-
ICT Service (Education)	-200	-	-	-	-	-	-200
Professional Development Centres	-71	-	-	-	-	-	-71
Subtotal Traded Services	-271	-	-	-	-	-	-271
COMMERCIAL & INVESTMENTS TOTAL	-8,885	213	-	-70	-348	39	-9,051

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Table 3: Revenue - Overview
Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
1	OPENING GROSS EXPENDITURE	22,678	18,564	22,152	22,614	22,474		
F/R.1.001	Base adjustment reserves	288	-	-	-	-	- Budget pre adjustments and PVs	C&I
F/R.1.002	Budget Prep Adjustments - Traded Services	-3,668	-	-	-	-	- Traded Services transferred to P&C	C&I
F/R.1.003	Commercial Team	258	-	-	-	-	- Establishment of a dedicated commercial resource to deliver the Council's Commercial Strategy; the Commercial Team will be base funded from 2021-22.	C&I
1.999	REVISED OPENING GROSS EXPENDITURE	19,556	18,564	22,152	22,614	22,474		
2	INFLATION							
F/R.2.001	Inflation	229	162	164	189	221	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	C&I
2.999	Subtotal Inflation	229	162	164	189	221		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.001	East Barnwell Community Centre	-	100	-	-	-	- Operating costs for the proposed new community centre in East Barnwell, Cambridge.	C&I
F/R.4.007	LGSS Law dividend expectation	-	-	-96	-	-	- 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, however this line reflects that a dividend is unlikely to be payable from the company before 2024. The primary financial purpose of the company is to provide cost effective services, which is achieved through fees, rather than the delivery of dividend.	C&I
F/R.4.008	Spokes buildings operating costs	115	-	-	-	-	- The acquisition, development and change of use of spokes buildings will lead to an increase in the operating costs of those buildings. This will be offset by the savings from the Cambs 2020 programme in 2021-22. (Bernard Sunley & Eastfield House)	C&I
F/R.4.010	St Ives Smart Energy Grid - operating costs	-	39	1	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.	C&I
F/R.4.011	Babraham Smart Energy Grid - operating costs	-	-	45	2	3	3 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.	C&I
F/R.4.012	Trumpington Smart Energy Grid - operating costs	-	-	63	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.	C&I
F/R.4.013	Stanground Closed Landfill Site - operating costs	-	120	3	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.	C&I
F/R.4.015	North Angle Solar Farm, Soham - operating costs	-	499	14	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 operating costs.	C&I
F/R.4.017	Babbage House dilapidation costs	-190	-	-	-	-	- One-off repair and reinstatement costs associated with restoring Babbage House to its original pre-let state following the end of the Council's tenancy.	C&I
F/R.4.903	Renewable Energy - Soham	5	40	6	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.	C&I

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Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
4.999	Subtotal Pressures	-70	798	36	29	22		
5	INVESTMENTS							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-79	-	-	-	-	- Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.	C&I
F/R.5.002	St Ives Smart Energy Grid - Interest Costs	-	143	-44	-1	-1	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.	C&I
F/R.5.003	Babraham Smart Energy Grid - Interest Costs	-	-	515	-173	-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.	C&I
F/R.5.004	Trumpington Smart Energy Grid - Interest Costs	-	-	495	-118	-4	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.	C&I
F/R.5.005	Stanground Closed Landfill Site - Interest Costs	-	589	-141	-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.	C&I
F/R.5.007	North Angle Solar Farm, Soham - Interest Costs	-	1,941	-519	-16	-16	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.	C&I
F/R.5.008	Renewable Energy Soham - Interest Costs	-9	-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.	C&I
F/R.5.009	Commercial Investments - Interest Costs	-260	-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.	C&I
5.999	Subtotal Investments	-348	2,628	262	-358	-30		
6	SAVINGS							
F/R.6.003	Babbage House closure	-198	-	-	-	-	The lease on Babbage House is due to end in 2020-21, and will not be renewed.	C&I
F/R.6.109	Cambs 2020 Operational Savings	-605	-	-	-	-	Savings to the running costs of corporate buildings as a result of the Cambs 2020 programme.	C&I
6.999	Subtotal Savings	-803	-	-	-	-		
	TOTAL GROSS EXPENDITURE	18,564	22,152	22,614	22,474	22,687		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-31,955	-27,615	-31,860	-34,420	-35,668	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.002	Changes to fees and charges	-226	-	-	-	-	Previous years, from PV and budget prep	C&I
F/R.7.003	Fees and charges inflation	-16	-17	-15	-15	-16	Uplift in external charges to reflect inflation pressures on the cost of services.	C&I

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Ref	Title	Detailed Plans					Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
	Changes to fees & charges							
F/R.7.1004	Transfer of Traded Services to P&C	3,740	-	-	-	-	- Transfer of Traded Services to P&C	C&I
F/R.7.105	Renewable Energy Soham - Income Generation	-13	-13	-14	-13	-13	- Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-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.	C&I
F/R.7.114	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.	C&I
F/R.7.116	Babraham Smart Energy Grid - Income Generation	-	-	-304	-16	-18	- 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.	C&I
F/R.7.118	Trumpington Smart Energy Grid - Income Generation	-	-	-463	-15	-	- 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 to be generated from the sale of energy.	C&I
F/R.7.120	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.	C&I
F/R.7.125	North Angle Solar Farm, Soham - Income Generation	-	-2,362	-78	-80	-82	- 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.	C&I
F/R.7.127	County Farms - Commercial uses	-250	-175	-	-	-	- Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	C&I
F/R.7.131	Commercial Income	-758	-500	-750	-750	-	- Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	C&I
F/R.7.132	Shire Hall Car Park Income	126	-	-	-	-	- Loss of income due to the closure of the Shire Hall site car park.	C&I
F/R.7.133	COVID Impact - Cromwell Leisure	124	-124	-	-	-	- Cromwell Leisure consists of a cinema and three restaurant units. We anticipate that in the current climate, two of the restaurant units will remain empty during the first half of 2021-22. However, this impact does take into account the CVA now in place for one of the units, providing guaranteed rent until 2023-24.	C&I
F/R.7.134	COVID Impact - County Farms	205	87	-117	-175	-	- An additional income from the County Farms Estate was included in the 2020-21 Business Plan, £250k - 2021-22 and £175k - 2022-23. Specifically this was to identify buildings for development which could be let at a higher value. This scenario forecasts a reduction in income from new investments & a small decline on existing income due to COVID.	C&I
F/R.7.135	COVID Impact - Pooled Property Fund Investment	21	-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.	C&I
F/R.7.136	COVID Impact - Multi-Class-Credit	560	-	-	-	-	- The impact of COVID on fund assets and the Council's requirements for a high level of Environment, Social and Governance (ESG) criteria have resulted in updated forecasts for this asset with an overall reduction in the value of the returns from 5.7% to 2.9%.	C&I
F/R.7.137	COVID Impact - Brunswick House	423	-208	7	7	6	- Brunswick House (BH) has 251 direct let student beds. This scenario is forecasting a 10% reduction in the occupancy levels and the fact that some students will stay at home and opt for online learning and a drop in international student numbers is expected.	C&I
F/R.7.139	COVID Impact - Commercial Income	758	-129	-629	-	-	- For the additional income expected across the Commercial Strategy, based on the current funds for investments, we forecast that the existing 2021-22 target will be achieved in full by 2023-24.	C&I

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Budget Period: 2021-22 to 2025-26

Ref	Title	Detailed Plans		Outline Plans			Description	Committee
		2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000		
F/R.7.140	Tesco - Income Generation	-77	-81	-84	-88	-92	Estimated annual rent increase.	C&I
F/R.7.141	Evolution Business Park - Income Generation	-12	-8	-15	-11	-38	Estimated annual rent increase.	C&I
F/R.7.142	Kingsbridge - Income Generation	-11	-	-	-	-95	Estimated annual rent increase.	C&I
F/R.7.143	Brunswick House - Income Generation	-66	-67	-70	-62	-65	Estimated annual rent increase.	C&I
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-27,615	-31,860	-34,420	-35,668	-36,099		
	TOTAL NET EXPENDITURE	-9,051	-9,708	-11,806	-13,194	-13,412		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Surplus	9,051	9,708	11,806	13,194	13,412	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-26,833	-31,078	-33,638	-34,886	-35,317	Fees and charges for the provision of services.	C&I
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music	C&I
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-18,564	-22,152	-22,614	-22,474	-22,687		

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Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Ongoing	-6,122	1,442	-7,617	-328	-1,210	-480	760	1,311
Committed Schemes	178,175	154,125	13,275	250	324	3,175	-	7,026
2018-2019 Starts	50,326	6,647	32,612	8,621	-	-	-	2,446
2019-2020 Starts	6,387	4,724	1,663	-	-	-	-	-
2020-2021 Starts	15,200	3,200	2,400	3,200	3,200	3,200	-	-
2021-2022 Starts	1,800	-	1,000	200	200	200	200	-
TOTAL BUDGET	245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	Committee
F/C.01	Commercial Activity												
F/C.1.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	Low carbon energy generation assets with battery storage on Council assets at St Ives Park and Ride	F/R.7.114, F/R.7.115	Committed	3,645	511	3,134	-	-	-	-	-	C&I
F/C.1.119	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.116, F/R.7.117	2018-19	6,306	338	3,999	1,969	-	-	-	-	C&I
F/C.1.120	Trumpington Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Trumpington Park and Ride site. This project at Trumpington will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.118, F/R.7.119	2018-19	6,969	48	269	6,652	-	-	-	-	C&I
F/C.1.121	Stanground Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Stanground. Bouygues propose a 2.25MWp Solar PV ground mounted array on the site together with a 10MW 2C battery storage system for demand side response.	F/R.7.120, F/R.7.121	2018-19	8,267	479	7,788	-	-	-	-	-	C&I
F/C.1.122	Woodston Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Woodston. A tailored 3MW 2C Battery Storage for Demand Side Response services is proposed. This would provide a steady revenue stream, while being respectful of the local environment in terms of disruption and visual amenity.	F/R.7.122, F/R.7.123	2018-19	2,526	80	-	-	-	-	-	2,446	C&I

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Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000		
F/C.1.123	North Angle Solar Farm, Soham	Investment in a second solar farm at Soham, bordering the Triangle Farm solar farm site. The scheme aims to maximise potential revenue from Council land holdings, help to secure national energy supplies and help meet Government carbon reduction targets.	F/R.7.125, F/R.7.126	2018-19	26,258	5,702	20,556	-	-	-	-	-	-	C&I
F/C.1.240	Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.	F/R.7.113	Committed	152,395	140,659	1,736	-	-	3,000	-	7,000	C&I	
F/C.1.243	Development Funding	Capital expenditure related to planning applications.		2021-22	1,000	-	200	200	200	200	200	-	-	C&I
Total - Commercial Activity					207,366	147,817	37,682	8,821	200	3,200	200	9,446		
F/C.02	Property Services													
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,442	1,042	600	600	600	600	600	2,400	C&I	
F/C.2.113	Decarbonisation Fund	An investment in the decarbonisation of Council owned and occupied buildings (approximately 69 buildings). All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps. This investment is expected to be recouped in full from savings delivered on the Council's energy bills.		2020-21	15,000	3,000	2,400	3,200	3,200	3,200	-	-	C&I	
F/C.2.114	Electric Vehicle chargers	An investment in Electric Vehicle (EV) charging infrastructure for main offices to host Cambridgeshire County Council electric pool cars/vans and staff vehicles.		2020-21	200	200	-	-	-	-	-	-	C&I	
F/C.2.115	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.		2021-22	500	-	500	-	-	-	-	-	C&I	
F/C.2.116	Climate Action Fund	A fund to support the delivery of projects brought forward by services to improve the carbon efficiency of Council assets and services.		2021-22	300	-	300	-	-	-	-	-	C&I	
Total - Property Services					22,442	4,242	3,800	3,800	3,800	3,800	600	2,400		

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Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000	
F/C.03	Strategic Assets												
F/C.3.101	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.	F/R.7.103	Ongoing	3,000	300	300	300	300	300	300	1,200	C&I
F/C.3.103	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	1,000	100	100	100	100	100	100	400	C&I
F/C.3.109	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	1,981	497	1,484	-	-	-	-	-	C&I
F/C.3.116	Shire Hall Relocation	As part of the Cambs 2020 vision, the Council plans to vacate Shire Hall and relocate to outside of Cambridge.	TBC	Committed	18,737	12,458	6,279	-	-	-	-	-	C&I
F/C.3.119	Cambs 2020 Spokes Asset Review	The Cambs 2020 Programme will see the current Shire Hall site will be disposed, moving to a 'Hub and Spokes' model with a central purpose built Hub in Alconbury Weald and Spokes sites across the County. This was an opportunity to review our asset portfolio based on organisational needs. This project includes: - acquisition of a new freehold asset - disposal of properties surplus to requirements - major refurbishment works - minor refurbishment works - move related costs (i.e. staff relocation allowance)		2019-20	6,387	4,724	1,663	-	-	-	-	-	C&I
	Total - Strategic Assets				31,105	18,079	9,826	400	400	400	400	1,600	
F/C.04	Capital Programme Variation												
F/C.4.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-16,564	-	-8,617	-1,328	-2,210	-1,480	-240	-2,689	C&I

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2021-22 to 2030-31

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
F/C.4.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	1,417	-	642	250	324	175	-	26
	Total - Capital Programme Variation				-15,147	-	-7,975	-1,078	-1,886	-1,305	-240	-2,663
	TOTAL BUDGET				245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

C&I

Funding	Total Funding £000	Previous Years £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	Later Years £000
Government Approved Funding								
Specific Grants	1,497	-	1,497	-	-	-	-	-
Total - Government Approved Funding	1,497	-	1,497	-	-	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	260	-	260	-	-	-	-	-
Capital Receipts	21,913	5,913	-	-	2,000	2,000	2,000	10,000
Prudential Borrowing	78,211	32,076	39,840	11,943	514	1,095	-1,040	-6,217
Prudential Borrowing (Repayable)	373	120,849	-304	-	-	3,000	-	-123,172
Other Contributions	143,512	11,300	2,040	-	-	-	-	130,172
Total - Locally Generated Funding	244,269	170,138	41,836	11,943	2,514	6,095	960	10,783
TOTAL FUNDING	245,766	170,138	43,333	11,943	2,514	6,095	960	10,783

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	-6,122	-325	-	-	16,000	-21,797
Committed Schemes	178,175	1,822	260	143,512	5,913	26,668
2018-2019 Starts	50,326	-	-	-	-	50,326
2019-2020 Starts	6,387	-	-	-	-	6,387
2020-2021 Starts	15,200	-	-	-	-	15,200
2021-2022 Starts	1,800	-	-	-	-	1,800
TOTAL BUDGET	245,766	1,497	260	143,512	21,913	78,584

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
F/C.01	Commercial Activity										
F/C.1.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	F/R.7.114, F/R.7.115	-2,022	Committed	3,645	1,822	-	-	-	1,823	C&I
F/C.1.119	Babraham Smart Energy Grid	F/R.7.116, F/R.7.117	-10,571	2018-19	6,306	-	-	-	-	6,306	C&I
F/C.1.120	Trumpington Smart Energy Grid	F/R.7.118, F/R.7.119	-7,001	2018-19	6,969	-	-	-	-	6,969	C&I
F/C.1.121	Stanground Closed Landfill Energy Project	F/R.7.120, F/R.7.121	-8,898	2018-19	8,267	-	-	-	-	8,267	C&I
F/C.1.122	Woodston Closed Landfill Energy Project	F/R.7.122, F/R.7.123	-8,816	2018-19	2,526	-	-	-	-	2,526	C&I
F/C.1.123	North Angle Solar Farm, Soham	F/R.7.125, F/R.7.126	-40,112	2018-19	26,258	-	-	-	-	26,258	C&I
F/C.1.240	Housing schemes	F/R.7.113	-57,793	Committed	152,395	-	-	143,512	5,851	3,032	C&I
F/C.1.243	Development Funding		-	2021-22	1,000	-	-	-	-	1,000	C&I
	Total - Commercial Activity		-135,213		207,366	1,822	-	143,512	5,851	56,181	
F/C.02	Property Services										
F/C.2.112	Building Maintenance		-	Ongoing	6,442	-	-	-	-	6,442	C&I
F/C.2.113	Decarbonisation Fund		-	2020-21	15,000	-	-	-	-	15,000	C&I
F/C.2.114	Electric Vehicle chargers		-	2020-21	200	-	-	-	-	200	C&I
F/C.2.115	Oil Dependency Fund		-	2021-22	500	-	-	-	-	500	C&I
F/C.2.116	Climate Action Fund		-	2021-22	300	-	-	-	-	300	C&I
	Total - Property Services		-		22,442	-	-	-	-	22,442	
F/C.03	Strategic Assets										
F/C.3.101	County Farms investment (Viability)	F/R.7.103	-7,400	Ongoing	3,000	-	-	-	-	3,000	C&I
F/C.3.103	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.3.109	Community Hubs - East Barnwell		-	Committed	1,981	-	260	-	62	1,659	C&I

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2021-22 to 2030-31

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	
F/C.3.116	Shire Hall Relocation	TBC	-45,200	Committed	18,737	-	-	-	-	18,737	C&I
F/C.3.119	Cambs 2020 Spokes Asset Review		-	2019-20	6,387	-	-	-	-	6,387	C&I
	Total - Strategic Assets		-52,600		31,105	-	260	-	62	30,783	
F/C.04	Capital Programme Variation										
F/C.4.001	Variation Budget		-	Ongoing	-16,564	-325	-	-	-	-16,239	C&I
F/C.4.002	Capitalisation of Interest Costs		-	Committed	1,417	-	-	-	-	1,417	C&I
	Total - Capital Programme Variation		-		-15,147	-325	-	-	-	-14,822	
F/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	16,000	-16,000	C&I
	TOTAL BUDGET				245,766	1,497	260	143,512	21,913	78,584	