

Section 4 – C: Corporate and Managed Services Overview

Services to be provided

Customer Service and Transformation is focused on fuelling the change that the Council is going through. We deliver some of the Council's critical corporate functions. These include; research, policy and business intelligence, leading to the transformation of council services, emergency planning and business continuity, customer services, web & digital services, communications & marketing, information governance & management, community engagement, 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

- Accelerating our focus on **Digital First** as a means of improving services for our customers and reducing costs for the Council
- 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
- Working primarily to **help people help themselves**, and **help people help each other**, by maximising the availability of advice, information and services through web and digital channel

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.

Section 4 - C: Corporate and Managed Services

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

Budget Period: 2015-16 to 2019-20

| Net Revised Opening Budget 2015-16 £000 | Policy Line | Gross Budget 2015-16 £000 | Fees, Charges & Ring-fenced Grants 2015-16 £000 | Net Budget 2015-16 £000 | Net Budget 2016-17 £000 | Net Budget 2017-18 £000 | Net Budget 2018-19 £000 | Net Budget 2019-20 £000 |
|---|--|---------------------------------|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | Corporate Services | | | | | | | |
| 742 | Corporate Director | 809 | -165 | 644 | 966 | 966 | 966 | 966 |
| 2,319 | Business Transformation | 2,585 | -136 | 2,449 | 2,306 | 2,065 | 2,082 | 2,100 |
| 430 | Chief Executive's Office | 443 | -3 | 440 | 440 | 440 | 440 | 440 |
| 1,240 | Communications & Community Engagement | 1,175 | -191 | 984 | 984 | 984 | 984 | 984 |
| 194 | Elections | 198 | - | 198 | 198 | 198 | 198 | 198 |
| 945 | Redundancy, Pensions & Injury | 1,153 | -195 | 958 | 958 | 958 | 958 | 958 |
| 5,870 | Subtotal Corporate Services | 6,363 | -690 | 5,673 | 5,852 | 5,611 | 5,628 | 5,646 |
| | Managed Services | | | | | | | |
| 1,109 | Building Maintenance | 1,211 | -80 | 1,131 | 1,131 | 1,131 | 1,131 | 1,131 |
| -3,099 | County Farms | 668 | -3,842 | -3,174 | -3,249 | -3,324 | -3,324 | -3,324 |
| 275 | Effective Property Asset Management | 265 | -144 | 121 | 121 | -864 | -1,085 | -1,256 |
| 170 | External Audit | 163 | - | 163 | 163 | 163 | 163 | 163 |
| -19 | Finance Managed | 287 | -318 | -31 | 69 | 69 | 69 | 69 |
| 1,454 | Insurance | 1,483 | - | 1,483 | 1,483 | 1,483 | 1,483 | 1,483 |
| 1,801 | IT Managed | 1,834 | - | 1,834 | 1,834 | 1,834 | 1,834 | 1,834 |
| 981 | Members Allowances | 990 | -5 | 985 | 985 | 985 | 985 | 985 |
| 125 | Organisational & Workforce Development Managed | 128 | - | 128 | 128 | 128 | 128 | 128 |
| 5,635 | Property Managed | 5,947 | -443 | 5,504 | 4,544 | 4,199 | 4,099 | 3,999 |
| 1,000 | Transformation Fund | 1,000 | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 9,432 | Subtotal Managed Services | 13,976 | -4,832 | 9,144 | 8,209 | 6,804 | 6,483 | 6,212 |
| | Future Years | | | | | | | |
| - | Inflation | - | - | - | 393 | 747 | 1,118 | 1,490 |
| - | Savings | - | - | - | -412 | -412 | -459 | -748 |
| 15,302 | CS BUDGET TOTAL | 20,339 | -5,522 | 14,817 | 14,042 | 12,750 | 12,770 | 12,600 |

Section 4 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2015-16

| 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 | 742 | 20 | - | - | - | -118 | 644 |
| Business Transformation | 2,319 | 58 | 13 | - | 8 | 51 | 2,449 |
| Chief Executive's Office | 430 | 10 | - | - | - | - | 440 |
| Communications & Community Engagement | 1,240 | 33 | - | 48 | - | -337 | 984 |
| Elections | 194 | 4 | - | - | - | - | 198 |
| Redundancy, Pensions & Injury | 945 | 19 | - | - | - | -6 | 958 |
| Subtotal Corporate Services | 5,870 | 144 | 13 | 48 | 8 | -410 | 5,673 |
| Managed Services | | | | | | | |
| Building Maintenance | 1,109 | 22 | - | - | - | - | 1,131 |
| County Farms | -3,099 | - | - | - | - | -75 | -3,174 |
| Effective Property Asset Management | 275 | 5 | - | - | -100 | -59 | 121 |
| External Audit | 170 | 3 | - | - | - | -10 | 163 |
| Finance Managed | -19 | 3 | - | - | - | -15 | -31 |
| Insurance | 1,454 | 29 | - | - | - | - | 1,483 |
| IT Managed | 1,801 | 33 | - | - | - | - | 1,834 |
| Members Allowances | 981 | 4 | - | - | - | - | 985 |
| Organisational & Workforce Development Managed | 125 | 3 | - | - | - | - | 128 |
| Property Managed | 5,635 | 182 | - | - | - | -313 | 5,504 |
| Transformation Fund | 1,000 | - | - | - | - | - | 1,000 |
| Subtotal Managed Services | 9,432 | 284 | - | - | -100 | -472 | 9,144 |
| CS BUDGET TOTAL | 15,302 | 428 | 13 | 48 | -92 | -882 | 14,817 |

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | Outline Plans | | | Type | Description |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|----------|---|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | |
| 1 | OPENING GROSS EXPENDITURE | 21,085 | 20,339 | 19,496 | 19,387 | 19,701 | | |
| C/R.1.001 | Base Adjustments | -369 | - | - | - | - | New | Adjustment for permanent changes to base budget from decisions made in 2014-15. |
| 1.999 | REVISED OPENING GROSS EXPENDITURE | 20,716 | 20,339 | 19,496 | 19,387 | 19,701 | | |
| 2 | INFLATION | | | | | | | |
| C/R.2.001 | Inflation | 448 | 415 | 377 | 394 | 395 | Modified | Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures. |
| 2.999 | Subtotal Inflation | 448 | 415 | 377 | 394 | 395 | | |
| 3 | DEMOGRAPHY AND DEMAND | | | | | | | |
| C/R.3.001 | Customer Services Demography | 13 | 17 | 17 | 17 | 18 | Modified | Increases in demography growth may increase contact volumes to Customer Services (Contact Centre). |
| 3.999 | Subtotal Demography and Demand | 13 | 17 | 17 | 17 | 18 | | |
| 4 | PRESSURES | | | | | | | |
| C/R.4.003 | Reinstatement of Voluntary Sector Infrastructure Budget Shortfall | 48 | - | - | - | - | New | The Council provides grant funding to a small number of voluntary sector infrastructure organisations, who in turn provide advice and support to voluntary groups and promote and co-ordinate volunteer activity across Cambridgeshire. The draft 2013/14 Business Plan contained proposals to reduce this funding, which were partially implemented. The base budget shortfall in 2013/14 and 2014/15 has been funded from operational underspends. This is not a sustainable solution and this bid will reinstate the funding into the base budget. |
| C/R.4.004 | Single-tier State Pension | - | 157 | - | - | - | New | 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. |
| 4.999 | Subtotal Pressures | 48 | 157 | - | - | - | | |
| 5 | INVESTMENTS | | | | | | | |
| C/R.5.001 | Contact Centre - customer service advisors | - | -160 | - | - | - | Existing | Removal of 2 year investment in year 2016-17. |
| C/R.5.002 | Digital by Default | -250 | - | - | - | - | Existing | Removal of one off funding to develop and implement digital solutions in year 2015-16. |

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | | | | Outline Plans | | Type | Description |
|--------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|----------|--|-------------|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | | | |
| C/R.5.003 | Exploitation of Digital solutions | 258 | - | -258 | - | - | - | New | A number of organisation wide digital solutions have been procured and implemented, as part of the Digital First and Smarter Business Programme. In order to fully exploit these solution and roll out across the organisation, capacity is required to do so. This 2 year bid is to retain the level of staffing who are currently on fixed term contracts (to end of Mar 15) funded outside of revenue, to continue the delivery of digital solutions. | |
| 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.5.952 | Making Assets Count Market Towns Project (March) | -100 | - | - | -50 | - | - | Existing | Phased removal of revenue investment for staffing costs to support the Making Assets Count Market Towns Project (March) capital scheme. Links to capital proposal C/C.2.107. | |
| 5.999 | Subtotal Investments | -92 | -205 | -333 | -50 | | | | | |
| 6 | SAVINGS | | | | | | | | | |
| | CS Cross-Service | | | | | | | | | |
| C/R.6.001 | Customer Service and Transformation Directorate Review | -349 | - | - | - | - | - | New | The saving, which represents 8% of net budget, will be achieved through reductions in staffing by focusing the Directorate's work on critical functions to support the delivery of the Council's priorities. This will involve working in a more integrated way across teams to maximise effectiveness. | |
| | Corporate Director | | | | | | | | | |
| C/R.6.101 | HealthWatch Efficiency | -61 | - | - | - | - | - | Existing | Reduction in funding to healthwatch and introduction of single advocacy provision for Cambridgeshire. | |
| | Managed Services | | | | | | | | | |
| C/R.6.901 | Reduction in External Audit Fees | -10 | - | - | - | - | - | New | Reduction in external audit costs to reflect reduced fees. | |
| C/R.6.902 | Corporate Subscriptions | -15 | - | - | - | - | - | New | Reduction as a result of the review of Corporate subscriptions paid by Cambridgeshire County Council. | |
| C/R.6.903 | Rationalisation of Property Portfolio | -300 | -815 | -170 | - | - | - | Existing | Rationalisation of CCC property portfolio. | |
| C/R.6.904 | Effective Property Asset Management | -59 | - | - | - | - | - | New | Reduction in budget available to fund revenue costs associated with the Effective Property Asset Management project. | |
| | CS Cross-Service | | | | | | | | | |
| C/R.6.999 | Unidentified Savings | - | -412 | - | -47 | -289 | -289 | New | Savings to be identified during future years' Business Planning processes. | |
| 6.999 | Subtotal Savings | -794 | -1,227 | -170 | -47 | -289 | | | | |
| | TOTAL GROSS EXPENDITURE | 20,339 | 19,496 | 19,387 | 19,701 | 19,825 | | | | |
| 7 | FEES, CHARGES & RING-FENCED GRANTS | | | | | | | | | |
| C/R.7.001 | Previous year's fees, charges & ring-fenced grants | -5,414 | -5,522 | -5,454 | -6,637 | -6,931 | -6,931 | Modified | Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. | |

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | | | | Outline Plans | | | Type | Description |
|--------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|--|-----------------|------|-------------|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | | |
| C/R.7.002 | Fees and charges inflation | -20 | -22 | -23 | -23 | -23 | Existing | Uplift in external charges to reflect inflation pressures on the costs of services. | | | |
| | Changes to fees & charges | | | | | | | | | | |
| C/R.7.101 | Offices Joint Venture | - | -100 | -100 | -100 | -100 | Existing | Creation of a joint venture to exploit the latent value of major office building(s) through alternative uses, subject to planning permission, e.g. residential to provide a substantial revenue stream to be shared between CCC and its partner. | | | |
| C/R.7.102 | Housing provision (primarily for rent) on CCC portfolio | - | - | -80 | -160 | -160 | Existing | Housing provision (at discounted market rents / shared equity). Links to capital proposal C/C.2.104. | | | |
| C/R.7.104 | County Farms Investment (Viability) - Repayment of Financing Costs | -75 | -75 | -75 | - | - | 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 | - | - | -905 | -11 | -11 | 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 | - | - | - | - | - | Modified | 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 | -10 | 1 | - | 1 | - | Existing | Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs. | | | |
| C/R.7.108 | Solar PV - Surplus to Repayment of Financing Costs | -3 | -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. | | | |
| | Changes to ring-fenced grants | | | | | | | | | | |
| C/R.7.201 | Change in Public Health Grant | - | 265 | - | - | - | Existing | Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2016-17 due to removal of ring-fence. | | | |
| 7.999 | Subtotal Fees, Charges & Ring-fenced Grants | -5,522 | -5,454 | -6,637 | -6,931 | -7,225 | | | | | |
| | TOTAL NET EXPENDITURE | 14,817 | 14,042 | 12,750 | 12,770 | 12,600 | | | | | |

| FUNDING SOURCES | | | | | | | | | | |
|-----------------|---|----------------|----------------|----------------|----------------|----------------|----------|---|--|--|
| 8 | FUNDING OF GROSS EXPENDITURE | | | | | | | | | |
| C/R.8.001 | Cash Limit Funding | -14,817 | -14,042 | -12,750 | -12,770 | -12,600 | Existing | Net spend funded from general grants, business rates and Council Tax. | | |
| C/R.8.002 | Public Health Grant | -265 | - | - | - | - | 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 | -5,257 | -5,454 | -6,637 | -6,931 | -7,225 | Modified | Fees and charges for the provision of services. | | |
| 8.999 | TOTAL FUNDING OF GROSS EXPENDITURE | -20,339 | -19,496 | -19,387 | -19,701 | -19,825 | | | | |

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | | | |
|---|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 |
| MEMORANDUM: SAVINGS / INCREASED INCOME | | | | | | |
| | Savings | -794 | -1,227 | -170 | -47 | -289 |
| | Changes to fees & charges | -88 | -175 | -1,160 | -271 | -271 |
| TOTAL SAVINGS / INCREASED INCOME | | -882 | -1,402 | -1,330 | -318 | -560 |
| MEMORANDUM: NET REVISED OPENING BUDGET | | | | | | |
| | Revised Opening Gross Expenditure | 20,716 | 20,339 | 19,496 | 19,387 | 19,701 |
| | Previous year's fees, charges & ring-fenced grants | -5,414 | -5,522 | -5,454 | -6,637 | -6,931 |
| | Changes to fees, charges & ring-fenced grants in revised opening budget | - | 265 | - | - | - |
| NET REVISED OPENING BUDGET | | 15,302 | 15,082 | 14,042 | 12,750 | 12,770 |

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2015-16 to 2024-25

| Summary of Schemes by Start Date | Total Cost £000 | Previous Years £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Later Years £000 |
|----------------------------------|--------------------|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------|
| Ongoing | 36,572 | 6,252 | 2,395 | 6,445 | 6,440 | 6,440 | 5,440 | 3,160 |
| Committed Schemes | 26,857 | 3,137 | 7,470 | 14,551 | - | - | - | 1,699 |
| 2015-2016 Starts | 2,000 | - | 1,820 | 20 | 20 | 20 | 20 | 100 |
| TOTAL BUDGET | 65,429 | 9,389 | 11,685 | 21,016 | 6,460 | 6,460 | 5,460 | 4,959 |

| Ref | Scheme | Description | Linked Revenue Proposal | Scheme Start | Total Cost £000 | Previous Years £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £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. | | 2015-16 | 300 | - | 300 | - | - | - | - | - |
| | Total - Corporate Services | | | | 300 | - | 300 | - | - | - | - | - |
| C/C.02 | Managed Services | | | | | | | | | | | |
| C/C.2.001 | Optimising the benefits of IT for Smarter Business Working | IT provision to the Council will be significantly redesigned and optimised to support the transformation working envisioned by the Council as defined by the Smarter Business programme. This will involve an increase in mobile working (smart phones, tablets and laptops) and a smaller set of 'desktop' devices, likely provisioned using Thin Client technology. | | Committed | 3,375 | 675 | 1,840 | 860 | - | - | - | - |
| 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. | | 2015-16 | 500 | - | 500 | - | - | - | - | - |
| 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 2015-16 and 2016-17. | | Committed | 2,400 | 1,250 | 950 | 200 | - | - | - | - |
| C/C.2.004 | Communications & Storage Infrastructure Refresh | Refresh of existing communications and storage infrastructure. | | 2015-16 | 1,000 | - | 1,000 | - | - | - | - | - |

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2015-16 to 2024-25

| Ref | Scheme | Description | Linked Revenue Proposal | Scheme Start | Total Cost £000 | Previous Years £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Later Years £000 |
|-----------|---|---|-------------------------|--------------|-----------------|---------------------|--------------|--------------|--------------|--------------|--------------|------------------|
| C/C.2.005 | Microsoft Enterprise Agreement for CCC | Microsoft software is deeply embedded in the Council's IT services, from desktop office automation, email and operating systems, to collaboration (SharePoint) and integration (BizTalk) services, and server operating systems and management tools. An Enterprise Agreement is offered by Microsoft as a way to buy and support licences for their software products as a bundle. This is at a lower cost than buying the components separately, and delivers additional benefits such as technical training and support. | | Committed | 1,902 | 402 | 500 | 1,000 | - | - | - | - |
| 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 | 5,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | - | - |
| 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.7.105 C/R.7.106 | Committed | 12,030 | 150 | 203 | 9,978 | - | - | - | 1,699 |
| 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 | 1,548 | 1,178 | 45 | 45 | 40 | 40 | 40 | 160 |
| C/C.2.104 | Housing provision (primarily for rent) on CCC portfolio | Development of the new "affordable" housing requirement related to an open market residential planning consent for development on Council owned land in order to generate an ongoing income stream. | C.R.7.102 | Ongoing | 17,500 | 300 | 200 | 4,250 | 4,250 | 4,250 | 4,250 | - |
| C/C.2.105 | Closed Landfill Sites Development | Investigation and subsequent project(s) to maximize the potential income from developing the Council's closed landfill sites and reduce / mitigate the Council's potential future liabilities for these sites under the contaminated land regulations. | | Committed | 200 | 25 | 175 | - | - | - | - | - |
| C/C.2.106 | Disposal / Relocation of Huntingdon Highways Depot | Relocation of Huntingdon Depot to a more suitable location, taking the opportunity to work more closely with Making Assets Count (MAC) partners and Council contractors, possibly through the creation of a joint operation centre. | | Committed | 1,625 | 75 | 50 | 1,500 | - | - | - | - |
| 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 | 1,780 | 150 | 630 | 1,000 | - | - | - | - |

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2015-16 to 2024-25

| Ref | Scheme | Description | Linked Revenue Proposal | Scheme Start | Total Cost £000 | Previous Years £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Later Years £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 | 1,250 | 65 | 1,180 | 5 | - | - | - | - |
| 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 | 200 | 1,742 | 8 | - | - | - | - |
| C/C.2.110 | Community Hubs | To provide space in a community where people can access facilities, information, advice and guidance about a range of services under one roof, as the 'face to face channel' for Council services. | | Committed | 345 | 145 | 200 | - | - | - | - | - |
| 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 | 6,524 | 3,774 | 550 | 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 disabled staff employed by the Council. | | 2015-16 | 200 | - | 20 | 20 | 20 | 20 | 20 | 100 |
| Total - Managed Services | | | | | 65,129 | 9,389 | 11,385 | 21,016 | 6,460 | 6,460 | 5,460 | 4,959 |
| TOTAL BUDGET | | | | | 65,429 | 9,389 | 11,685 | 21,016 | 6,460 | 6,460 | 5,460 | 4,959 |

| Funding | Total Funding £000 | Previous Years £000 | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | Later Years £000 |
|--|--------------------|---------------------|---------------|---------------|--------------|--------------|--------------|------------------|
| Locally Generated Funding | | | | | | | | |
| Agreed Developer Contributions | 255 | - | 255 | - | - | - | - | - |
| Capital Receipts | 69,029 | 8,785 | 4,531 | 29,074 | 6,331 | 5,749 | 4,592 | 9,967 |
| Prudential Borrowing | -4,020 | 433 | 6,345 | 5,252 | -4,121 | -3,539 | -3,382 | -5,008 |
| Prudential Borrowing (Repayable) | - | 6 | 554 | -13,310 | 4,250 | 4,250 | 4,250 | - |
| Other Contributions | 165 | 165 | - | - | - | - | - | - |
| Total - Locally Generated Funding | 65,429 | 9,389 | 11,685 | 21,016 | 6,460 | 6,460 | 5,460 | 4,959 |
| TOTAL FUNDING | 65,429 | 9,389 | 11,685 | 21,016 | 6,460 | 6,460 | 5,460 | 4,959 |

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding
Budget Period: 2015-16 to 2024-25

| Summary of Schemes by Start Date | | | | | Total Funding £000 | Grants £000 | Develop. Contr. £000 | Other Contr. £000 | Capital Receipts £000 | Prud. Borr. £000 |
|----------------------------------|--|--|--|--|-----------------------|----------------|----------------------------|-------------------------|-----------------------------|------------------------|
| Ongoing | | | | | 36,572 | - | - | 160 | 60,752 | -24,340 |
| Committed Schemes | | | | | 26,857 | - | 255 | 5 | 8,277 | 18,320 |
| 2015-2016 Starts | | | | | 2,000 | - | - | - | - | 2,000 |
| TOTAL BUDGET | | | | | 65,429 | - | 255 | 165 | 69,029 | -4,020 |

| 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 | | | - 2015-16 | 300 | - | - | - | - | 300 |
| | Total - Corporate Services | | | | 300 | - | - | - | - | 300 |
| C/C.02 | Managed Services | | | | | | | | | |
| C/C.2.001 | Optimising the benefits of IT for Smarter Business Working | | | - Committed | 3,375 | - | - | - | - | 3,375 |
| C/C.2.002 | Implementing IT Resilience Strategy for Data Centres | | | - 2015-16 | 500 | - | - | - | - | 500 |
| C/C.2.003 | IT Infrastructure Investment | | | - Committed | 2,400 | - | - | - | 262 | 2,138 |
| C/C.2.004 | Communications & Storage Infrastructure Refresh | | | - 2015-16 | 1,000 | - | - | - | - | 1,000 |
| C/C.2.005 | Microsoft Enterprise Agreement for CCC | | | - Committed | 1,902 | - | - | - | - | 1,902 |
| C/C.2.101 | County Farms investment (Viability) | C/R.7.104 | | - Ongoing | 5,000 | - | - | - | - | 5,000 |
| C/C.2.102 | Renewable Energy - Soham | C/R.7.105 | -6,238 | Committed | 12,030 | - | - | - | - | 12,030 |
| | | C/R.7.106 | | | | | | | | |
| C/C.2.103 | Local Plans - representations | | | - Ongoing | 1,548 | - | - | 10 | 148 | 1,390 |
| C/C.2.104 | Housing provision (primarily for rent) on CCC portfolio | C.R.7.102 | -16,464 | Ongoing | 17,500 | - | - | - | 21,000 | -3,500 |
| C/C.2.105 | Closed Landfill Sites Development | | | - Committed | 200 | - | - | - | - | 200 |
| C/C.2.106 | Disposal / Relocation of Huntingdon Highways Depot | | | - Committed | 1,625 | - | - | - | 3,000 | -1,375 |
| C/C.2.107 | MAC Market Towns Project (March) | C/R.5.952 | -7,787 | Committed | 1,780 | - | - | - | 4,475 | -2,695 |
| C/C.2.108 | Community Hubs - Sawston | | | - Committed | 1,250 | - | - | - | - | 1,250 |
| C/C.2.109 | Community Hubs - East Barnwell | | | - Committed | 1,950 | - | 255 | - | 500 | 1,195 |
| C/C.2.110 | Community Hubs | | | - Committed | 345 | - | - | 5 | 40 | 300 |
| C/C.2.111 | Shire Hall | | | - Ongoing | 6,524 | - | - | 150 | 1,874 | 4,500 |
| C/C.2.112 | Building Maintenance | | | - Ongoing | 6,000 | - | - | - | - | 6,000 |
| C/C.2.113 | Equality Act Works in Corporate Offices | | | - 2015-16 | 200 | - | - | - | - | 200 |
| | Total - Managed Services | | -34,129 | | 65,129 | - | 255 | 165 | 31,299 | 33,410 |
| C/C.9.001 | Excess Corporate Services capital receipts used to reduce total prudential borrowing | | | Ongoing | - | - | - | - | 37,730 | -37,730 |
| | TOTAL BUDGET | | | | 65,429 | - | 255 | 165 | 69,029 | -4,020 |

Section 4 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2015-16 to 2019-20

| Ref | Title | Detailed Plans | | Outline Plans | | | Type | Description |
|------------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|----------|--|
| | | 2015-16 £000 | 2016-17 £000 | 2017-18 £000 | 2018-19 £000 | 2019-20 £000 | | |
| 1 | OPENING GROSS EXPENDITURE | 34,142 | 35,460 | 40,139 | 41,001 | 41,064 | | |
| F/R.1.001 | Base Adjustments | 100 | - | - | - | - | New | Adjustment for permanent changes to base budget from decisions made in 2014-15. |
| 1.999 | REVISED OPENING GROSS EXPENDITURE | 34,242 | 35,460 | 40,139 | 41,001 | 41,064 | | |
| 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 | 1,218 | 4,679 | 862 | 63 | -810 | Existing | Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme. |
| 5.999 | Subtotal Investments | 1,218 | 4,679 | 862 | 63 | -810 | | |
| 6 | SAVINGS | | | | | | | |
| 6.999 | Subtotal Savings | - | - | - | - | - | | |
| | TOTAL GROSS EXPENDITURE | 35,460 | 40,139 | 41,001 | 41,064 | 40,254 | | |
| 7 | FEES, CHARGES & RING-FENCED GRANTS | | | | | | | |
| 7.999 | Subtotal Fees, Charges & Ring-fenced Grants | - | - | - | - | - | | |
| | TOTAL NET EXPENDITURE | 35,460 | 40,139 | 41,001 | 41,064 | 40,254 | | |
| FUNDING SOURCES | | | | | | | | |
| 8 | FUNDING OF GROSS EXPENDITURE | | | | | | | |
| F/R.8.101 | Cash Limit Funding | -35,460 | -40,139 | -41,001 | -41,064 | -40,254 | Existing | Net spend funded from general grants, business rates and Council Tax. |
| 8.999 | TOTAL FUNDING OF GROSS EXPENDITURE | -35,460 | -40,139 | -41,001 | -41,064 | -40,254 | | |