

COUNCIL AIM AND ASSOCIATED ACTIONS	CABINET / EMT LEAD	PROGRESS
<b>AIM A – We will listen to and engage with residents, parishes and businesses to ensure we deliver first class services and value for money</b>		
ACTION A01 - Strengthen working with key partners, including MPs and the County Council.	Ray Manning / Jean Hunter	<p>Local and county-wide health, ageing well, waste and community safety partnerships are delivering practical outcomes on issues such as tackling anti-social behaviour and exploring joint waste procurement opportunities.</p> <p>We are working with the City and County Councils on issues such as City Deal, the Local Development Plan, Ultra-Fast Broadband, Procurement and Strategic Planning &amp; Transportation: see Actions A3, A5, B1 and B6 for further details below.</p>
ACTION A02 - Invest in employees and members by carrying out actions in the Organisational and Member Development strategies.	Simon Edwards / Susan Gardner-Craig	<p>The 2013-14 Member Development Programme was approved by Cabinet in February 2013. The programme aims to deliver Members' general and specific training needs in the context of the Council's corporate priorities and the changing local and national context. During the final quarter of 2012-13, briefing sessions took place on Welfare Reform and the Council's budget, both of which generated positive feedback.</p> <p>A re-assessment process of the Council's Member Development Charter Status will take place in June 2013; preparations are underway.</p> <p>The Council continues to deliver a number of key initiatives within its Organisational Development Strategy. Recent developments include:</p> <p>We have enrolled 20 new staff of the second tranche of the</p>

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		<p>Leadership Development Programme, whilst the first tranche have begun the second stage of follow-up modules relating to organisational culture, advanced coaching, performance management and leadership self-management.</p> <p>Flexible working - we launched a new flexitime policy at the beginning of April 2013 which abolishes core hours thereby increasing staff capacity to work hours which suit their circumstances, within the overall parameter of continuing to deliver excellent customer service.</p>
<p>ACTION A03 - Develop new and monitor existing shared services to achieve strengthened resilience and improved customer service.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>Cabinet has agreed shared service arrangements for Payroll (Cambridge City Council) and Internal Audit (Peterborough City Council). The development of new shared services will achieve strengthened resilience and generate value for money efficiencies and ensure best use of Council assets whilst maintaining and strengthening first class services.</p> <p>Discussions are continuing regarding possible shared ICT, emergency planning and business continuity services with the City Council.</p> <p>We are undertaking joint commissioning of facilities management work, and are embedding and developing the shared Home Improvement Agency, learning lessons for similar future projects.</p>
<p>ACTION A04 - Maintain financial sustainability whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>Council agreed a revised, balanced MTFS at its meeting on 28 February. The strategy requires us to deliver annual savings of £920,000 per year from 2014-15 whilst limiting council tax increases and absorbing further cuts in government grant funding, and we have set up a Business Efficiency Programme through</p>

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		<p>which the bulk of these savings can be delivered.</p> <p>We have created a property company to deliver a mix of new-build properties to help meet local housing need (see B8 below)</p>
<p>ACTION A05 - Implement actions within the County-wide Asset Management Strategy to ensure best use of the Council's assets and benefit from opportunities to achieve efficiencies from working together.</p>	<p>James Hockney / David Whiteman-Downes / Alex Colyer</p>	<p>The Police and Crime Commissioner's team has completed its move to South Cambs Hall.</p> <p>We have been working with county partners to explore whether efficiencies can be achieved from the co-location of highway and waste management operations. The results of this work will be reported to Cabinet in September 2013.</p> <p>We are undertaking joint commissioning of facilities management work as part of the county council's framework contracts.</p>
<p>ACTION A06 - Implement a streamlined, integrated and accessible grants process to support localism.</p>	<p>Ray Manning / Jo Mills</p>	<p>The outcomes of a stakeholder consultation on changes to the grants framework informed recommendations which were agreed by the Leader on 1 February 2013.</p> <p>This decision provides for a simplified and refocused grants system, which better meets the current aims and priorities of the Council as well as the planned approach to savings agreed by Cabinet. Whilst significant savings have been found, the revised programme will protect and provide welfare advice, allow opportunities to strengthen partnerships with parishes and communities and that the changes in responsibility will build stronger links between Portfolio Holders and work relating to their service areas.</p> <p>The Leader has since approved the allocation of the final £114k towards capital schemes, and has agreed criteria for future grants</p>

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		to support the voluntary sector. The Council is also exploring a community facilities loan scheme to support local groups in delivering capital schemes. The Community Chest small grants scheme continues to provide assistance to a wide range of groups and projects.
ACTION A07 - Develop a resilient and responsive planning service that is an effective tool to deliver corporate priorities.	Nick Wright / Jo Mills	<p>A series of actions have been taken in accordance with the Service Improvement Plan, including a streamlined and simplified process for determining Historic Buildings applications. Further actions have been completed by 31 March, including simplified report templates and arrangements for internal consultations. Work is underway on the next phase of the improvement plan, which will inform how the service should progress.</p> <p>Performance in terms of proportion of cases determined within target has improved and the key targets have been achieved during the last quarter. Since July, the average number of outstanding planning applications at the end of each month has remained below 400, from the highpoint of 600 in 2011.</p>
ACTION A08a - Develop and promote the implementation of the new interactive website.	James Hockney / David Whiteman-Downes / Alex Colyer	<p>The launch of the new intranet in April 2013 has brought to a close the initial development stage of the new web platform, which was launched in December last year with the redesigned website. The timetable for launching these facilities had to be brought forward, due to the Council's previous supplier going into administration in October 2012.</p> <p>The new website has generated significant interest so far, allowing us to gather feedback from a wide range of users. We have received over 270 written comments, the majority of which have been from individuals using the website. We've also heard directly from Councillors and colleagues. Issues raised through this</p>

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		<p>feedback are being addressed as part of the next phases of development. We continue to invite comments through the link at the bottom of each webpage.</p> <p>The biggest weaknesses identified by earlier surveys on the old website concerned cluttered appearance and the navigation for top tasks. We're pleased to say that comments received to the new design and 'smart' search confirm these concerns have been addressed.</p> <p>We hope the new sites will help raise the profile of the Council and service areas, and continue to provide valuable emerging evidence on which to base future development decisions when designing possible alternatives to the current service approach.</p>
<p>ACTION A08b - Develop and promote self-service through improved customer contact arrangements</p>	<p>James Hockney / David Whiteman-Downes / Alex Colyer</p>	<p>Since the launch of the new website we have seen a 10% increase in usage by mobile devices, with positive responses to the display and use of electronic forms.</p> <p>A number of further improvements are planned, with the planning application search pages to be refreshed to link with the new planning system, improvements to the payments portal, new Freedom of Information pages and Open Data and new features associated with our Customer Contact Centre.</p> <p>Benefits e-forms are being tested live with visitors to the Cambourne Reception. Take-up and usage on e-forms will be investigated closely as part of business process reviews arising from the Business Efficiency Programme, to ensure that we are maximising their potential as a means of saving time and money.</p>

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		<p>Call resolution in the new contact centre remains at over 83%, demonstrating a high quality of service being maintained at a particularly busy time of year, following distribution of council tax bills, rent bills, benefit statements and landlord year end letters, as well as poll cards, council tax reminders and council tax summons.</p>
<p>ACTION A09 - Ensure residents are better informed about the Council and its services.</p>	<p>James Hockney / David Whiteman-Downes / Jean Hunter</p>	<p>2012 was a record breaking year for South Cambs in terms of media coverage. We have achieved over 1300 items in the media, with 90% rated either positive or neutral. We also issued 220 press releases and dealt with 590 media enquiries.</p> <p>We have also improved our residents' magazine to include direct opportunities for readers to have their say on key issues such as the Council's future development plan and corporate objectives, both of which were subject of public consultation events during January 2013.</p> <p>The Communication Strategy has been refreshed to provide a more focussed forward plan and targets.</p>
<p>ACTION A10 - Build on existing social media networks to engage local communities and deliver the "Cambridgeshire Connection".</p>	<p>James Hockney / David Whiteman-Downes / Alex Colyer</p>	<p>The community mapping service is a key feature of the new website. We continue to seek to build strategic partners' &amp; customers' support, including social media networks, and have recently obtained data from parish council which will be uploaded. We are also exploring the most effective ways of measuring take-up and value added by the service.</p>
<p>ACTION A11 - Work with the newly elected Tenant Participation Group (TPG) and other tenants to set up an independent Tenant Scrutiny Panel.</p>	<p>Mark Howell / Stephen Hills</p>	<p>The creation of a tenant scrutiny panel is a project over 18 months. We are working with a tenant led consultancy service -The Linchpin Project - to establish tenants' wants and training needs as well as working internally to establish mechanisms to enable the scrutiny function to go 'live' and be sustainable. In 2012/13 we ran 3 Open</p>

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		Days, and began working with tenants and Linchpin. We are currently focussing our work with the elected TPG and other established Forums. In 2013 we will establish a more tenant focussed complaints process within housing, train tenants to enable a pilot scrutiny project to commence and agree the way scrutiny embeds into the democratic decision making processes for the housing service.
ACTION A12 - Ensure the new South Cambridgeshire Development Plan is based on effective engagement with members and parishes and reflects corporate priorities.	Pippa Corney / Jo Mills	Comments from Issues & Options 2 are being processed. A series of Member workshops have been held and the draft chapters of the Local Plan for the topics covered at these workshops were considered by the Planning Policy & Localism Portfolio Holder at her meetings on 21 March and 11 April 2013. The remaining draft chapters will be considered by the Portfolio Holder and Cabinet in June. Consultation on the draft Local Plan is anticipated to start in July 2013. The project is proceeding according to timescale.
<b>AIM B – We will work with partners to create and sustain opportunities for employment, enterprise and world-leading innovation</b>		
ACTION B01 - Work with partners to improve digital infrastructure.	Nick Wright / Alex Colyer	Throughout the year we have actively participated in the "Connecting Cambridge" initiative (County and Peterborough Superfast Broadband programme, for which grant funding has been received – see A1 above). The programme of activity will continue to 2015 (which includes procurement, project management to demand registration, demand stimulations, public relations and

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		<p>delivery, including planning).</p> <p>South Cambridgeshire has been a leading partner in the registration process, making up 9,000 of the 26,000 residents and businesses. The success is shared by promotions with colleagues (e.g. Local plan, Communications and recruited local Digital Champions (residents and businesses).</p>
<p>ACTION B02 - Identify ways to support existing, developing and new businesses.</p>	<p>Nick Wright / Jo Mills</p>	<p>The Business Support programme has delivered impressive results. Beginning in October it has provided 15 workshops to 154 delegates of whom 99% rated all sessions as either 'excellent' or 'good'. Business diagnostic support has been provided to 75 organisations – 61 'light touch' and 14 more intensive face-to-face meetings making applications to the Business Support Fund. Of these applications, 8 have been paid, leaving approximately £12,000 underspent. It is proposed to roll this money forward to provide an additional round of workshops in the first half of 2013/14. Businesses have also been supported through Cambridge-Plus info, Commercial property search, Economic Development Panel, Inward investment initiatives and direct engagement.</p>
<p>ACTION B03 - Develop a strategy to reduce barriers to employment, thus reducing the impacts of benefits reform.</p>	<p>Nick Wright / Stephen Hills</p>	<p>Cabinet agreed a Pathway to Employment Strategy at its meeting in April 2013. The actions contained within the strategy provide a corporate approach that supports residents to find employment and/or training. Through the proposed Apprenticeship Scheme, the Council has the opportunity to support local development in training and employment and be an exemplar model for other businesses in the District to follow suit. Two apprentices are joining the Council as part of this initiative, one of whom has begun employment.</p>



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ACTION B04 - Improve marketing to promote inward investment to South Cambridgeshire.	Nick Wright / Jo Mills	We are working to attract appropriate investment through leaflets, display materials and web optimisation, answering enquiries and business meetings in partnership with the Local Enterprise Partnership and UK Trade Investment (UKTI). The Council's approach towards inward investment is being independently reviewed.
ACTION B05 - Ensure our enforcement teams robustly target residents' problems and reduce "red-tape" and unnecessary burdens on businesses.	Sue Ellington / Mick Martin / Mike Hill	Actions to deliver all Cabinet-agreed recommendations of the Enforcement & Inspection Review are underway. Staff training on the new Intelligence Database has started to support the on-going fortnightly Tasking & Coordination Group meetings to "join-up" case management across SCDC. The major reorganisation of Health and Environmental Services to move to customer-focused, multi-skilled "Working with Business" and "Community Response" teams is now complete. This will further strengthen officers' work to target major problems facing local residents while better supporting local businesses to be successful. A Portfolio Holder Task and Finish Group has developed a corporate enforcement and inspection policy, which will be subject to stakeholder consultation before being submitted to Cabinet for adoption.
ACTION B06 - Work with partners to deliver an effective, collaborative approach to strategic planning and transport.	Pippa Corney / Jo Mills	The Joint Strategic Transport and Spatial Planning Group meets regularly to oversee the development of the Local Plans for SCDC and Cambridge City Council, and the County Council's Transport Strategy. The next meeting on 22 May will seek agreement for a co-ordinated strategy for the local area which will enable our Portfolio Holder and Cabinet to agree a draft Local Plan for consultation during June, covering key issues around village and major developments and transport infrastructure.

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		<p>Work to submit our City Deal, setting out proposals to connect homes and jobs via improved infrastructure, is progressing to a point where we will present a joint bid, put together with the County Council, Cambridge City, the Local Enterprise Partnership and Cambridge University, to a delegation of Government Ministers during June 2013.</p>
<p>ACTION B07 - Ensure the effective delivery of Northstowe and other new communities.</p>	<p>Tim Wotherspoon / Jo Mills</p>	<p>In March 2013 Councillors approved headline items for the legal agreement to secure developer contributions towards affordable housing and infrastructure for the Phase 1 development, granted Outline Planning Permission earlier in the year. The agreement will secure 20% affordable housing and contributions towards community facilities and infrastructure equating to £20,000 per household. We hope to issue a Decision Notice by the end of July 2013.</p> <p>The Major phase, including retail units, at Orchard Park, was approved in August 2012 and, in the same month, the Decision Notice issued for the University's north-west application.</p> <p>Construction of new homes at Cambourne and Trumpington Meadows continues. Pre-application discussions are underway for land north of Newmarket Road and land north of Huntingdon Road, Cambridge</p>
<p>ACTION B08 - Work to deliver a range of homes that are affordable to all and where people want to live that will support economic growth and economic activity.</p>	<p>Mark Howell / Stephen Hills</p>	<p>Cabinet has agreed a Housing Development Strategy for 2012 – 2014 (in November 2012). A procurement exercise has been completed to get the Council's legal advice team in place. A design team has been appointed. A new arms-length development company has been set up (Dec 2012), with the potential to deliver homes to meet local need and provide income-generating opportunities for the Council. Cabinet will be asked to consider the</p>

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		<p>options in a report to the meeting on 3 June 2013.</p> <p>Planning permission has been obtained for the first new build Council properties, at Linton, and these are on target for completion by the target date.</p>
<p><b>AIM C – We will make sure that South Cambridgeshire continues to offer outstanding and sustainable quality of life for our residents</b></p>		
<p>ACTION C01 - Work with partners to encourage local environmental enhancements including the Chalk Rivers project.</p>	<p>Nick Wright / Jo Mills</p>	<p>Enhancement projects for the Rivers Mel and Shep have been completed. Six new Community Orchards have been supported. Six planning-related proposals have been supported. The Chalk Rivers project was not successful in securing external funding and therefore has been deferred. Revised catchment restoration projects are being developed for Hoffer and Bourn Brooks and Bar Hill.</p>
<p>ACTION C02 - Promote the benefits of black-bin waste minimisation and maximising the use of enhanced recycling facilities by households and businesses to reduce the environmental impact of our waste.</p>	<p>Sue Ellington / Mick Martin / Mike Hill</p>	<p>Initiatives to promote black-bin waste minimisation and recycling are progressing well. (Textiles, Village recycling bins, RECAP Joint Waste Partnership).</p> <p>Trade waste recycling continues to improve. The figure for 2012/13 was 19.59% recycled, an increase on the target of 15%.</p> <p>The headline reduction in total household waste diverted from landfill (including litter, road sweepings, fly tips, clinical waste and bulky collections) was 55.93%, is primarily due to unseasonably prolonged wet weather conditions, which resulted in a decrease in the amount of green waste that could be composted as it was simply too wet. Changes to tipping protocols for tyres, white goods</p>

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		<p>and small electrical items, also led to a technical increase in recorded total household waste collected.</p> <p>A separate collection of food waste capable of exceeding the 65% diversion target was scoped but not implemented, as the additional cost of between £500,000 and £800,000 per year could not be justified simply to achieve the target. However, investigation of food waste collections continues as part of the RECAP Whole Systems programme.</p> <p>If the effects of the exceptional weather are excluded, the 2012/13 diversion rate, based on a like-for-like comparison of household waste collected through the blue, green and black bins i.e. excluding road sweepings, fly tips etc. is 61.09% compared with 60.99% in 2011/12.</p>
ACTION C03 - Develop solutions to deliver co-ordinated community transport.	Nick Wright/ Jo Mills	An updated Community Transport Strategy is being finalised for consultation. Work to bring forward a pilot Demand Responsive Transport (DRT) solution in the south-west of the district is progressing and has been well-supported at community level. Planning is now at a sufficiently advanced stage to facilitate a full procurement process.
ACTION C04 - Work with older people to improve their independence and quality of life and ensure that our sheltered housing schemes remain attractive places to live.	Mark Howell / Stephen Hills/Mike Hill	<p>The new Sheltered Housing service continues to produce positive outcomes through targeted work by support staff for residents with specific needs. Estate Officers have led initiatives to boost community cohesion through greater use of communal rooms, for example Keep Fit schemes for older people to which the wider community have been invited. The first session at Cottenham attracted 18 attendees.</p> <p>Following the adoption of Age Well as a key priority in the</p>

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		<p>Cambridgeshire Health &amp; Wellbeing Board Strategy, the Ageing Well partnership group is being merged into the South Cambridgeshire Local Health Partnership. Work to roll-out the new "Community Navigators" scheme across the District began with a launch event on 13<sup>th</sup> May 2013, with the Portfolio Holder joining the Project Steering Group. A further local launch is planned for June 11<sup>th</sup> at one of our sheltered schemes.</p>
<p>ACTION C05 - Work together with our Local Health Partnership, GPs and communities to protect and improve public health, meet local health needs and reduce and prevent future health problems.</p>	<p>Sue Ellington / Mick Martin / Mike Hill</p>	<p>The Local Health Partnership continues to work closely with the Crime and Disorder Reduction Partnership and held a successful joint workshop in January to look at growth and in particular Northstowe. Links with mental health colleagues continue to build and a small project team has been set up to develop an outline business case to tackle issues relating to anti-social behaviour and mental health.</p> <p>Cllr Ellington has been re-elected as the district council representative on the Health and Wellbeing Board. The Health and Wellbeing Strategy Action Plan was agreed at the Board on 16 April 2013. SCDC has been engaged in the action planning process and the draft plan went to EMT in January 2013 for comments.</p>
<p>ACTION C06 - Develop a sustainable process to address the accommodation needs of Gypsies and Travellers.</p>	<p>Mark Howell / Stephen Hills</p>	<p>The provision of sites for Gypsy and Traveller accommodation continues to be a theme that is being explored as part of the consultation on the Council's Local Development Plan. In addition, the Affordable Homes section has been working with the Homes and Communities Agency to secure Government funded investment to secure the long term future of existing sites as well as the provision of new sites once a suitable location has been identified. Around £1.5M has been secured so far. Affordable</p>

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		<p>Homes is also working closely with local landowners and parish councils to consider potential sites that can then be taken through the planning process. The Council will be assisted with these community consultations by the Ormiston Trust.</p> <p>Seven Gypsy &amp; Traveller pitches were granted permanent consent by the Planning Committee in April 2013.</p>
<p>ACTION C07 - Ensure benefits reform is implemented as smoothly and as effectively as possible.</p>	<p>Simon Edwards / Alex Colyer</p>	<p>The Council's local scheme was formally agreed in January 2013 and launched in April 2013. The implementation has been smooth, with additional capacity brought into the contact centre to improve resilience following initial notification of Council Tax and benefit entitlement. The scheme will be reviewed as part of the Revenues and Benefits Service Plan for 2013-14.</p>
<p>ACTION C08 - Work with local communities and businesses to develop and deliver actions on climate change that make a difference.</p>	<p>Nick Wright / Jo Mills</p>	<p>A successful and innovative year has delivered:</p> <ul style="list-style-type: none"> <li>- The Cambourne Parish Energy Fund (creative response to discharging on-site renewable energy policy – incorporating extensive PV arrays on public buildings in Cambourne).</li> <li>- Enhanced Sustainability Show Homes in Trumpington Meadows and Upper Cambourne (including drafting into the new Local Plan)</li> <li>- Maintenance and further development of the Sustainable Energy Parish Partnership – winning regional Carbon Footprint Award from National Energy Action.</li> <li>- Green Deal 'Community Connection' project that has brought together all Cambs' local authorities in successfully securing £75k Govt funding and working to procure necessary business relationships to launch single Green Deal brand for Cambridgeshire in the coming year.</li> <li>- Approval of the district's first community wind turbine in Gamlingay</li> <li>- The development of a sustainable business assessment</li> </ul>

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		tool for agriculture and public houses.
ACTION C09 - Work to ensure the provision of a sustainable housing service for the Council's sheltered housing residents.	Mark Howell / Stephen Hills	The new Sheltered Housing service continues to produce positive outcomes through targeted work by support staff for residents with specific needs. Estate Officers have led initiatives to boost community cohesion through greater use of communal rooms, for example Keep Fit schemes for older people to which the wider community have been invited. The first session at Cottenham attracted 18 attendees.
ACTION C10 - Ensure the effective delivery of the Children and Young People's Plan and the development of the Youth Council.	Pippa Corney / Jo Mills, Mike Hill	The majority of the Children & Young People's Plan agreed in 2011-12 has now been delivered with the successful launch of the South Cambridgeshire Youth Council in January 2013. An updated Plan is now being drafted. The Children & Young People's Partnership is successfully delivering projects in Chesterton, and supporting access to mental health services for young people across the District.
ACTION C11 - Celebrate rural life through the Diamond Jubilee, 2012 Olympics, Community Pride, Village Heroes' and best-kept garden awards.	Ray Manning / Jo Mills	The Parklife, Paralympic Flame Event, Village Hero Awards and Best Kept Gardens Awards have all been completed. The 'Emerge' arts programme of events celebrating young talent has been delivered.
ACTION C12 - Continue support for community orchards, hedgerows, tree-planting and other conservation and enhancement projects.	Nick Wright / Jo Mills	We have planted 6 community orchards (target 6), 30 trees (target 30) and 2500 metres of hedges (target 2500 metres) supported by parish planting/trees and hedges grants. 11 historic buildings grants have been awarded.
ACTION C13 - Work with parish councils and police to implement new local policing arrangements which	Sue Ellington / Mick Martin / Mike Hill	The Council (SCDC) continues to work closely with Cambridgeshire Police in their new operational arrangements based on the District boundaries. A Police Inspector attends fortnightly SCDC Tasking and Coordination Group to share intelligence and support joint

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improve community safety.		<p>operations. SCDC continues to support 7 Police Panels across the District and is working with Police to improve resident and Parish engagement with these events. A PCSO is now partly based at South Cams Hall to help reduce business crime in support of the SCDC "Open for Business" Priority.</p> <p>Figures published during the year showed a 6% drop in overall crime, whilst the district has recently been judged one of the most peaceful places to live in the country in a survey produced by the Institute for Economics and Peace.</p>