

**FOURTH SIX MONTHLY SCRUTINY AND OVERVIEW COMMITTEE REPORT TO
COUNCIL 20TH APRIL 2004**

1.0 PURPOSE OF THE REPORT

- 1.1 The Constitution requires the Scrutiny Committee to “report twice a year to full Council on its current programme of scrutiny performance review and the performance of the Executive based on the Best Value Performance Plan (BVPP) or other objective criteria, and confirm its scrutiny and performance review programme”.
- 1.2 This is the fourth six-monthly report and covers the period from November 2003 to April 2004.
- 1.3 The report:
- a) Summarises the issues considered by the Committee
 - b) Suggests options for improving the effectiveness of Scrutiny Committee
 - c) Comments on the overall effectiveness of the Cabinet and Council

2.0 THE ISSUES CONSIDERED BY THE COMMITTEE

2.1 Public Questions

- 2.1.1 Public questions have been heard on two subjects:

High Court Appeal: Planning Permission 307 Huntingdon Road

- 2.1.2 Background: The Council were being asked by representatives of X-Cape to help fund the High Court Appeal of the decision taken by the ODPM to overrule the verdict of the inspector and the District Council and allow planning permission for a primate laboratory at 307 Huntingdon Road on the grounds of “national interest”.

- 2.1.3 Outcome: This issue was passed to the Chairman of the Development and Conservation Control Committee who was responsible for the decision. However, days after the meeting Cambridge University announced that they would not be developing 307 Huntingdon Road due to a lack of funds. On the suggestion of the Chairman of Scrutiny and Overview, Council agreed to write to the Office of the Deputy Prime Minister asking for a definition of “national interest”, generally and in the context of 307 Huntingdon Road.

Green Box Collection of Recyclable Waste

- 2.1.4 Background: Residents and parish councils from villages in the West of the District requested an explanation for the late collection of their green boxes after Christmas and asked for assurances that this would not reoccur in the future.

- 2.1.5 Outcome: Representatives from Cleanaway offered to attend Parish Council meetings to explain why collections had been delayed over the Christmas period and they also volunteered to write a short article for the various parish magazines. Cleanaway have been provided with the relevant contact information and the communication issue is under discussion by our Information Section and Environmental Health Department.

2.2 External Scrutiny

Arts Council England, East – Rural Touring

2.2.1 **Background:** On 12th February 2004 the Committee discussed a report on Arts Council England, East (ACE) and the effect their change in funding policy would have on the Arts in Cambs on Tour(ACT).

2.2.2 **Outcome:** As a result the Committee:

- wrote a letter to ACE asking them to explain their new funding policy. A response was received and is being considered by the Chairman.
- Recommended that an Advisory Group be set up to discuss the next District Arts Strategy 2005-2010. A report will be sent to Cabinet in the near future.
- Recommended that a letter be sent to the other local authorities who were part of the partnership project that formed ACT, to obtain their views regarding funding. No responses have been received yet.

Update on the Council's Occupational Therapy (OT) Referral Process

2.2.3 On 20th November 2003 the Committee were given an update on the Council's OT referral process. The Committee recommended that funding be agreed for the Council's Occupational Therapist. Cabinet concurred with this recommendation and Council agreed to fund the post.

Presentation on the Disability Discrimination Act

2.2.4 On 20th November 2003 the Committee heard a presentation on the Disability Discrimination Act. Members were informed of the responsibilities of the local authorities and businesses within the District. It was noted that there were nearly 20,000 disabled people in South Cambridgeshire.

2.3 Other Ongoing Issues

Section 106 Agreement at Cambourne

2.3.1 **Background:** The Cambourne Section 106 Agreement bound the developers to provide a range of facilities by the occupation of 1,000 houses. On 20th November 2003 the Committee heard a verbal report on a meeting with developers regarding the provision of ten facilities that were guaranteed under the Section 106 agreement but were yet to be provided.

2.3.2 **Outcome:** The Committee fully endorsed the officer decision to withhold planning permission and approvals of details of reserved matters for market housing in Cambourne until completion or substantial progress was made on the facilities promised under the Section 106 Agreement. The Committee recommended that the Development and Conservation Control Committee decide all future decisions on permissions and approvals at Cambourne. This was agreed by the Development and Conservation Control Committee, which now reviews this on a monthly basis.

Advice on Section 106 Agreements

2.3.3 **Background:** In follow up to public questions received from Caldecote Parish Council discussed in October, the Committee asked the Head of Legal Services to provide advice to parish councils on Section 106 Agreements. He

produced a document which was discussed by the Committee on 11th March 2004.

- 2.3.4 **Outcome:** The Committee agreed that the Grounds Maintenance Task and Finish Group address the issue of advising parish councils on Section 106 Agreements, in particular the issue of preparing a “plain English” version of the “Note in Respect of Proposed Section 106 Agreements”, which should include references to the legally worded original.

Update Reports on Staff Sickness and Staff Turnover

- 2.3.5 **Background:** The Committee has monitored staff sickness and turnover regularly since November 2002 as they relate to two Performance Indicators which the Council has been underperforming in. The Committee last discussed these issues at its meeting in January to monitor progress made.

- 2.3.6 **Outcome:** It was noted that there had been an improvement in staff turnover, with a decrease in the number of staff leaving the Council. A feasibility study into immunisation jabs for staff was requested. The meeting on 22nd January 2004 recommended that the Resources and Staffing portfolio holder authorise the offering of flu jabs for staff in time for the winter of 2004/05. As a result the portfolio holder agreed in March that all staff should be offered flu inoculations for the winter of 2004/05.

New Waste Collection Scheme

- 2.3.7 **Background:** The Council implemented a new waste collection scheme, switching from the use of bags to wheeled bins, in late summer 2003 and this Committee continues to monitor the impressive progress made.

- 2.3.8 **Outcome:** The Committee received a detailed verbal report on 22nd January 2004, which highlighted the achievements of the scheme, the way in which complaints are dealt with and the prospects for extra recycling in the future. The Committee will play a part in the formal review of the new scheme later in 2004.

Meeting Dates of the Committee

- 2.3.9 **Background:** It was noted that it would be easier to inform public and partners when the Council’s monthly meetings would be if they were on a set day each month.

- 2.3.10 **Outcome:** The Committee decided to meet on the third Thursday in every month for the municipal year 2004/05. Cabinet will meet on the second Thursday and Council on the fourth Thursday. This should make it easier for Members, Officers, the public and all stakeholders to remember when these meetings will be held.

Scrutiny and Overview Handbook

- 2.3.11 **Background:** The Committee amended two drafts of the Scrutiny Handbook designed to give members a brief guide to the workings of the Committee.

- 2.3.12 **Outcome:** The Committee formally agreed the Scrutiny Handbook, which has been circulated to all Members and will form part of the induction pack for new members elected in June 2004.

3.0 SCRUTINY TRAINING

- 3.1.1 The Committee commissioned Mike Mosley, the Deputy Chief Executive of the East of England Regional Assembly, to analyse the Committee's performance on 18th December. This report was discussed at the meeting on 22nd January 2004. His main criticisms and the Committee response to them are highlighted below.

The Size of the Agenda

- 3.1.2 Comment from Mr Mosley: The agenda needed to be more concise and the reports were too long.
- 3.1.3 Response from Committee: So far the number of pages for agendas in 2004 have been less than the number in December's meeting. There has been an effort to keep reports focused. This includes progress reports on the implementation of Best Value Reviews, which had been directly criticised by Mr Mosley.

The Focus of the Agenda

- 3.1.4 Comment from Mr Mosley: The agenda was not linked to the Council's Priorities and the origin of reports was unclear.
- 3.1.5 Response from Committee: The agenda front page now depicts the relevancy of the reports to the Council's corporate objectives, annual priorities and performance indicators. The front page also shows who requested the report and when. This allows the Committee to focus on issues relevant to the Council.

Setting Up of Sub-Groups

- 3.1.6 Comment from Mr Mosley: The Committee should consider delegating minor issues to sub-committees or working groups.
- 3.1.7 Response from Committee: The Committee has set up its first Task Group to discuss the issue of Grounds Maintenance, which sent out a questionnaire to all 102 Parish Councils. So far 48 responses have been received and are being analysed by the Group, which will report to the Committee on 15th April.

Operating Under the New Political Structures

- 3.1.8 Comment from Mr Mosley: The Committee still debated issues as if the Council was under the old Committee system.
- 3.1.9 Response from the Committee: The Chairman insists Members put questions to interviewees, rather than making statements. It is possible that developing a report template for the Committee could help to further address this problem.

4.0 BEST VALUE REVIEWS

- 4.1 On 29th May 2003 the Committee agreed it should receive progress reports on Best Value reviews from the relevant Lead Officer 12 months after the conclusion of the review. The following progress reports were received in the last six months:
- Update Report On Land Charges Best Value Review
 - Update Report On The Community Safety Best Value Review
 - Implementation Of The Sustainability Best Value Review

- 4.2 The Committee received a report on the Access to Services Best Value Review on 20th November 2003. This review recommended that the 2004/05 budget include provision for the following:
- A Website Development Officer.
 - A Customer Services Manager.
 - Joint work with the Local Strategic Partnership to develop customer services.

5.0 PROGRESS BEING MADE BY THE EXECUTIVE

- 5.1 The Scrutiny Committee aims to make constructive and objective comments on the effectiveness of the Executive by playing the role of “critical friend”.

5.2 Call-Ins

- 5.2.1 No call-ins have been made during this six month period. However, the issue of awarding grants for children’s play equipment was discussed by the Committee as a result of Councillors expressing an interest in calling in a decision made by the portfolio holder for Community Development. The play equipment issue was fully discussed and the Committee decided, on a split vote, not to ask the portfolio holder to review the current policy.

5.3 Scrutinising the Budget

- 5.3.1 Background: The Review of the Continuous Improvement Plans (CIPs) took place on 27th November 2003 and a discussion on the Revenue and Capital Estimates took place on 12th February 2004.
- 5.3.2 Outcome: Although much useful information was forthcoming the Committee failed to exercise any real influence over Cabinet’s subsequent decisions. This is because Management Team completely changed the process regarding recommendations from Scrutiny to Cabinet. This undermined the scrutiny process and steps need to be taken to ensure this does not reoccur.
- 5.3.3 The rise in the cost of recharges to the portfolio holders’ budgets made it difficult to ascertain where savings had been made. As a result the Committee received a report on the recharging of staffing and central overhead account (including IT costs) to the portfolio budgets at its meeting on 4th March. The Committee recommended training to all members.
- 5.3.4 Suggestions for Improvement: The scrutiny of the budgetary process has come in for criticism. The Committee might wish to consider setting up a sub-Group to review this process and report back to the Committee.

5.4 Advisory Groups

- 5.4.1 Background: The Committee understands that Advisory Groups carry out reviews of policy at the Council. However, concern has been expressed at the refusal by portfolio holders to set up Advisory Groups at the request of the Committee.

- 5.4.2 Suggestions for Improvement: The Committee notes that it has the power to set up sub-Groups, but there are concerns regarding clarity of aims and responsibilities if Scrutiny and Overview Sub-Groups carry out the same work as Advisory Groups.

5.5 Members of Cabinet

- 5.5.1 Background: Since its inception in May 2001 only 9 Councillors have filled the 8 posts in the Cabinet. There is concern that the gap between executive and non-executive members is growing and the Council will experience difficulties in replacing members of the executive.
- 5.5.2 Suggestions for Improvement: Non-executive members should be encouraged to attend meetings of Cabinet. All members should work together to ensure that non-executive members attend portfolio holder meetings.

6.0 MONITORING OF COUNCIL PRIORITIES

6.1 Priority Performance Indicator

- 6.1.1 The Council's priority performance indicators are listed in Appendix A. It is predicted that the Council will fail to achieve 6 out of the 14 targets for these PIs. The Committee gives serious consideration to analysing these failures at future meetings as it has done over the last two years and a summary of the Committee's previous discussions is included in the final column.
- 6.1.2 Out of the 14 priority PIs the Council has improved in 7 has stayed the same in 4 and got worse in only 1. There was no prior data for 2 priority PIs as they were both new for 2003/04. Overall the Council's performance is improving.

6.2 Annual Priorities

- 6.2.1 Progress made on the Council's 10 Annual Priorities is listed in Appendix B. Although key milestones are being met in most areas, the Council have failed to deliver on the following pledges:
- The New Planning System, which was planned for March 2004 will not be implemented until early 2005
 - The new elections system has been delayed, although this will not affect the elections in June 2004
 - Additional highways work has further delayed final agreement on the Cambridge Northern Fringe master plan. This work will take 6 months
 - Delay in the implementation of the Community Strategy for Climate Change
- 6.2.2 However, it is expected the Council will achieve all 10 annual priorities by year end or shortly after. This is a considerable achievement considering the amount of work involved.

6.3 Performance Indicators Online

- 6.3.1 From July 2004 the Performance Indicator Management and Monitoring System (PIMMS) will be entered onto the Council's web site. This will allow

officers, members and the public to examine the Council's performance across the services and so will aid the scrutiny process.

7.0 CONCLUSION

- 7.1 The Scrutiny Committee has now been in place for almost two years and continues to make progress. It was clear from the Scrutiny Training held on 16th October 2003 that many of the non-executive members felt disempowered. The Scrutiny and Overview Committee has an integral part to play in empowering non-executive members and this can only be achieved by generating a more effective working relationship with the executive, where the roles of the Committee, Cabinet and portfolio holders are accepted and understood by all.
- 7.2 The executive cannot possibly examine all the relevant information to the decisions they take and the Committee should aim to back-up their recommendations with incontrovertible facts. It is imperative that the Committee is able to sway the opinion of the executive, but so far there has been little evidence of this.
- 7.3 The discussion of CIP bids and the Review and Capital Estimates needs to be reviewed. The Committee spent the majority of two meetings on these two issues but there is no evidence that any of the recommendations by the Committee influenced the debates at Cabinet and Council.
- 7.4 Cabinet discussion can be meandering and repetitive. More structure needs to be brought to the meetings.

Councillor Sebastian Kindersley
Chairman, Scrutiny and Overview Committee

THE 14 PRIORITY 2003/2004 PERFORMANCE INDICATOR TARGETS

#	Description	Last Year		Current Year		Extra Information		
		02/03		03/04		Reasons why target will not be achieved	Remedial Action	Discussed by the Committee this Municipal Year?
		Target	Actual	Target	End of year estimate			
BV 183i	Average weeks in B&B of households, which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	3	5	3	5	This PI relates to those families leaving temporary accommodation that previously spent some time in B&B. It is therefore a historical figure, which we are unable to affect. Recent evidence suggests that the target was too ambitious, although the trend is one of improvement. The Continuous Improvement Plan (CIP) bid for an additional officer was refused.	It is expected that the more realistic targets of 2005/06 will be achieved.	27 th November the Committee recommended that Cabinet reject the CIP bid for an additional officer. It was suggested that internal reorganisation could produce the hours necessary for the post.
BV 183ii	Average weeks in hostels of households, which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	26	36	26	36	There has been no significant improvement in this PI. A CIP bid for an additional officer was unsuccessful.	It is expected that the more realistic targets of 2005/06 will be achieved.	27 th November the Committee recommended that Cabinet reject the CIP bid for an additional officer. It was suggested that internal reorganisation could produce the hours necessary for the post.

SH 316	% of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days.	80 %	75 %	85 %	82 %	The end of year estimate has been revised downwards, which has resulted in it falling below the target figure.	The target for 2005/06 has been revised, but is still challenging. It is expected that it will be achieved.	Briefly discussed on 29 th May 2003
BV185	% of appointments made which the authority kept	85 %	77 %	85 %	85 %			
SH308	Average number of calendar days to re-let properties	40	42	35	42	There has been a change in emphasis for servicing gas and electrical appliances in advance of releasing properties for works, which has increased total turnaround periods.	The target will be reviewed as a consequence of this change in servicing	Not discussed
BV63	Energy Efficiency – average SAP rating of LA owned dwellings	60	60	60	60			
BV 309	The % of urgent repairs completed on time	96%	89 %	93 %	94 %			
BV8	% of invoices for commercial goods and services that were paid by the Authority within 30 days	95 %	93 %	97 %	94.5 %	The end of year performance is likely to be 94.5%. In some circumstances this may be beyond the Council's control.	Officers who certify late invoices are being informed.	At meeting on 17 th September the following issues were raised: <ul style="list-style-type: none"> • Date stamping • Implementation of the Financial Management System • Informing officers of the target
SF707	% of variation between General Fund outturn and original budget	New	New	< 5%	Not known		Monthly budgetary control reports have been prepared to monitor any slippage	This specific issue has not been discussed by the Committee

#	Description	Last Year		Current Year		Extra Information		
		02/03		03/04		Reasons why target will not be achieved	Remedial Action	Discussed by the Committee this Municipal Year?
		Target	Actual	Target	End of year estimate			
							in the revised estimate 2003/04 so that corrective action can be considered.	
BV12	The number of days lost to sickness absence.	8.6	10.2	7.6	10.6	This estimate is based on the 9 month figure.	HR is working with managers to identify reasons for above average sickness rates in sections of the Council. A new form to aid information gathering will be in place by the end of March 2004.	On <u>20th November 2003</u> request was made for a % breakdown On <u>22nd January 2004</u> the Committee recommended flu jabs for staff for the winter of 2004/05 to help tackle staff sickness.
SX5	Voluntary leavers as % of staff in post (Was BV 13).	20%	12 %	20 %	10 %			
SX 20	% staff with completed staff appraisal	60 %	74 %	100 %	100 %			
BV 157	% interactions that are enabled for electronic delivery	30 %	30 %	60 %	60 %			
SH 311	The number of affordable, key sector and general needs housing provided through all means.	New	New	474	209	The annual target was wrong as it doubled counted units which were funded by the Sheltered Housing Initiatives (SHI).	The target for 2004/05 will be revised accordingly.	In June 2003 it was suggested that affordable housing be one of the Council's priorities. On <u>27th November 2003</u> the Committee recommended that Cabinet reject CIP bid for

#	Description	Last Year		Current Year		Extra Information		
		02/03		03/04		Reasons why target will not be achieved	Remedial Action	Discussed by the Committee this Municipal Year?
		Target	Actual	Target	End of year estimate			
								a Housing officer and CIP bid for extra rural affordable housing

Progress on Annual Priorities 03/04 at end of January 2004

Priority 1: To provide high quality accessible services to the public by working with the County Council to set up the Contact Centre; establishing the new Cambridge Office; and implementing the Council's IEG statement.

Portfolio holder: Staffing and Resources

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
New financial systems live	April 03	P Smith	YES Except NNDR	Initial difficulties with Council Tax conversion	NNDR March 04
Council Website accessible through Cambridgeshire Community Portal	June 03	S Rayment	NO	The County Council is still behind the implementation schedule. Their revised date of 1/11/03 slipped to January 2004, which has again slipped. It is anticipated that the March 2004 date will be met.	31 st March
Implementation of new Planning system	Mar 04	P Grainger	NO	Implementation date deferred until after the Cambourne move, and completion of data cleansing with respect to the LPG.	Early 05
Implementation of new Elections system	Mar 04	G Sissons	Probably	Evaluation of the test CAPS system has not been completed due to some technical and usability problems. An interim solution of upgrading the current system is underway to cope with the immediate requirement.	June 04
Implementation of new HR/Payroll system	April 04	G Sissons	YES	HR will be implemented by the target date if possible, but it is subject to common scheduling with the consortium. Payroll will be transferred after HR.	

Priority 2: To approve and implement new arrangements for an integrated refuse collection and recycling service to meet the needs of residents and achieve national recycling targets.

Portfolio Holder: Environmental Health

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Complete Waste Management and Street Cleaning BV review	Dec 2003	D Robinson	NO	New refuse and recycling service has diverted staff resource.	July 2004

Priority 3: To achieve a development plan framework, which balances the economic, social and environmental needs of South Cambs and meets the aims of the Corporate and Community Strategies.

Portfolio Holder: Planning and Economic Development

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO – Brief reason for non achievement	Revised date
Deposit Local Plan approved	July 2003	K Miles	YES	Approved Feb 04	
Cambridge Southern Fringe master plan agreed	July 2003	K Miles	NO		May 2004
Cambridge Northern Fringe master plan agreed	Dec 2003	K Miles	NO	We have had to commission additional highways work, which will take 6 months. This has resulted in a further delay.	September 2004
Marshalls North Works and North of Newmarket Road master plan agreed	March 2004	K Miles	NO		May 2004
Public Local Inquiry into Local Plan objections	Jan 2005	K Miles	UNKNOWN	We will not know until the first half of 2004 how the Regulations will be finalised.	UNKNOWN
Adoption of Local Plan as Local Development Framework	March 2006	K Miles	UNKNOWN	We will not know until the first half of 2004 how the Regulations will be finalised.	UNKNOWN

Priority 4: To establish effective working arrangements for the LSP and adopt a Community Strategy with LSP partners.

Portfolio Holder: Sustainability and Community Strategy

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Consultation on draft Community Strategy/priorities	June / July 03	S McIntosh	YES	Took place in Sep 03	
Adopt first Community Strategy	Sept 03	S McIntosh	NO		April 04
Publish Community Strategy	Oct 03	S McIntosh	NO	Strategy will be available from April 04. However LSP has decided to launch it in conjunction with Local Public Service Agreement (LPSA) in Autumn 2004.	Autumn 04
Develop implementation plans with partner organisations/theme groups	Nov / Dec 03	S McIntosh	NO		May/June 04
Review SCDC Corporate Strategy in light of Community Strategy	Jan 04	P Swift	NO	Awaiting adoption of Community Strategy	April/May 04

Priority 5: To implement a programme of actions to implement the Sustainability BV review and implement the Council's commitment to addressing Climate Change.

Portfolio Holder: Sustainability and Community Strategy

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Arrange Ecotricity feasibility study to assess potential for locating a wind turbine at Cambourne	April 03	C Adams	NO	This action is now being pursued via the Cambridge Sub-Region Renewable Energy Feasibility Study scheduled for completion by April 04	April 04
Develop and achieve Cabinet approval for a "Purchasing of goods" policy.	Oct 03	J Garnham	YES	Policy approved Feb 2004. Procurement Officer post has also now been advertised.	
Ensure "Purchasing of goods" policy has appropriate arrangements for sustainable and local purchasing.	March 04	C Adams	YES	Dependent on appointment of Procurement Officer to timescale	December 04

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Adoption of Community Strategy for Climate Change, following residents consultation	Dec 03	C Adams	NO	The Strategy is currently being drafted. Once completed, the Strategy will require Management Team and Cabinet approval prior to adoption	December 04
Completion of the Sustainability mainstreaming process with all departments identifying their contribution to climate change strategy	June 04	C Adams	NO	A cross-departmental workshop is scheduled for July 2004. A follow up Member consultation exercise will then be arranged prior to the submission of a climate change action plan for Management Team and Cabinet approval.	Oct 04

Priority 6: To complete a self-assessment and peer review and establish an improvement plan to take the Council to the CPA and beyond.

Portfolio Holder: Staffing and Resources

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Detailed preparations in time for the CPA in March 2004	March 04	P Swift	YES		

Priority 7: To improve the capacity of the Council to deliver improved customer services and achieve its Corporate Strategy through completion of the organisational review and implementation of recruitment and retention measures.

Portfolio Holder: Staffing and Resources

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Recruitment process and appointments offered for top two/tier posts	Sept 03	Chief Exec.	YES	Both posts have been filled and the new officers will take up their posts in March 04	March 2004

Priority 8: To complete preparations to enable the Council to move to its offices in Cambourne with no disruption of service to the public and in such a way to achieve more efficient and joined-up working.

Portfolio Holder: Staffing and Resources

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Identify space planning and layout needs	Jul 03	P Barnes	YES	Detailed individual needs are now being finalised	April 04
Finalise agreements in relation to travel of staff to new offices	July 03	P Barnes	NO	Detailed travel plans are being finalised	April 04
DIP facilities in place.	July 03	G Sissons	YES	DIP facilities are in place. New services, which have been DIP, are: Land Charges (limited function), Chief Exec. Admin, Planning Policy Local Plan 2. Benefits are pushing forward/taking the lead on workflow	Regular review
Reduction of paper taken to Cambourne	Regular review	P Barnes	YES	Staff encouraged to clear out their old records.	
Watertight building	Jan 04	P Barnes	NO	Late delivery of windows caused short delay	End Feb 04
Building completion	Mar 04	P Barnes	YES		

Priority 9: To achieve the Government's decent homes standard for all Council dwellings by March 2006

Portfolio Holder: Housing

Milestone	Deadline	Officer	3 rd Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Complete works for properties not meeting minimum statutory requirements and those not in a reasonable state of repair.	March 04	K Greaves	YES		

Priority 10: To increase the number of affordable and key worker houses provided in the year and establish arrangements for significant increases in future years.

Portfolio Holder: Housing and Planning and Economic Development

Milestone	Deadline	Officer	3 RD Quarter Report		
			Achieved or On schedule ?	If NO - Brief reason for non achievement	Revised date
Complete BV Review of Housing Development. Recommend arrangements to secure maximum number of affordable houses	Sept 2003	S McBride & P Swift	NO	Review informed CIP preparation. Review delayed due to CPA preparations.	April 04