

Achievement of Corporate Services Improvement Plan Milestones 2009/10

IMPROVEMENT PLAN: Accountancy Service

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
Implement the recommendations from the Scrutiny Committee Finance Task and Finish Group Report	As per the recommendations made in the report to Scrutiny March 2009	March 2010	Adrian Burns	All of the actions are complete or on target as reported to Cabinet in April 2010.
<p>Enable the Council to maximise resources and achieve value for money by contributing to achieving score of 3 on harder test Use of Resources Managing Finances (understanding costs and achieving efficiencies) subject to available resources</p> <p><i>This objective was dependent on additional resource being made available through the service planning processes. Whilst action will continue as far as possible the ability to improved performance in this area will be limited.</i></p>	To be specified in Use of Resources action plan to be agreed with external auditors	As specified in action plan	Adrian Burns / Graham Smith	<p>Limited use of unit cost statistics in estimate reports to Portfolio Holders in January 2010.</p> <p>The Finance Task and Finish Group found that the approach to benchmarking was excellent in some service areas but that this is inconsistent across the authority.</p> <p>Part of 2010/11 action plan for Community and Customer Services</p>
Assist businesses during the economic downturn	Achieve local target for payment of invoices	Ongoing during 2008/09 and 2009/10	Sally Smart	60.7% paid within 10 calendar days in 2009/10 against target of 80%; improvements made towards the year end – Feb 65.8%, Mar 75.9%; target amended to 10 working days wef 1st April 2010

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
Produce budgets, management accounts and the Statement of Accounts in accordance with statutory requirements and in a way which provides clear financial information to the Council and the public in order to maintain a score of 3 on harder test Use of Resources Managing Finances (financial reporting) subject to available resources	To be specified in Use of Resources action plan to be agreed with external auditors	As specified in action plan	Adrian Burns	Budgets produced for Portfolio Holders' meetings and for Cabinet in accordance with internal timetable. Management accounts (financial position report) produced on monthly basis, except for first two months of year. Statement of Accounts for 2008/09 agreed by Corporate Governance Committee on 29th June 2009. Summary of Accounts not produced for 2008/09 due to delay in publishing audited accounts; to be produced in future years by end of July
Provide proactively timely financial advice, information and training to cost centre managers to enable them to use resources to provide first class services and achieve the objectives of the Council thereby contributing to achieving scores of 3 on harder test Use of Resources Managing Finances (plans finances effectively) subject to available resources	To be specified in Use of Resources action plan to be agreed with external auditors Continued integration of financial planning with strategic and service planning processes	As specified in action plan	Adrian Burns	Financial advice and information provided to cost centre managers throughout the year. Training, plus dealing with revision and follow up queries, provided, together with bespoke user manual, to 28 cost centre managers and financial administrative staff covering: general financial procedures use of the financial management system and use of Aniteworks for scanned paid invoices
Maintain detailed service charge accounts and produce detailed financial statements on service costs and charges for around 450 individual leaseholders.	Continuation of system set up with input from temporary staff	Ongoing with production of annual statements by 30th September each year	Gwynn Thomas	Service charge accounts maintained during year; statements for RTB flats for 2008/09 produced by 30th September 2009; equity share estimates produced for 2009/10 and 2010/11 in March 2010 in accordance with legal advice.

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>Use present financial systems to full potential</p> <p><i>This objective was dependent on additional resource being made available through the service planning processes. Whilst action will continue as far as possible the ability to improved performance in this area will be limited.</i></p>	<p>Production of appropriate reports from other services' financial systems and development of integration of financial accounting system with those systems, e.g. revenues, rents, Whitespace, AIM, Anite@work</p>	<p>Ongoing due to new requirements and new software releases and versions</p>	<p>Sally Smart / Gwynn Thomas</p>	<p>With the assistance of the ICT service, bespoke reports are now produced by the AIM/Capita income management system which reduced the need for manual adjustments by Accountancy.</p>
<p>Continue rolling out the eBis electronic ordering system</p> <p><i>This objective was dependent on additional resource being made available through the service planning processes. Whilst action will continue as far as possible the ability to improved performance in this area will be limited.</i></p>	<p>Training of staff in department, setting up product codes and ongoing administration of system</p>	<p>Dependent on take-up by departments Training ongoing due to staff turnover</p>	<p>Sally Smart</p>	<p>Training and user manual provided to 8 financial administrative staff, some of whom may operate the system for a whole range of services. There has been some limited roll out of eBis but staff resources have been diverted to covering for maternity leave. The eBis system specifies requisitioners and approvers and incorporates approval paths. The numerous restructurings and staff changes in other departments have hindered the roll out.</p>

IMPROVEMENT PLAN: Finance Project Team

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>Analyse the Council's own expenditure and across a range of public sector organisations. (Note: This item depended on additional funding being available.)</p>	<p>Subscription to Spikes Cavell "Observatory" tool.</p>	<p>June 2009</p>	<p>Procurement Officer (PO)</p>	<p>Subscription not taken up as funding not approved by management. However, data has since been submitted to - and information received from - an Improvement East project. This information will be reviewed alongside the 2009/10 spend analysis available from Accountancy in July 2010.</p>
<p>To ensure that the contractors/ suppliers the Council uses are meeting their equalities obligations.</p>	<p>Procurement team to assist service managers to review existing contracts in a phased, prioritised programme, to assess the extent to which equalities issues are already met and discuss with contractors/ suppliers how any gaps can be addressed.</p>	<p>March 2010</p>	<p>PO</p>	<p>Programme complete: major contracts prioritised; companies contacted; responses analysed; no major deficiencies identified. Equalities obligations are included as standard in tender documentation.</p>
<p>Risk management fully embedded in Council management processes. (Note: This item depended on the implementation of CorVu and CorRisk with the assistance of the Policy and Performance Team.)</p>	<p>Implement risk management module of new performance management system.</p>	<p>September 2009</p>	<p>Finance Project Officer</p>	<p>Deferred pending completion of enhancements to CorVu. A programme is now in place to set risk registers up in CorVu, beginning with the Strategic Risk Register and then moving on to service area risk registers. Target completion date, September 2010.</p>

IMPROVEMENT PLAN: ICT Service

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
1. More efficient working and better information management	Introduction of Government Connect – secure gateway connectivity.	August 2009	SR	Connection in place August 2009, secure email systems in use where service demands require and electronic interaction with central government agencies now enabled.
2. More efficient working and better information management	Further Back Office systems integration with the CRM where a viable business case is demonstrated.	March 2010	SR	Removed from programme. No further integration planned, Contact Centre contract under review.
3. More efficient working and better information management	Further integration of the LLPG (Land and Property Gazetteer) with other applications and services to provide a common property database.	March 2010 for full integration where other applications cater for it.	PG	Work continuing to identify and implement opportunities for integration of the LLPG dataset. Recent work with Electoral Services has been of great benefit.
4. More efficient working and better information management	Continue to develop transactional services on the Councils web site where a viable business case is demonstrated.	December 2009	GS	No progress in this area, budget now in place for 2011/12
5. More efficient working and better information management	Continued development of the CMS (Content Management System) to further integrate the website and intranet and improve the creation and management of content.	October 2009	GS	No progress in this area, budget now in place for 2011/12
6. More efficient working and better information management	Development of the BizTalk environment to support further systems integration.	December 2009	GS	Removed from programme. No further integration planned, Contact Centre contract under review.

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7. More efficient working and better information management	Further development of existing DIP & workflow system (Anite@Work) to add new file systems, document types and workflow processes.	December 2009	GS	Work is continuing as new opportunities are identified. Integration of the DIP system and FMS due to complete July 2010. Integration of the new Planning system (APAS) due to complete July 2010.
8. More efficient working and better information management	Introduce a more functional and more manageable data sharing facility as an alternative to the use of shared drives (Share Point Portal Server).	March 2010	GS	Initial work and implementation of SharePoint complete, work continues through 2010/2011 to further develop services and opportunities.
9. More efficient working and better information management	Implement interfaces between Performance Management System and other business applications, where possible and practical, to avoid duplicate data input	March 2010	GS	On hold
10. More efficient working and better information management	Develop GIS partnerships with other local authorities and possibly the emergency services, building on the successful 'proof of concept' project of 2008. Improved public access to GIS property related information.	March 2010	PG	Shared GIS (SCDC, County Council and Cambridge City) in place and regular data exchange now active.

IMPROVEMENT PLAN: Revenues Service

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>Develop a strategy for ensuring that residents in growth areas take-up their entitlement to housing and council tax benefit</p>	<p>Commission research into take-up in growth communities including statistical analyses, customer and stakeholder consultation, demographic profiling etc</p> <p>Received report detailing research findings</p> <p>Develop draft strategy</p> <p>Consult with stakeholders on draft strategy</p> <p>Agreed Final strategy</p>	<p>March 2009</p> <p>April 2009</p> <p>June 2009</p> <p>July 2009</p> <p>October 2009</p>	<p>Head of Revenues</p>	<p>Whilst the research into to take-up into Growth Communities was completed and a detailed report was produced.</p> <p>The delay of Northstowe project and also the lack of growth in other areas have meant that objective has not been fully completed.</p> <p>It is anticipated that preceding the start of the Northstowe project date as yet unknown this project will be completed.</p>
<p>Create a landlords forum (for those landlords with tenants in receipt of housing benefit) to meet with the Benefits service to improve engagement and to discuss satisfaction and improvement</p>	<p>Invite landlords to a forum meeting</p> <p>Facilitate the forum discussion</p> <p>Identify areas for improvement and incorporate actions into the 2010/11 service plan.</p>	<p>June 2009</p> <p>July 2009</p> <p>March 2010</p>	<p>Benefits Manager</p>	<p>This objective has been partly completed; the Benefits team have started a Landlord verification project.</p> <p>The Housing Needs section has set-up a landlord forum in conjunction with Cambridge City Council. We have agreed to take part and provide a list of current landlords to invite. We will review this arrangement and to whether this meets are needs and keep under review.</p> <p>This project has been moved forward to 2010/11 for completion.</p>

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
Evaluate the level of value for money provided by the service through benchmarking with comparable organisations.	<p>Contact comparable organisations to seek information on quality or services and costs</p> <p>Evaluate benchmarking information to determine the value for money provided by the Revenues Service</p> <p>Incorporate actions to improve any aspects of the service identified as providing poor value for money into the 2010/11 service plan</p>	<p>August 2009</p> <p>October 2009</p> <p>March 2010</p>	<p>Head of Revenues / Benefits Manager / Revenues Manager</p>	<p>The project for benchmarking was overtaken by the Shared Service project and was not completed.</p> <p>Benchmarking has been brought forward as a project for 2010/11</p>
Identify aspects of the Benefits service that service users are not satisfied with and take appropriate action to improve satisfaction.	<p>Conduct a postal survey of current benefit recipients</p> <p>Analyse result</p> <p>Publish results in South Cambs magazine</p> <p>Develop action plan to implement any immediate improvements</p> <p>Incorporate the survey findings into the improvement plan in the 2010/11 service plan</p>	<p>April 2009</p> <p>May 2009</p> <p>June 2009</p> <p>July 2009</p> <p>March 2010</p>	<p>Benefits Manager</p>	<p>The Postal survey has been conduct and completed.</p> <p>Results were published with then Autumn 2009 South Cambs Magazine.</p> <p>Improvements have been made based on the Outcomes of the survey.</p> <p>The customer survey continues in 2010/11 and will now been done on a rolling basis rather than periodically. The satisfaction survey has been extended to include landlords.</p>

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<p>Utilise the Audit Commission's published Key Lines of Enquiry for Benefit Service inspection's to identify any weaknesses in the service provided in order to inform a strategic decision on the standard of service provision for the next 3 to 5 years.</p>	<p>Complete an assisted self-assessment against KLOE statements</p> <p>Evaluate likely level of performance based on self-assessment</p> <p>Report to SMT / Portfolio holder and gain agreement on the desired level of performance for the service.</p> <p>Develop and implement action plan to improve the likely score</p> <p>Incorporate appropriate actions into the improvement plan in the 2010/11 service plan</p>	<p>April 2009</p> <p>April 2009</p> <p>June 2009</p> <p>May 2009</p> <p>March 2010</p>	<p>Head of Revenues / Benefits Manager</p>	<p>This project was not completed and has been brought forward to 2010/11. Many of the areas previously identified as needing action will be addressed as part of the Customer Service Excellence Project</p>
<p>Ensure the Revenues Service does not discriminate against any groups or individual either deliberately or inadvertently, and ensure that service delivery meets the needs of minority groups</p>	<p>Complete equalities impact assessment for A) Benefits Service B) Revenues Service</p> <p>Develop and implement action plan to address immediate areas for improvement</p> <p>Incorporate further requirements into the service plan process for 2010/11</p>	<p>Benefits May 2009 Revenues November 2009</p> <p>Benefits June 2009 Revenues July 2009</p> <p>March 2010</p>	<p>Benefits Manager</p> <p>Revenues Manager</p>	<p>Revs & Bens EQIA completed and published.</p> <p>Implementation plan for EQIA's for all other discretionary policies & Benefit Fraud</p>

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Facilitate awards of non-domestic rate relief on the grounds of hardship to ensure the Council is able to assist business suffering hardship as a result of the economic situation	Review policy and submit to Cabinet for approval	April 2009	Head of Revenues	<p>Hardship Relief Policy written & published (EQIA to be done). Consideration/decision checklist produced.</p> <p>Budget set by cabinet</p> <p>Availability of relief advertised</p> <p>Applications being received</p>
Evaluate the level of satisfaction with the rent collection and payment options for residents of council managed traveller	<p>Conduct a face to face survey of residents</p> <p>Analyse survey results</p> <p>If appropriate develop action plan to improve customer satisfaction and incorporate actions into the 2010/11 service plan</p>	<p>June 2009</p> <p>July 2009</p> <p>August 2009</p> <p>March 2010</p>	Revenues Manager	<p>Survey of tenants completed.</p> <p>Overall satisfied with level of performance</p> <p>Changes made where appropriate e.g. extra Direct Debit payment date each month, Rent-free weeks not adopted as feedback suggested to required.</p>
Improve Councillors' understanding of the services provided by Revenues Services and raise the profile of the service amongst Councillors	<p>Develop a training programme</p> <p>Deliver training to Members</p>	<p>June 2009</p> <p>July 2009</p>	Head of Revenues	Training presentation delivered to members
Facilitate home-working to improve employees work/life balance and to reduce carbon emissions	<p>Develop a policy for 'full-time' home-working (in conjunction with HR / ICT)</p> <p>Implement a pilot scheme (in conjunction with HR / ICT)</p> <p>Evaluate results of the pilot project</p> <p>Make recommendations for further actions to SMT</p>	<p>September 2009</p> <p>December 2009</p> <p>March 2010</p> <p>April 2011</p>	Head of Revenues	Several of Revenues & Benefits Team given access to work from home over Year End and continue to utilise this on an ad-hoc basis which provides flexibility.

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
Achieve best value for money from service supply contracts	Procure new contract for provision of payment facilities at post offices and other high street outlets exploring opportunities for joint procurement with neighbouring authorities.	December 2009	Head of Revenues	We will be undertaking an Income Management Project in this financial year. This will be done in conjunction with the proposed closure of the cash office at Cambourne and will look at the options for extending payment methods available for customers.
Improve processes for of reconciling Revenues property database to the Local Land and Property Gazetteer (LLPG).	Identify all properties with data discrepancies Evaluate most effective method for updating incorrect records. Develop controls to ensure future amendments to LLPG are reflected on Revenues property records	September 2009	Revenues Manager / Senior Business Support Officer	Meetings underway between sections to create a more joined up approach
Introduce facility to issue Council Tax and Business Rates Refunds by BACS	Test BACS processes to ensure software functioning correctly Review refund procedures to ensure existing audit controls are not compromised by the introduction of new processes	December 2009	Revenues Manager / Senior Business Support Officer	System tested and ready. There is a need to procure a further piece of software for £6K. No decision yet made whether viable or not
Introduce on-line access for customers to view their Council Tax and Business Rate account information	Implement software module Test output to ensure accuracy	March 2010	Head of Revenues / Head of ICT	Open Access purchased and project team set up to implement. Target date is 31/03/2011
Contribute to the Housing Futures project as required	To be identified	Ongoing	Head of Revenues / Revenues Manager / Benefits Manager	No longer relevant

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Evaluate options for the future administration of supporting people charges	Evaluate the feasibility of implementing supporting people module for IBS Open Revenues application	March 2010	Head of Revenues	Rent & Sundry Debt Team Leaders have a target date of implementation of 31/03/2011. But, awaiting outcome of procurement of new Affordable Homes system as may be actioned automatically but if not there is no point actioning on Civica until we know if Rents changing systems
Facilitate internet payments for additional services through the Council's website.	Implement the Capita Axis payment portal (initially for staff to use to pay mobile telephone charges on-line with a view to rolling out to other services)	March 2010	Senior Business Support Officer	No action so as to be included in Income Management project and the outcomes of the closure of the cash office by 31/03/2011
Encourage sustainable travel for work	<p>Raise awareness of the Travel for Work plan amongst Revenues Services Employees</p> <p>Encourage and promote the use of more sustainable transport for work related travel (e.g. use of public transport)</p>	March 2010	Head of Revenues	No longer Revenues or Benefits
Participate in Council actions to safeguard children and young people	<p>Train appropriate Revenues staff, particularly visiting officers, to be alert to signs that children or young persons' safety or wellbeing is at risk.</p> <p>Train a minimum of two mangers within revenues Service to act as first point of referral for any concerns raised by employees, and to ensure that appropriate action is taken.</p>	September 2009	Head of Revenues	All relevant staff given basic training. Designated Officer training given to Revenues Manager and Rents & Recovery Team Leader

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<p>Make it easier for residents to inform both SCDC and the County Council about life events.</p>	<p>Work in conjunction with the Contact Centre and other SCDC Services to pilot a 'tell us once' service for customers suffering bereavement</p> <p>Identify instances where similar information is provided or collected more than once (e.g. information about a new occupier).</p> <p>Develop procedures to facilitate collection once and onward distributions to multiple recipients.</p> <p>Train back office and front office staff to implement new processes.</p>	<p>December 2009</p>	<p>Head of Revenues</p>	<p>No action so far.</p> <p>The DWP are piloting schemes nationally to enable people to inform certain life events to one agency and for this then to be passed to all relevant bodies. The phased national roll-out is expected to start in July 2010. This may provide us with a starting point within the LA.</p>

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
Management Training & Succession Planning	<ol style="list-style-type: none"> 1. Introduction of a management competency framework and learning framework 2. Delivery of senior & middle management training to increase capacity 3. Review corporate succession planning 4. Review staff performance management/appraisal/PDP systems 5. Review recording and management of training 6. Introduce a variety of learning tools and opportunities 7. A more cohesive approach to corporate training which will meet the needs of the organisation whilst reducing costs 	March 2010	HRM/ HR Officer	<ul style="list-style-type: none"> • Framework introduced in 2008. Reviewed in 2009. • Chartered Institute of Management Level 3 & Level 5 programmes delivered in 2009/2010 • Succession planning reviewed and reported to EMT • PDR process and documents reviewed and improvements implemented in March 2010 • Corporate Training recorded centrally. Report to EMT in February 2010 • Introduction of the Regional interchange programme • Greater use of coaching and mentoring • Report to EMT in February 2010, recommending centralised approach and EMT consideration of bids for training funds

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Contract Hire Scheme & Travel re-imburement Subsistence	<ol style="list-style-type: none"> 1. Review of current scheme for contract hire – form a working group 2. Consider financial implications, Travel for Work strategy, employee benefits, employment contract implications 3. Consider HMRC, NIC's and cost to the council in Insurance premiums 4. Review scheme for the payment of work mileage claims and consider implications of moving to a revised scheme of rates 5. Review Essential car user payments 	March 2010	HR Manager/ Payroll Officer	<ul style="list-style-type: none"> •Scheme reviewed and report to SMT in June 2010 •Report to SMT on Cycle scheme April 2010 – approved •Scheme reviewed and recommendations for changes reported to SMT in June 2010 •As above •As above

IMPROVEMENT PLAN: Legal and Land & Property Surveyor Service

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>To work towards reducing the number of incidences where the Code of Conduct is found to have been breached.</p>	<p>To engage with Members and Parish Councils in relation to the ethical governance agenda to support best performance of the authority</p>	<p>July 2009 & annual training events thereafter</p>	<p>Legal & Democratic Services Manager (Deputy Monitoring Officer.)</p>	<p>From 1st April 2009 to 31st March 2010 there were 14 complaints received about district and parish councillors – 4 were about district councillors and were all from members of the public (and in all cases no further action was taken). Therefore in the last year there have been no “tit-for-tat” complaints involving district councillors, which can be detrimental to the atmosphere at the council, which is an improvement on previous years. A parish liaison working group has been established by the Standards Committee and all parishes have been issued with hard copies of the Parish Council Governance Toolkit and a checklist to ensure meetings are administered properly. Two parish forum training events were organised in autumn 2009 by the Deputy Monitoring Officer in conjunction with CPALC and were well-received. The Standards Committee issued three newsletters to all parish councils and district councillors updating on its work and offering guidance on particular problem areas.</p>
<p>To work towards minimising the risk of breaches under Data Protection, Freedom of Information & Environmental Information legislation</p>	<p>To help promote good Information Management throughout the Council, raise awareness of relevant duties and provide legal advice in specific cases.</p>	<p>Annual roll out of training to new staff and refresher training to existing staff</p>	<p>Legal & Democratic Services Manager and Senior Lawyer</p>	<p>Now responsibility of IGTIG and IGWG. Training will be part of the Programme of Actions of IGWG (June 2010).</p>

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
To work towards minimising the risk of breaches under Data Protection, Freedom of Information & Environmental Information legislation	To promote the link between quality data handling and good corporate governance, raise awareness of the risk and co-ordinate training and the requirement for robust processes and procedures by creating a Corporate Information Governance Group	June 2009	Legal & Democratic Services Manager and Senior Lawyer working with Information Manager	IGTIG and IGWG set up. Draft Data Handling & Quality Policy and Procedure to be consulted upon before adoption by IGTIG in summer 2010.

IMPROVEMENT PLAN: Local Land Charges Service

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>In a changing market we need to adapt services to meet customer's needs.</p>	<p>1.Support the work of planning and ICT in data capture and investigate routes to accessing data electronically to speed up the production of searches.</p> <p>2.Investigate the possibility of a web based application working with SCDC GIS/LLPG officers.</p>	<p>1. December 2009</p> <p>2. Not known but not before 2010 and full data capture achieved</p>	<p>Legal and Democratic Services Manager; Land Charges Officer and Head of ICT</p>	<p>1. Land Charges will be upgrading the NLIS (National Land Information Services) element of the service from Level 2 to Level 3 (All electronic)- ICT work scheduled for implementation on 9th June and Land Charges training scheduled for 16th June 2010 with a view to going live on the 17th June 2010. This has been deferred from April 2010 as the ICT did not have sufficient resources (due to sickness and more pressing commitments) to install the links required to enable the upgrade to take place at that time. All new registrations have been entered electronically since 1st January 2010 and the Land Charges team are currently in the process of capturing all the Listed Building data electronically as and when resources permit.</p> <p>2. No progress here to date as Land Charges team is awaiting the implementation of the new planning SWIFT/APACS system. It will then be possible to identify the impact upon the Land Charges service and if any of the elements will integrate with the Northgate system currently used by Land Charges. A meeting with the planning implementation officer has been scheduled for 8th June to enable us to undertake some trial searches and identify the capability of the system. Meeting already undertaken with SCDC GIS/LLPG officer who thinks that there could be potential to tailor the system to meet our requirements.</p>

Improvement or Change Objective	Actions	Completion by Month	Responsible Officer	Achievement of Milestones
<p>There is a need to take positive measures to increase the value for money and service to retain business and recover lost business</p>	<p>1.Undertake a full costings exercise to review charges and report on new scale of charging. Consider within this opportunities for discounting/negotiating fees.</p> <p>2.Investigate with colleagues in neighbouring authorities setting up a Local Land Charges Forum to consider joint marketing and promotion of the Local Authority Search.</p>	<p>1. Completed March/April 2009 further work to await the impact of direct access to third parties.</p> <p>2. First meeting to be held in summer 2009; then ongoing</p>	<p>Legal & Democratic Services Manager; Land Charges Officer and Accountancy</p>	<p>1. Full costing undertaken during March/April 2009 and new scale of charges introduced on the 17th April 2010. In October 2009 a new choice of search was added - Refresher Search - to provide added value to the residents of South Cambs. Unrefined data also available for third party access if required. All fees are published on the Land Charges pages of the website.</p> <p>2. Local Land Charges Forum in London attended on a quarterly basis by the Land Charges Manager and one other team member (taken in turns so that everyone has the opportunity to attend at least once a year). Local User Group to be established if neighbouring councils would like to participate - County have already said that they would be interested in attending and other Councils will be contacted to see if they would be interested</p>