

Section 3 - C: Corporate and Managed Services Overview

Corporate Services

Services to be provided

Customer Service and Transformation provides services integral to the day-to-day running of the Council, as well as services that lead the transformation and redesign of the way the organisation achieves its strategic outcomes.

This means that Customer Service and Transformation includes a diverse range of “corporate” functions including: research, strategy and policy, emergency planning and business continuity, customer services, web & digital services, communications & community engagement, information governance & management, support for council-wide business planning, General Purposes Committee, the Civic Offices and the Chief Executive, and responsibility for the client relationship with LGSS.

Key outcomes and priorities of the service

- Exploiting **digital solutions** and making the best use of data and insight
- Ensuring the majority of customers are informed, engaged and get what they need the **first time they contact us**
- Continuing our delivery of **smarter business**, in partnership with our colleagues in LGSS, through the inter-play of rationalising our property estate, developing and exploiting our IT & web/digital infrastructure and supporting the related culture change across our staff to achieve more flexible working
- Supporting an emerging cross council approach to tackling key issues such as **managing demand** for high cost services through supporting colleagues and partners to **build community resilience**
- Taking a **system-wide, whole-council approach to service re-design** wherever possible so that we can remove cost whilst improving the customer experience, meeting customer needs at the first point of contact wherever possible

LGSS Managed Services

Services to be provided

Managed Services are those services that are managed by LGSS on behalf of CCC. The full responsibility for the costs, strategy, and service levels remain with the Council but the administration of the activities rests with LGSS.

The largest element of the portfolio is supporting the effective and efficient use of the Council's estate, be that the property estate or the County Farms Estate. The County Farms Estate includes 14,000 hectares of tenanted farmland. In running the farms estate, we ensure business opportunities are maximised and environmental objectives are met.

The most effective use of the Council's property portfolio will play a key role in the delivery of significant revenue savings within the period of this Business Plan. The Council intends to use technology to ensure that the workplace is an efficient environment within which to deliver services, thereby enabling a significant rationalisation of the properties used for operational service delivery.

The services include:

- County Farms
- Property Management
- Building Maintenance
- Insurance
- Information Technology
- Cambridgeshire Public Sector Network

Key outcomes and priorities of the service

The key outcomes and priorities for Managed Services are to drive the maximum level of savings and additional income that can be derived from the Council's asset portfolio. Any savings from more effective asset utilisation are resources that can be allocated to key front line services to our communities.

How will our services change as a result of this business plan?

Given the financial pressure faced by the Council, and in response to the effective work of the team, the savings target for the rationalisation of property portfolio has been significantly increased in this business plan.

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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	Corporate Director	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	1,273	-128	1,145	1,168	1,192	1,218	1,245
480	Digital Strategy	492	-	492	492	492	492	492
270	Research	388	-145	243	243	243	243	243
-	- Service Transformation	-	-	-	-	-	-	-
136	Smarter Business	1	-	1	0	0	0	0
550	Strategic Marketing, Communications & Engagement	530	2	532	532	532	532	532
198	Elections	165	-	165	165	165	165	165
926	Redundancy, Pensions & Injury	1,116	-189	927	917	907	897	887
-	- Corporate Capacity Review	-2,000	-	-2,000	-2,000	-2,000	-2,000	-2,000
5,598	Subtotal Corporate Services	3,831	-592	3,239	3,718	3,833	3,849	3,868
	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	4,406	4,387	4,368	3,807
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	8,638	8,850	8,982	8,412
	Future Years							
-	- Inflation	-	-	-	286	628	980	1,334
-	- Savings	-	-	-	-	-285	-958	-958
16,055	CS BUDGET TOTAL	20,041	-6,647	13,394	12,642	13,026	12,853	12,656

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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							
Corporate Director	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	-37	1,145
Digital Strategy	480	12	-	-	-	-	492
Research	270	8	-	-	-	-35	243
Service Transformation	-	-	-	-	-	-	-
Smarter Business	136	4	-	-	-	-139	1
Strategic Marketing, Communications & Engagement	550	12	-	-	-	-30	532
Elections	198	2	-	-	-	-35	165
Redundancy, Pensions & Injury	926	11	-	-	-	-10	927
Corporate Capacity Review	-	-	-	-	-	-2,000	-2,000
Subtotal Corporate Services	5,598	121	24	63	-160	-2,407	3,239
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	-3,857	13,394

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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
1	OPENING GROSS EXPENDITURE	20,339	20,041	20,832	21,039	20,902		
C/R.1.001	Base Adjustments	466	-	-	-	-	- Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16. City Deal budget moved from Economy, Transport and Environment Services.
C/R.1.002	Base Adjustment - City Deal	917	-	-	-	-	- New	
1.999	REVISED OPENING GROSS EXPENDITURE	21,722	20,041	20,832	21,039	20,902		
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. The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
C/R.2.002	Inflation - Impact of National Living Wage (NLW) on CCC Employee Costs	-	-	-	1	4	New	
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).
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. 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. 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. 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.
C/R.4.005	Apprenticeship Levy	-	500	-	-	-	- New	
C/R.4.901	Children's Centres Business Rates	145	-	-	-	-	- New	
C/R.4.902	Insurance Fund	278	-	-	-	-	- New	

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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
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.
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.
C/R.5.902	Property Rationalisation Resource	-45	-75	-	-	-	Existing	Phased removal of two year investment in resource to support property rationalisation project.
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.
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.
	Corporate Capacity Review							
C/R.6.002	Corporate Review Saving	-2,000	-	-	-	-	New	The Council has to date provided many corporate functions in a very devolved way. This has created some capacity issues for undertaking cross organisational projects in certain areas. A review has therefore been commissioned to review a range of functions with two objectives. Firstly to ensure that there is capacity at the heart of the organisation in these areas but also to drive some efficiency savings. In addition a review will be undertaken of the senior management of the organisation. No specific proposals have been developed at this point and therefore the actual sum may differ from this estimate. It is anticipated that savings will be made across the organisation, and so the full burden will not in the end fall on CST.
	Director, Policy & Business Support							
C/R.6.101	Annual Consultation	-10	-	-	-	-	New	Reduced costs of annual consultation process.
	Chief Executive							
C/R.6.201	Senior Management Arrangements	-100	-	-	-	-	New	Further reductions in Senior Management costs.
	Corporate Information Management							
C/R.6.301	Courier Contract	-	-35	-	-	-	New	Removal of Courier contract budget following changes to Council-wide postage service.
	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.
	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.

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Budget Period: 2016-17 to 2020-21

Ref	Title	Detailed Plans					Outline Plans			Type	Description
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
C/R.6.601	Elections Elections	-35	-	-	-	-	-	-	New	Reduction to annual election costs budget.	
C/R.6.701	Redundancy, Pensions & Injury Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-10	-10	-10	New	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	
C/R.6.901	Managed Services Reduction in External Audit Fees	-40	-	-	-	-	-	-	Modified	Reduction in external audit costs to reflect reduced fees.	
C/R.6.903	Rationalisation of Property Portfolio	-	-154	-	-	-	-	-553	Modified	Rationalisation of CCC property portfolio.	
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.	
C/R.6.905	Energy Efficiency Fund - Repayment of Financing Costs	-10	-20	-19	-19	-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	
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.	
C/R.6.907	Corporate Office IT Assets	-362	-	-	-	-	-	-	New	Removal of revenue budget for refresh of office IT assets (PCs), facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme.	
C/R.6.999	CS Cross-Service Unidentified Savings	-	-	-285	-673	-673	-673	-	Modified	Savings to be identified during future years' Business Planning processes.	
6.999	Subtotal Savings	-2,888	-219	-314	-702	-702	-702	-571			
	TOTAL GROSS EXPENDITURE	20,041	20,832	21,039	20,902	20,902	20,902	20,743			
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	-8,013	-8,013	-8,049	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	
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.	
C/R.7.003	Fees and charges inflation	-11	-16	-19	-23	-23	-23	-25	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	
C/R.7.103	Changes to fees & charges County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-283	-15	37	16	16	16	-4	New	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	
C/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	3	-60	-37	-16	-16	-16	4	Existing	Increase in County Farms rental income resulting from capital investment. Links to capital proposal C/C.2.101.	
C/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-	-876	-1	-8	-8	-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.	
C/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-	-183	-4	-5	-5	-5	-113	Existing	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.	
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.	

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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
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.
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.
C/R.7.150	Research Income Generation	-35	-	-	-	-	New	Generation of additional external income resulting from provision of Research services to outside bodies.
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.
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.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-6,647	-8,190	-8,013	-8,049	-8,087		
	TOTAL NET EXPENDITURE	13,394	12,642	13,026	12,853	12,656		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Cash Limit Funding	-13,394	-12,642	-13,026	-12,853	-12,656	Existing	Net spend funded from general grants, business rates and Council Tax.
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.
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.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-20,041	-20,832	-21,039	-20,902	-20,743		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-2,888	-219	-314	-702	-571
Changes to fees & charges	-969	-1,527	-5	-13	-13
TOTAL SAVINGS / INCREASED INCOME	-3,857	-1,746	-319	-715	-584

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Table 3: Revenue - Overview
Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans				
2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	

MEMORANDUM: NET REVISED OPENING BUDGET						
Revised Opening Gross Expenditure	21,722	20,041	20,832	21,039	20,902	
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	-145	-	201	-	-	
NET REVISED OPENING BUDGET	16,055	13,394	12,843	13,026	12,853	

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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
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	-	-	-	-
C/C.1.002	Office Portfolio Rationalisation	Investment to support the continued rationalisation of the CCC office portfolio.		2016-17	345	-	345	-	-	-	-	-
	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 work 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	-	-	-	-
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	-	-	-	-	-
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 2016-17.		Committed	2,400	1,500	900	-	-	-	-	-

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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
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded within 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	-	-	-	-	-
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted 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	-	-	-
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	-	-	-
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	-	-	-	-	-
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
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
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	-	-	-	-
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	-	-	-	-

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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
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	-	-	-	-
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	-	-
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
C/C.2.113	Equality Act Works in Corporate Offices	This budget is used to provide "reasonable adjustments" for Council employees with disabilities.		Ongoing	200	-	20	20	20	20	20	100
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	-	-
C/C.2.115	Worts Causeway 230 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.	C/R.7.116	2017-18	57,202	-	-	12,577	27,139	17,486	-	-
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	-	-	-
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	-
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 room with 8 private market rent flats on two floors above.		2017-18	2,000	-	-	1,000	1,000	-	-	-
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	-	-
	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

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Funding	Total Cost £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 3 - 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
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
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
C/C.2.002	Implementing IT Resilience Strategy for Data Centres			- Committed	500	-	-	-	-	500
C/C.2.003	IT Infrastructure Investment			- Committed	2,400	-	-	-	492	1,908
C/C.2.005	Microsoft Enterprise Agreement for CCC			- Committed	1,902	-	-	-	402	1,500
C/C.2.006	CPSN Replacement			- 2017-18	5,500	-	-	-	-	5,500
C/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	2,604	-	-	-	422	2,182
C/C.2.102	Renewable Energy - Soham	C/R.4.903 C/R.7.105 C/R.7.106	-8,174	Committed	9,820	-	-	-	111	9,709
C/C.2.103	Local Plans - representations			- Ongoing	4,284	-	-	10	618	3,656
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	C/R.7.117	-84,795	Ongoing	105,797	-	-	-	105,429	368
C/C.2.107	MAC Market Towns Project (March)	C/R.5.952	-2,556	Committed	1,481	-	-	-	1,799	-318
C/C.2.108	Community Hubs - Sawston			- Committed	1,309	-	-	-	39	1,270
C/C.2.109	Community Hubs - East Barnwell			- Committed	1,950	-	255	-	531	1,164
C/C.2.111	Shire Hall			- Ongoing	6,209	-	-	150	2,273	3,786
C/C.2.112	Building Maintenance			- Ongoing	6,000	-	-	-	-	6,000
C/C.2.113	Equality Act Works in Corporate Offices			- Ongoing	200	-	-	-	-	200
C/C.2.114	MAC Joint Highways Depot			- 2017-18	5,198	-	-	-	4,800	398
C/C.2.115	Worts Causeway 230 Homes Invest to Save	C/R.7.116	-46,719	2017-18	57,202	-	-	-	57,202	-
C/C.2.116	Shepreth 7 Homes Invest to Save			- 2017-18	1,200	-	-	-	-	1,200
C/C.2.117	Cottenham 200 Homes Invest to Save			- 2017-18	30,000	-	-	-	-	30,000

Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

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
C/C.2.118	Redevelopment of Milton Road Library, Cambridge		417	2017-18	2,000	-	-	-	-	2,000
C/C.2.119	Energy Efficiency Fund		-550	2016-17	1,000	-	-	-	-	1,000
	Total - Managed Services		-164,948		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
	TOTAL BUDGET				250,576	-	255	160	210,999	39,162

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2016-17 to 2020-21

Ref	Title	Detailed Plans					Outline Plans		Type	Description
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000				
1	OPENING GROSS EXPENDITURE	35,460	32,766	37,965	40,457	42,062				
F/R.1.001	Base Adjustments	-	-	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.	
1.999	REVISED OPENING GROSS EXPENDITURE	35,460	32,766	37,965	40,457	42,062				
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.		
F/R.5.002	Invest to Save Housing 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.		
F/R.5.003	Slippage provision	-1,000	-	-	-	-	New	The Council's capital programme has underspent significantly in the last two financial years. This has led to underspends being declared in relation to capital financing costs. A provision is already included in the base revenue budget to reflect this but this has been exceeded over the last two financial years. A working group has been established to review both programme delivery and the future projections. This will lead to a re-casting of the capital programme and this saving is an estimated reflection of that re-profiling exercise.		
5.999	Subtotal Investments	-54	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.		
F/R.6.003	MRP: Accountable Body	-1,200	-	-	-	-	New	As Accountable Body the Council incurs certain administrative costs in undertaking this role. However it also holds the cash on an interim basis pending utilisation by those parties. The Council therefore intends to maximise the use of these resources whilst not detrimentally affecting those resources. This is only possible where the body or partnership does not use the funds that have been awarded in the financial year in which they are provided.		
6.999	Subtotal Savings	-2,640	1,440	-	-	-				
	TOTAL GROSS EXPENDITURE	32,766	37,965	40,457	42,062	42,149				

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2016-17 to 2020-21

Ref	Title	Detailed Plans		Outline Plans			Type	Description
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000		
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.
F/R.7.002	Invest to Save Housing 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.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-1,936	-5,356	-8,111	-9,811		
	TOTAL NET EXPENDITURE	32,766	36,029	35,101	33,951	32,338		

FUNDING SOURCES								
Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.101	Cash Limit Funding	-32,766	-36,029	-35,101	-33,951	-32,338	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	-32,766	-37,965	-40,457	-42,062	-42,149		