



**What we do,  
and how we spend your money  
doing it**

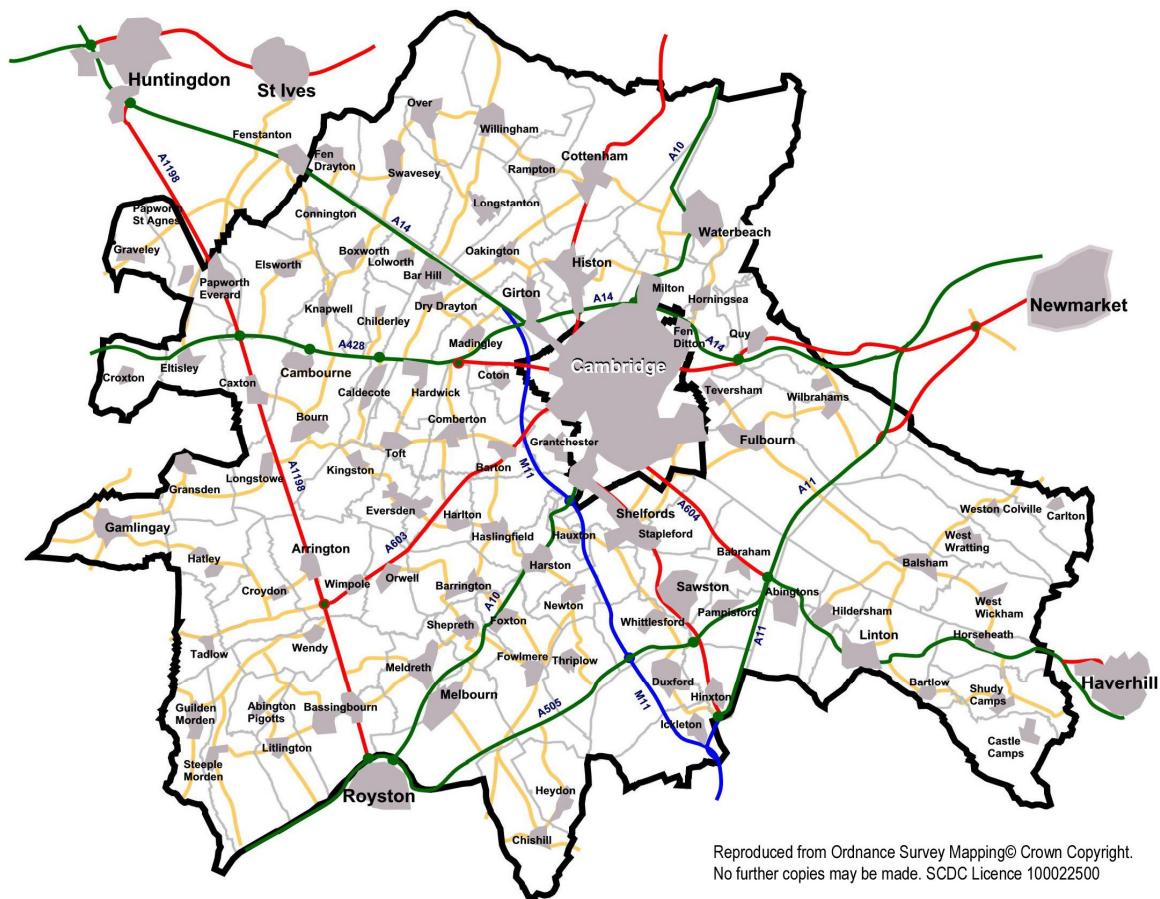
**506 employees,  
57 Councillors  
and £65 million,  
all working for you**

**for the year ending 31<sup>st</sup> March 2011**

---

## (A) Introduction

South Cambridgeshire District Council (SCDC) is an area of mainly rural countryside, surrounding the City of Cambridge like a doughnut. There are 102 villages and Parish Councils, and 142,000 people in this area.



SCDC is one of five areas of Local Government in Cambridgeshire, the others being Huntingdonshire District Council, East Cambridgeshire District Council, Fenland District Council and Cambridge City Council. All of these five councils are within the region of Cambridgeshire County Council.

Very broadly, the County Councils are responsible for the big areas of expenditure such as children's services (mainly schools), support for the elderly and disabled, roads and public transport and waste disposal, and Cambridgeshire's annual budget is nearly a billion pounds. A district council's main areas of responsibility are housing (including for some, like South Cambridgeshire, council housing), waste and recycling collection ('dustbin men'), planning (including consideration of applications) and licensing (pubs, etc.), but there are hundreds of other things that the Government requires District Councils to do; in total, SCDC's annual expenditure is about £65 million.

SCDC has 57 elected councillors, about one councillor per 2,500 population in the area. Their job is to represent the views of you, the electorate and the council tax payers, and to take decisions at full Council Meetings – these are mainly strategic or policy decisions. There are also a number of committees (Planning, Licensing etc.) which make specific and individual decisions on applications, etc.

To carry out its work, SCDC has around 500 employees (usually called “Officers”): however, many of these work part time hours. It also works with partner organisations and through outsourced contracts and contractors. Our own employees are located either at its offices in Cambourne (about 365 people) or at its depot in Waterbeach (about 135 people).

The vast majority of SCDC’s expenditure is on people, because that is the nature of its work. We have to pay for vehicles (mainly refuse freighters), utilities, information technology etc., but about 55% of our running costs are people-related. Therefore, in the accounts that follow, you should not be surprised to find that employee costs are amongst the most significant.

The purpose of this report is to help you understand where SCDC’s money comes from and how we spend it, and thereby to show you what we do – from the major items of headline-grabbing expenditure, to the scores of smaller things that we do, either because the Government requires us to do them, or because we choose to do so. We draw up our accounts to 31 March in each year, and this report looks at the year 2010/11 which ran to 31 March 2011.

This report has been prepared by the Corporate Governance Committee of SCDC with immeasurable assistance of the Officers, in particular Alex Colyer and Adrian Burns, to whom the Committee offers its grateful thanks.

## (B) Income

SCDC has three major sources of income:

### 1. Council tax

There are about 55,000 domestic properties in South Cambridgeshire. Under Government rules, they are split into 9 bands (A– to H) based on the value of the property in 1991– if it seems strange to you that we have to use such out-dated property valuations, it’s probably because council tax is such a “hot topic” that the politicians at Westminster have not dared to go near it since! We are required to set a council tax for a middle-sized property (Band D) and then the Government rules are that bigger/smaller properties pay a multiple/fraction of that. In 2010/11, the SCDC Band D Council Tax was £115.46 per property. The full figures were:

<i>Band</i>	<i>Value in [1991]</i>	<i>No. of properties in SCDC</i>	<i>Proportion paid by other Bands</i>	<i>SCDC Council Tax per property</i>	<i>Total Council tax raised</i>
A–	<£40k	8	5/9 <sup>ths</sup>	£64.14	nm
A	<£40k	1,849	6/9 <sup>ths</sup>	£76.97	£0.1m
B	£40–52k	5,530	7/9 <sup>ths</sup>	£89.80	£0.5m
C	£52–68k	17,262	8/9 <sup>ths</sup>	£102.63	£1.8m
D	£68–88k	10,370	9/9 <sup>ths</sup>	£115.46	£1.2m
E	£88–120k	9,764	11/9 <sup>ths</sup>	£141.12	£1.4m
F	£120–160k	6,579	13/9 <sup>ths</sup>	£166.78	£1.1m
G	£160–320k	3,666	15/9 <sup>ths</sup>	£192.43	£0.7m
H	>£320k	316	18/9 <sup>ths</sup>	£230.92	£0.1m
TOTAL		55,345			£6.9m

SCDC’s council tax is very low. Throughout England there are 201 shire districts (towns and cities are measured differently) whose council taxes range from £67.93 to £312.84 (average £165.83) and SCDC is the 13<sup>th</sup> lowest of these. You may think that is perhaps a good or perhaps a bad thing – on the one hand our council tax is low, on the other hand that gives us less income to spend on good works in our area.

When you get your council tax bill through the post, it is a single bill for the County Council, SCDC, your Parish Council, the Police Force and the Fire Brigade combined together. SCDC is responsible for sending out this bill and passing the amounts on to the other authorities. In 2010/11 for a Band D property, the make-up was:

County Council	£1,047.78	
SCDC	£115.46	i.e. 8% of the total
Parish Council	£61.81	average (ranging from nil to £114.18)
Police	£169.56	
Fire Brigade	£57.87	
<b>TOTAL</b>	<b>£1,452.48</b>	

SCDC employs 13 officers to send out the bills and collect payment. The overall cost of collecting is £0.704 million (see later for how we calculate costs) which is a cost met by SCDC. Nationally, 97.3% of bills were collected, but SCDC is more efficient than this and its 2010/11 collection rate was one of the best in the country at 99.35%, equivalent to an additional £ on the national rate.

## 2. Council house rents

SCDC has 5,464 council houses, bungalows and flats, including around 1,300 units of sheltered accommodation, which means that SCDC is directly responsible for about 10% of the residential property in its area. As we will explain later, about 52% of the rental income is paid over to the government and the balance is ring-fenced and can only be used for repairs and maintenance, etc., on the council properties themselves. Rents vary, of course, according to the value of and number of bedrooms in a property. SCDC sets its rents in line with government guidance. In essence, the government expects us to set our rents in a way that will gradually move council rents towards rents charged by housing associations for similar properties. Our council house rents are substantially below open-market levels.

We have:

<i>Type</i>	<i>Number</i>	<i>Average rent per week</i>	<i>Total rent collected p.a.</i>
1 bed	1,101	£67.17	£3.837m
2 bed	2,318	£76.65	£9.217m
3 bed	1,970	£82.94	£8.476m
4 or more beds	75	£93.42	£0.363m
Non-dwelling properties, e.g. garages			£0.349m
Charges for services and facilities <i>including service charges in sheltered accommodation</i>			£1.938m
<b>TOTAL</b>	<b>5,464</b>		<b>£24.180m</b>

We employ 5 people to manage the collection of this rent, at a cost of £0.145 million (see later for how we calculate costs) and our collection rate is good at 98.7%.

### 3. Income from Central Government

The government gives with one hand, and takes away with the other.

SCDC's Council Tax only covers very roughly half of the services that SCDC provides (excluding council houses), and the other half comes from a big grant from central government called the "Formula Grant", which in 2010/11 was £7.823 million.

On the other hand, the government takes away roughly half of the rent that SCDC receives from council houses. This is done on the grounds that SCDC is a relatively affluent area and can afford to make this payment, which is then re-distributed nationally to other districts which are less affluent.

#### Summary of major sources of income

Before summarising the three major sources of income, we should mention that SCDC, like all district councils which still manage their own council houses, is required to divide itself into two accounts:

- the General Fund, which receives the Council Tax and Formula Grant, and does everything apart from on-going general repairs and maintenance on council houses
- the Housing Revenue Account, which receives rents less the payment to the government, and pays for on-going general repairs and maintenance on council houses.

The summary for 2010/11 is:

<b>General Fund</b>		<b>Housing Revenue Account</b>	
Council tax	£6.9m	Council house rents and charges	£24.2m
Formula Grant from government	£7.8m	Payment to central government	-£11.7m
Available to be spent by SCDC	£14.7m	Available to be spent by SCDC	£12.5m

## (C) Accounting for people costs

When we look at what SCDC spends your money on, we could say “we spend £X million on this” and “we spend £Y million on that”, but in fact such a large proportion of SCDC’s costs are people-related, that it is probably easier to understand what we do if we say “we employed X number of people doing this” and “we employed Y number of people doing that”. That is the way in which the rest of this report is presented.

However, we first need to explain how we account for people costs. We have 448 employees (full-time-equivalents) and a total staff bill of £12.824 million. The ‘cost’ of a person is made up of three parts:

### (a) Their gross pay (wages/salaries) before deductions for income tax, national insurance, etc.

All SCDC staff are graded for salary purposes, and the following table gives an illustration of staff gross pay (wages/salaries). It is done on the basis of full-time equivalent (fte) i.e. if someone only works 1 day a week, then that person is counted as one-fifth or 0.2 for the purposes of the table below, to show a true comparison.

<i>Annual salary/wage</i>	<i>No. of employees (ftes)</i>	<i>Total cost £ million</i>
Less than £10,000	0	0.000
£10,000 – £19,999	89	1.645
£20,000 - £29,999	213	5.184
£30,000 - £39,999	89	3.066
£40,000 - £49,999	40	1.764
£50,000 - £59,999	9	0.495
£60,000 - £69,999	3	0.198
£70,000 - £79,999	2	0.150
£80,000 - £89,999	0	0.000
£90,000 - £99,999	1	0.099
£100,000 - £109,999	1	0.103
£110,000 - £119,999	0	0.000
£120,000 - £129,999	1	0.120
<b>TOTAL</b>	<b>448</b>	<b>12.824</b>

**(b) National Insurance costs**

This added £1.020 million or 8.0% of the total wage/salary bill. (The lower contracted out rate is payable in respect of most employees who are in the pension scheme).

**(c) Pension contribution**

Under government rules, all District Council staff are enrolled in a defined benefit pension fund (but staff may subsequently decide to opt out of the scheme) which, in SCDC's case, is part of a huge scheme covering all councils and many other bodies in Cambridgeshire. The scheme is administered by Cambridgeshire County Council and the investments are managed by external fund managers.

The pension fund is currently heavily in deficit. It has assets of £64 million, mainly bonds, stocks and shares; but the actuary's estimate of the present value of its liabilities – i.e. the cost of paying out all the pensions in the future – is £96 million. SCDC paid £2.762 million in annual and special employer contributions to the pension fund in 2010/11, or 21.7% of basic wages/salaries. Employees in the scheme also contribute between 5.5% and 7.5% of their salary.

In the accounts that follow, you will see reference to "allocated overheads". Our staff need to work in the Cambourne offices or Waterbeach depot, and they need heat, light, travel expenses, insurance, etc... all the normal costs of employing and managing people. These overheads are allocated to each person and, therefore, to the area in which they work.

In 2010/11, these overheads accounted to £3.5 million and arose from:

	Departments	Cambourne offices	Waterbeach depot	Central costs	Total
	£ million	£ million	£ million	£ million	£ million
Employee related				0.180	0.180
Premises	0.002	0.522	0.086		0.610
Transport	0.408				0.408
Supplies and services	1.175	0.076	0.021	0.087	1.359
Third party payments	0.648				0.648
Depreciation	0.208	0.166			0.374
Fees and charges	(0.043)				(0.043)
Government grants	(0.039)				(0.039)
Total	2.359	0.764	0.107	0.267	3.497



## **(D) Expenditure**

We shall now look at what SCDC does, and shall express it in terms of what our people do, as well as the financial cost of that. In organisational terms, SCDC is arranged in five key areas:

### **(1) Affordable Homes**

135 people look after the 5,464 Council House properties including Sheltered Accommodation that SCDC owns and runs:

- 12 people manage the process of allocating houses to applicants: they advise people on how to apply for a Council house, manage the choice based lettings process by which people are allocated their homes and provide housing advice and support to residents who need housing assistance or who are facing homelessness
- 12 people work with housing association partners and with the Council's Planning section to facilitate the building of new affordable homes in the District; keep abreast of policy changes and works closely with housing staff in other councils to ensure that the Council has the right strategies and policies in place to meet national requirements and to ensure best practice is being followed; work with tenants to assist them with participating in consultation exercises and other ways of working with the Council in the delivery of housing services. This team also includes the home improvement agency which provides services to the private sector residents administering disabled facilities grants and assisting them to maintain their quality of life in their own homes
- 11 people in Cambourne manage the process of keeping the houses in good repair. We split this into 'responsive repairs' (where the tenant contacts us needing a repair, and we respond to that request) and 'planned maintenance', where we plan a programme of, for example, up-grading old heating systems in a number of houses. This involves responding to requests from residents, making regular surveys, planning the maintenance cycle, dealing with contractors, etc.
- 17 people work at our Waterbeach depot, where we have a team of tradesmen, who are carpenters, plumbers and painters, and who carry out minor repairs. They split into 11 tradesmen and 5 supervisors/managers/office assistants. From April 2012, this team will transfer to a private contractor who will carry out the responsive repairs work on behalf of the Council.
- 11 people work in Housing Services. This team assists with the letting of new properties, deals with repairs requests and grounds maintenance requests, responds to reports of anti social behaviour and supports tenants to maintain their tenancies.
- 55 people look after our Sheltered Housing. This team comprises a manager, 4 specialist staff and 30 officers who provide housing support to elderly residents, carrying out support

needs assessments and ensuring that the services needed are in place to maintain independent living. There are also around, 17 cleaners for the 42 sheltered housing communal rooms.

- 3 people look after the asset management database, keeping track of the £5 million of repair and maintenance works, processing invoices and helping to plan for future works
- 3 people look after the County Council owned travellers sites, collecting rents, organising repairs and dealing with lettings.
- 3 people look after the Council's leasehold properties including handling land and property sales.
- 1 corporate and 1 senior manager looks after the whole function. This senior manager also manages a team of 3 catering staff, 2 caretakers and a facilities manager that looks after the Cambourne offices.

Who pays for these 135 people? The answer is: mostly, the tenants themselves. Most of this area falls within the "Housing Revenue Account" and is this paid for by the rents that the tenants pay (less a payment to central government, as explained above). However, the Council's work providing housing and homeless advice, its work with housing associations and some aspects of the lettings system are paid for by Council Tax. In addition some of work of the sheltered housing service is paid for by money from the County Council's Supporting People budget.

For every £1 collected in rent, over 52p goes back to the Government, 38p is spent on repairs and maintenance and around 8p on staffing, administration and accommodation costs.

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		2.721
**Overheads		0.265
		<hr/>
		2.986
Recharged to Housing Revenue Account	2.309	-2.309
*Cost of other staff out providing services	0.944	0.000
Direct costs, e.g. property, transport, supplies and services	3.944	0.593
Depreciation / financing	4.573	0.089
Fees and charges and other income	-1.793	-0.860
Government grant	0.000	-0.069
	<hr/>	<hr/>
	9.977	0.430

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document

## **(2) Planning & New Communities**

76 people work in “Planning and New Communities”:

- 8 people work in “planning policy”. It is Government policy – and sensible – that planning applications should not be considered randomly, but instead against a policy framework. Much policy is handed-down by central government, but SCDC is required to, and wants to, draw up its own policies at a local level. These range from Major “Local Development Frameworks” which govern how thousands of houses will be built over the next few decades, to other more specific and localised policies. Because this is a complicated area and because we consult extensively, it involves a lot of people on it.
- 6 people work in “urban design” working on major developments, including fringe sites, and developing design guides with developers to ensure these developments have high quality design of buildings, street scene and open spaces
- 15 people work in “New Communities”. They process the enormous planning applications, from developers building huge developments like Cambourne, Northstowe, Orchard Park and Trumpington Meadows where, as the name suggests, it is not just a question of a few new houses, but the creation of a whole new community. These planning applications are initially very complicated and can take many years to process. This section also provide district wide services such as economic development and support for businesses during the economic downturn, sustainability - with a parish energy project with 29 groups to reduce carbon emissions - and sports and arts development
- 3 people look after “section 106 agreements”, which are named after a section in an Act of Parliament, and involves a developer promising to make a contribution – for example, if a developer builds hundreds of new houses, they must also perhaps build a primary school, put in playing facilities, perhaps contribute to new roads etc. All of these promises need to be agreed and legally written down before the planning permission is given, and involve extensive negotiation.
- 23 people work in the “Planning Department” and process all the planning applications other than those for new communities. This is a huge area for us: each year, there are about 2,000 planning applications with SCDC. Most of these are relatively clear-cut or un-contentious, and can be agreed (or are refused) by these 23 officers. The remainder are reported to the Planning Committee, which consists of Elected Councillors, for them to consider.
- 5 people work in the Conservation Service, which is allied to Planning. If your planning application is to a Listed Property or in a Conservation Area, these 5 people will comment on it

as part of the planning process. They cover 85 conservation areas and 2,660 listed buildings, together with 5 old churches/churchyards

- 6 other people come under the Conservation Service mentioned previously, with specific roles: 2 tree officers deal with new tree protection orders and process applications to prune and cut down trees that have protection orders or are in conservation areas; 3 landscape officers ensure high quality landscaping and open spaces in new developments including care homes and 1 ecology officer ensures proper account is taken of wildlife and nature conservation in new developments and conversions such as the swifts at Fulbourn and the new country park at Trumpington Meadows with the award winning River Cam project. They also support community projects including planting new orchards
- 1 person works on planning appeals in an administrative and co-ordinating role to ensure we meet all our deadlines in responding to appeals and hearings as some of SCDC's planning decisions are disputed and taken up to an external appeal by the applicant.
- 4 people work on "Planning enforcement", which is where house owners or builders do work without permission, and the work needs reversing or the person taken to Court. They also ensure that authorised work is carried out in accordance with the planning consent
- The whole department has 1 corporate manager and 4 administrative assistants.

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		3.572
**Overheads		<u>0.584</u>
		4.156
Recharged to Housing Revenue Account	0.007	-0.007
*Cost of other staff out providing services		0.000
Direct costs, e.g. property, transport, supplies and services		0.928
Depreciation / financing		0.106
Fees and charges and other income		-2.536
Government grant		<u>-0.017</u>
		<u>2.630</u>

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document

### **(3) Health and Environmental Services**

157 people look after waste collection (principally black, green and blue bin collection) and other aspects of the environment of South Cambridgeshire. Note that whilst SCDC is responsible for *collecting* waste (e.g., dustcarts collecting from your home, or from offices etc) we are not responsible for *processing* or *disposing* of it: instead, we take the waste to a facility at Waterbeach that is managed by the County Council and a private sector operator, and they look after the processing and disposal.

- 48 dustbin men (and yes, they are all men, although we welcome job applications from women when a vacancy arises) work at SCDC's depot at Waterbeach, together with 2 people specialising in collecting clinical waste from hospitals, and 1 supervisor.
- 54 people and 1 supervisor who clean the streets and empty the blue recycling bins
- 12 people support the refuse and recycling services
- 9 people work in "Licensing". SCDC is responsible for the licensing of taxis and private hire vehicles, premises, events, pubs, social clubs and restaurants and other establishments. The licensing of alcoholic premises was transferred from the magistrates courts to district councils in 2005. The team is involved in advising applicants and dealing with enforcement issues across all areas of licensing.
- 2 people work in "Pest Control", and to ensure our streets, buildings and sewers are as free as possible from mice, rats and other vermin
- 21 people and 1 manager work in "Health protection". SCDC has responsibility for ensuring that its residents' health is protected. Of the 21 people:
  - 6 people work in Environmental Protection, and investigate statutory nuisances such as noise, odour and dust, and enforce standards in private sector housing including houses in multiple occupation
  - 6 people work in Food Control and Health & Safety to advise and check on food hygiene in and cleanliness of catering and food premises
  - 5 people work in specialist roles monitoring air quality, identifying and remediating contaminated land, responding to planning consultations to mitigate the health and environmental impacts of new development and supporting the new public health agenda.
  - 4 people look after "Drainage and watercourses". This is a wonderful hang-over from the distant past, but still important today! In the late 18<sup>th</sup> and early 19<sup>th</sup> centuries, when the Enclosure Acts resulted in open land being enclosed by hedges and ditches to form field boundaries, the then council was awarded statutory responsibility for keeping certain ditches clear. Today, three centuries later, SCDC still has this responsibility! We are

obliged to look after about 175 miles of ditch in 45 parishes and 1 manager (in our Cambourne offices) and 3 operatives (based at our Waterbeach depot) do this.

- 1 person advises on health and safety
- 3 administrative assistants and one manager maintaining the records and databases supporting operational services
- And 1 corporate manager who looks after the whole function

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		1.791
**Overheads		<u>0.353</u>
		2.144
Recharged to Housing Revenue Account	0.026	-0.026
*Cost of other staff out providing services		2.109
Direct costs, e.g. property, transport, supplies and services		2.846
Depreciation / financing		0.166
Fees and charges and other income		-1.704
Government grant		<u>0.000</u>
		<u>5.535</u>

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document

#### **(4) Corporate services**

117 people look after the financial and administrative back-up that you would expect of any major organisation.

- 23 people look after Council Tax and Housing Benefits. SCDC is responsible for processing applications for council tax and housing benefit and making the payments. In 2010/11, around 12,000 claims in South Cambridgeshire totalled approximately £29 million in benefits. All the money that is paid out comes from central government, so it just passes through SCDC's hands and does not come out of the Council Tax, etc. In the accounts that follow, you will therefore see the housing benefit itself, on a pass-through basis as expenditure and income, and you will see the costs of our employees who process the claims. We receive a grant from the government but this only covers just over half of our costs. We have:
  - 15 people who process housing benefit claims
  - 5 people who investigate cases of suspected housing benefit fraud, and mount any necessary prosecutions.
  - 3 senior staff
- 15 people in accounts, treasury management, procurement, insurance and risk management
- 9 people in human resources and payroll
- 22 people in IT providing the internal computer infrastructure vital to all organisations and the public face of the Council in terms of its website
- 6 people in our legal department
- 4 people who maintain the land charges register of planning approvals, planning notices, general and specific financial charges, etc., and deal with search requests from solicitors, etc.
- 5 people in "democratic services" who organise the council meetings and committees, publish agendas, take minutes, and organise elections.
- 10 people who collect our rents, mainly council house rents, and deal with debt recovery
- 11 people who administer council tax, check premises and send out bills

- 6 people who administer the allocation of income and the collection of sundry fees and charges, including service charges and supporting people income
- 1 person dealing with the computer systems for council tax, benefits, rents and business rates
- 4 people who deal with customer service, complaints and compliments for the Council, which achieved customer service excellence accreditation in 2011

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		4.036
**Overheads		1.479
		<u>5.515</u>
Recharged to Housing Revenue Account	0.554	-0.554
*Cost of other staff out providing services		0.300
Direct costs, e.g. property, transport, supplies and services		1.577
Benefits		29.364
Depreciation / financing		0.002
Fees and charges and other income		-1.281
Government grant		-0.724
Government grant - Benefits		<u>-29.556</u>
		<u>4.643</u>

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document



**(5) Community & Customer Services** - of these 16 people:

- 2 people administer all elections in the district including district council, county council and European elections, as well as one off elections such as the recent referendum in 2011 and the forthcoming election for a Police and Crime Commissioner (in late 2012)
- 3 people (although 2 full time equivalents as two people job share) manage all internal and external communications, including the highly regarded South Cambs magazine, on-going communication support to key council projects (for example the new Blue Bin roll out) and proactive information giving and sharing around our services.
- 3 people works very closely with the Police and other agencies to support our Crime and Disorder Reduction Partnership (CDRP), carry out one off community safety projects (for example the recent distribution of speed stickers for bins to Parish Councils) and investigate reports of anti social behaviour from residents.
- 3 people support all the partnerships that SCDC has with other authorities, agencies and voluntary sector groups across the district. This includes running a number of our grants schemes, working with and supporting our parish councils and leading work on projects such as community transport.
- 4 people look after our consultation panel (to ensure that residents are consulted on both the work we do and their satisfaction with it), collecting performance information so we can ensure we are giving the best service we can to our residents and co-ordinating projects across the authority to ensure that they are on time and providing the outcomes for residents they were intended to. This team also works with councillors to run the scrutiny function of the authority, enabling councillors to scrutinise the work of both the cabinet and other agencies.
- And 1 corporate manager who looks after the whole function

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		0.795
**Overheads		0.650
		<hr/> 1.445
Recharged to Housing Revenue Account	0.096	-0.096
*Cost of other staff out providing services		0.000
Direct costs, e.g. property, transport, supplies and services		0.529
Depreciation / financing		0.000
Fees and charges and other income		-0.192
Government grant		-0.084
		<hr/> 1.602

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document

## **(6) Senior management**

We have 1 Chief Executive, 2 Executive Directors and their 2 Personal Assistants, who oversee everything.

The accounts for this area are:	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
*Costs of the officers at Cambourne and Waterbeach		0.691
**Overheads		<u>0.046</u>
		0.737
Recharged to Housing Revenue Account	0.016	<u>-0.016</u>
		<u>0.721</u>

\* Salaries, wages, National Insurance, pensions, as discussed earlier in this document

\*\* See discussion of 'overheads' earlier in this document

## (E) Summary accounts

We can summarise SCDC's 2010/11 accounts as:

	Charges to Housing Revenue Account £ million	Charged to General Fund £ million
<b>MAJOR SOURCES OF INCOME</b>		
Council tax		-6.827
Formula grant from the government		-7.823
Council house rents	-21.893	
Less payment to the government	11.672	
	-10.221	-14.650
<b>EXPENDITURE AND OTHER INCOME</b>		
All Departments		
*Costs of the officers at Cambourne and Waterbeach		13.606
**Overheads		3.377
		16.983
Recharged to Housing Revenue Account	3.008	-3.008
*Cost of other staff out providing services	0.944	2.409
Direct costs, e.g. property, transport, supplies and services	3.944	6.473
	7.896	22.857
Benefits	0.000	29.364
Depreciation / financing	4.573	0.363
	12.469	52.584
<b>INCOME</b>		
Fees and charges and other income	-1.793	-6.573
Government grant	0.000	-0.894
Government grant - Benefits	0.000	-29.556
	10.676	15.561
Financing, operating and other adjustments, e.g. reversal of depreciation	0.000	-1.169
	10.676	14.392
* Salaries, wages, National Insurance, pensions, as discussed earlier in this document		
** See discussion of 'overheads' earlier in this document		
<b>MAJOR SOURCES OF INCOME (as above)</b>	-10.221	-14.650
<b>EXPENDITURE AND OTHER INCOME (as above)</b>	10.676	14.392
<b>SURPLUS ( - ) / DEFICIT FOR THE YEAR</b>	0.455	-0.258

The full Statement of Accounts is a technical 86 page document complying with international financial reporting standards complete with an unqualified audit opinion and is available on the Council's website:

[http://www.scams.gov.uk/documents/retrieve.htm?pk\\_document=910485](http://www.scams.gov.uk/documents/retrieve.htm?pk_document=910485)