

## Appendix 1 – list of Aims, Approaches and Actions, and our assessment of how we performed against them

	<i>Priority action</i>	<i>How Did We Do?</i>	<i>WHAT'S STILL LEFT TO DO?</i>	<i>CIPFA/SOLACE Core Governance Principle link</i>
A1	Strengthen working with key partners including MPs and County Council.	<ul style="list-style-type: none"> <li>Partnerships on health, ageing well, waste and community safety have delivered outcomes on issues such as exploring joint waste procurement and tackling anti-social behaviour</li> <li>The Leader of the Council holds regular meetings with the other county leaders and MPs</li> </ul>	<ul style="list-style-type: none"> <li>Continue to work 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</li> </ul>	1,6
A2	Invest in our employees and members by carrying out the actions in our Organisational and Member Development Strategies.	<ul style="list-style-type: none"> <li>We continued to invest in the professional development of our staff by enrolling a further 20 staff on the second tranche of the Leadership Development Programme, following a very successful programme for 40 senior staff in the first tranche</li> <li>Member Development Programme approved in Feb 2013</li> <li>Delivered briefing sessions on Welfare Reform and Budgets</li> </ul>	<ul style="list-style-type: none"> <li>Council's Member Development Charter Status re-assessed in June 2013</li> <li>Launch a new flexitime policy in April 2013 increasing staff capacity to work hours which suit their circumstances</li> <li>Refresh and update strategies to reflect current priorities – Council Action A1</li> </ul>	2,3, 5
A3	Develop new and monitor existing shared services to achieve strengthened resilience and improved customer service.	<ul style="list-style-type: none"> <li>Cabinet agreed shared service arrangements for Payroll (Cambridge City Council) and Internal Audit (Peterborough City Council).</li> </ul>	<ul style="list-style-type: none"> <li>Discussions are continuing regarding possible shared ICT, emergency planning and business continuity services with the City Council.</li> </ul>	1
A4	Maintain financial sustainability whilst channelling our resources to create opportunities for investment, sustainable borrowing and economic growth.	<ul style="list-style-type: none"> <li>Council agreed a revised, balanced Medium Term Financial Strategy in Feb 2013 looking at delivering annual savings of £920,000 from 2014-15 <a href="http://scambsmoderngov.co.uk/documents/s69682/Estimate%20Book%202013-2014.pdf">http://scambsmoderngov.co.uk/documents/s69682/Estimate%20Book%202013-2014.pdf</a></li> <li>We achieved our aim of maintaining our financial stability but in part this has had to be delivered through a £5 rise in Council tax and a £12 equivalent internal efficiency saving</li> <li>Council tax increases to be limited and cuts in government grant funding absorbed</li> </ul>	<ul style="list-style-type: none"> <li>Still a priority Action (A2) for 2013-14</li> <li>We accept that there is still a lot of work to do in order to address ongoing savings targets and have drawn up a Business Efficiency Programme to generate MTFs savings from 2014-15</li> <li>New Housing Company providing potential new income sources.</li> </ul>	2,4

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A5	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.	<ul style="list-style-type: none"> <li>We are now getting rental income by using unused space at South Cambridgeshire Hall by renting office space to the Police and Crime Commissioner's team .</li> <li>We are continuing to look for further opportunities to generate income in this area.</li> </ul>	<ul style="list-style-type: none"> <li>Still a priority Action (A3) for 2014/15</li> <li>Exploring efficiencies from the co-location of highway and waste management operations and the Joint Operations Centre project</li> <li>Undertaking further joint commissioning of facilities management work</li> </ul>	1,4
A6	Implement a streamlined, integrated and accessible grants process to support localism	<ul style="list-style-type: none"> <li>Stakeholder consultation informed changes to a simplified and refocused grants system, which better meets our current aims and priorities</li> <li>Revised programme protects and provides welfare advice, and allows opportunities to strengthen partnerships with parishes and communities</li> <li>Community Chest small grants scheme provided assistance to a wide range of groups and projects</li> <li>We have needed to reduce funding for the arts overall but have made resources available to the schools so they can deliver arts programmes themselves</li> </ul>	<ul style="list-style-type: none"> <li>Exploring a community facilities loan scheme to support local groups in delivering capital schemes.</li> </ul>	1,4
A7	Develop a resilient and responsive planning service that is an effective tool to deliver corporate priorities	<ul style="list-style-type: none"> <li>Service Improvement Plan actions have been taken, including a streamlined process for Historic Building applications, simplified report templates and arrangements for internal consultations</li> <li>Performance on proportion of cases determined within target has improved and key targets have been achieved during the last quarter of 2012-13</li> </ul>	<ul style="list-style-type: none"> <li>Work is underway on the next phase of the improvement plan, which will inform how the service should progress</li> </ul>	2
A8	Develop and promote self-service through the implementation of the new interactive website and customer contact arrangements	<ul style="list-style-type: none"> <li>Initial development stage of the new web platform completed with launch of the redesigned website in December 2012 and intranet in April 2013</li> <li>Call resolution in the new contact centre averaging over 83%</li> </ul>	<ul style="list-style-type: none"> <li>This is a major project and is still on-going. We are aware that problems with the website remain and there is still a lot of work to do – this will be addressed by doubling the staff resource going into website development in the short-term</li> <li>Next stage of development will continue through 2013-14 launch new customer access channels and satisfaction monitoring mechanisms</li> </ul>	1,6
A9	Ensure residents are better informed about the Council and	<ul style="list-style-type: none"> <li>Achieved over 1,300 items in the media with 90% rated positive or neutral, issued 220 press releases and dealt with 590 media enquiries</li> </ul>	<ul style="list-style-type: none"> <li>Still a priority Action for 2013/14 (A5)</li> <li>Deliver Communications Strategy aims around campaigns and proactive information</li> </ul>	6

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	its services	<ul style="list-style-type: none"> <li>• Communications Strategy was refreshed to provide a more focused forward plan and targets</li> <li>• Residents' magazine developed to allow readers to have a direct say on key issues</li> </ul>	<ul style="list-style-type: none"> <li>• Review Community Engagement framework to ensure we remain in touch with our communities and what's important to them</li> </ul>	
A10	Build on existing social media networks to engage local communities and deliver the "Cambridgeshire Connection" [a mapping project joining up community groups]	<ul style="list-style-type: none"> <li>• Communications Strategy was refreshed to provide a more focused forward plan and targets</li> <li>• Community mapping service on our website</li> <li>• Regular updates on Twitter and Facebook</li> <li>• Inclusion of Parish Council data</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring implementation to ensure maximum take-up and value added by the service</li> <li>• Ensure more people know about the opportunities</li> </ul>	1,6
A11	Work with the newly elected Tenant Participation Group and other tenants to set up an independent Tenant Scrutiny Panel	<ul style="list-style-type: none"> <li>• Ran 3 Open Days, and began working with tenants and the Linchpin Project (a tenant-led consultancy service)</li> <li>• Started the creation of a tenant scrutiny panel (a project over 18 months)</li> <li>• In 2013 established a more tenant focussed complaints process within housing</li> </ul>	<ul style="list-style-type: none"> <li>• Training tenants to enable a pilot scrutiny project to commence and agree the way scrutiny embeds into democratic decision making processes for housing</li> </ul>	1,6
A12	Ensure the new South Cambs Development Plan is based on effective engagement with members and parishes and reflects corporate priorities	<ul style="list-style-type: none"> <li>• A number of member workshops have been held which were well attended with good levels of debate - they have received positive feedback and helped provide valuable input into the Local Plan.</li> <li>• Draft chapters of the Local Plan were considered by the Planning Policy &amp; Localism Portfolio Holder in March and April 2013. The project has proceeded according to timescale.</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Action A7)</li> <li>• The remaining draft chapters will be considered by the Portfolio Holder and Cabinet in June 2013. Consultation on the draft Local Plan should start in July 2013. The project is proceeding according to timescale.</li> </ul>	1,6
B1	Work with partners to improve digital Infrastructure.	<ul style="list-style-type: none"> <li>• Actively participated in the "Connecting Cambridge" initiative (a Superfast Broadband programme) with the objectives of: <ul style="list-style-type: none"> <li>❖ Securing access to "superfast" broadband speeds of at least 24Mbps for at least 90% of the County's homes and businesses by the end of 2015</li> <li>❖ Securing broadband speeds of at least 2Mbps for most of the remaining premises</li> <li>❖ Putting a voucher scheme in place for SMEs in the District to enable businesses to secure access to broadband speeds of at least 80Mbps</li> <li>❖ Supporting the Government's Mobile Infrastructure Project to improve mobile phone coverage across the County and significantly reduce the areas with no coverage at all</li> </ul> </li> <li>• SCDC is the leading partner in the Connecting Cambridge</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Action B1)</li> <li>• The programme of activity will continue to 2015 (which includes procurement, project management to demand registration, demand stimulations, public relations and delivery, including planning).</li> </ul>	1

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		<p>registration process, making up 9,000 of the 26,000 residents and businesses.</p> <ul style="list-style-type: none"> <li>• SCDC has actively participated in the selection process that led to the appointment of BT as implementation contractor</li> </ul>		
B2	Identify ways to support existing, developing and new businesses.	<ul style="list-style-type: none"> <li>• Our Business Support Programme has provided 15 workshops to 154 delegates of whom 99% rated all sessions as either 'excellent' or 'good'.</li> <li>• Business diagnostic support has been provided to 75 organisations which we consider to be a good number</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Actions B2 and B5)</li> <li>• Our 13-14 business support programme will include an additional round of workshops in the first half of 2013-14 and the development of a Register of Businesses</li> </ul>	1
B3	Develop a strategy to reduce barriers to employment, thus reducing the impacts of benefits reform.	<ul style="list-style-type: none"> <li>• Our Pathway to Employment Strategy was agreed in April 2013</li> <li>• As a start we have two apprentices joining the Council as part of this initiative which we hope will serve as an example to other business in the district.</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Action B3)</li> <li>• Deliver the Pathway to Employment Strategy and 'Back to work' project and take forward apprenticeships policy</li> </ul>	1
B4	Improve marketing to promote inward investment to South Cambridgeshire.	<ul style="list-style-type: none"> <li>• Provided leaflets, display materials and web optimisation, answered enquiries and held business meetings in partnership with the Local Enterprise Partnership and UK Trade Investment (UKTI)</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/13 (Actions B2 and B5)</li> <li>• The Council's approach towards inward investment will be independently reviewed.</li> </ul>	1
B5	Ensure our enforcement teams robustly target residents' problems and reduce "red-tape" and unnecessary burdens on businesses.	<ul style="list-style-type: none"> <li>• Staff training on the Intelligence Database [a unified record of all the information different departments hold] has started, supporting the Tasking &amp; Coordination Group meetings to "join-up" case management across SCDC.</li> <li>• Completed major reorganisation of Health and Environmental Services to move to customer-focused, multi-skilled "Working with Business" and "Community Response" teams</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> </ul>	1,6
B6	Work with partners to deliver an effective, collaborative approach to strategic planning and transport.	<ul style="list-style-type: none"> <li>• Joint Strategic Transport and Spatial Planning Group met regularly to oversee our development of Local Plans with Cambridge City Council, and the County Council's Transport Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Council Action B6)</li> <li>• Portfolio Holder and Cabinet to agree a draft Local Plan for consultation during June 2013</li> <li>• Negotiating City Deal with partners to secure delegation of powers from Government to improve strategic transport.</li> </ul>	1,5,6
B7	Ensure the effective delivery of Northstowe and other new communities.	<ul style="list-style-type: none"> <li>• Outline Planning Permission granted for Phase 1 development earlier in 2013. We consider it an achievement in the current economic climate to deliver a major scheme following pre-active development with developments and the Himes and Communities Agency. A section 106 planning obligation agreement securing £30million of infrastructure funding was agreed.</li> <li>• Councillors approved headline items in March 2013 for the</li> </ul>	<ul style="list-style-type: none"> <li>• An ongoing priority for 2013/14 (Council Action B7)</li> <li>• Issue a Decision Notice for Northstowe Phase 1 by the end of July 2013.</li> <li>• Continuing Construction of new homes at Cambourne and Trumpington Meadows. Pre-application discussions are underway for land north of Newmarket Road and land north of Huntingdon Road, Cambridge</li> </ul>	1

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		<p>legal agreement to secure developer contributions towards 20% affordable housing and infrastructure equating to £20k per house built</p> <ul style="list-style-type: none"> <li>The Major phase, including retail units, at Orchard Park, was approved in Aug 2012 and, in the same month, the Decision Notice issued for the University's north-west application.</li> </ul>		
B8	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.	<ul style="list-style-type: none"> <li>In Nov 2012, Cabinet agreed a Housing Development Strategy for 2012 – 2014</li> <li>In order to develop more houses than current regulations permit, the council has set up a separate housing development company (Dec 2012), to deliver homes to meet local need and provide income-generating opportunities for the Council.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 13/14 (Actions B8-B10)</li> <li>Agree delivery priorities for housing company</li> <li>Deliver target for providing new affordable homes - 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 of December 2013.</li> </ul>	1
C1	Work with partners to encourage local environmental enhancements including the Chalk Rivers project.	<ul style="list-style-type: none"> <li>Enhancement projects for the Rivers Mel and Shep have been completed.</li> <li>Six new Community Orchards have been supported.</li> <li>Six planning-related proposals have been supported.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 13/14 (Action C8)</li> <li>Revised catchment restoration projects are being developed for Hoffer and Bourn Brooks and Bar Hill.</li> </ul>	1
C2	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.	<ul style="list-style-type: none"> <li>The figure for Trade waste recycling in 2012/13 was 19.59% - an increase on the target of 15%.</li> <li>The reduction in total household waste diverted from landfill to 55.93%, is mainly due to unseasonable weather conditions, resulting in less green waste that could be composted.</li> <li>We could have done better at publicising that black bin waste was not being recycled due to machinery failure and encouraged people to put more waste in the blue and green bins instead.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 13-14 (Action A8) to work with partners to reduce council tax costs, carbon impacts and waste sent to landfill</li> <li>Initiatives to promote black-bin waste minimisation and recycling are progressing well and will continue (Textiles, Village recycling bins, RECAP Joint Waste Partnership).</li> </ul>	1
C3	Develop solutions to deliver co-ordinated community transport	<ul style="list-style-type: none"> <li>Work to bring forward a pilot Demand Responsive Transport (DRT) solution in the south-west of the district has been well-supported at community level.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 13/14 (Action C1)</li> <li>An updated Community Transport Strategy is being finalised for consultation.</li> <li>Procurement of a pilot DRT solution will take place in 2013-14</li> </ul>	1,4
C4	Work with older people to improve their independence and quality of life and ensure that our sheltered housing schemes remain attractive places to live.	<ul style="list-style-type: none"> <li>The new Sheltered Housing service continues to produce positive outcomes through targeted work by support staff for residents with specific needs.</li> <li>We carried out a 100% survey of the needs of all residents in supported housing allowing us to provide the service they need rather than a blanket service, where some people were getting a service they didn't need or want.</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 13/14 (Action C2)</li> <li>Following the adoption of Age Well as a key priority in the Cambridgeshire Health &amp; Wellbeing Board Strategy, the Ageing Well partnership group is being merged into the South Cambridgeshire Local Health Partnership.</li> <li>Roll-out of the new "Community Navigators" scheme across the District began in May 2013, with the Portfolio Holder joining the</li> </ul>	1,6

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		<ul style="list-style-type: none"> <li>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</li> </ul>	Project Steering Group.	
C5	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.	<ul style="list-style-type: none"> <li>The Health and Wellbeing Board's Strategy Action Plan was agreed in April 2013 <a href="http://www.cambridgeshire.gov.uk/council/partnerships/health-wellbeing-board.htm">http://www.cambridgeshire.gov.uk/council/partnerships/health-wellbeing-board.htm</a></li> <li>The Local Health Partnership and the Crime and Disorder Reduction Partnership held a joint workshop in Jan 2013 to look at growth (and in particular Northstowe)</li> </ul>	<ul style="list-style-type: none"> <li>An ongoing priority for 2013/14 (Action C3) to work with GPs and the Local Health Partnership to improve the health of new communities, access to mental health services and support for emerging vulnerable groups</li> </ul>	1,4, 6
C6	Develop a sustainable process to address the accommodation needs of Gypsies and Travellers.	<ul style="list-style-type: none"> <li>£1.5M Government funded investment was secured for the long term future of existing sites as well as the provision of new sites</li> </ul>	<ul style="list-style-type: none"> <li>The Local Plan now includes more pitches than the Council needed to provide to meet its targets</li> </ul>	1,4,6
C7	Ensure benefits reform is implemented as smoothly and as effectively as possible.	<ul style="list-style-type: none"> <li>The Council's scheme for localised Council Tax support was formally agreed in Jan 2013 and launched in April 2013. <a href="http://modern.gov/documents/s69300/Council%20Tax%20Support%20Scheme%20Report.pdf">http://modern.gov/documents/s69300/Council%20Tax%20Support%20Scheme%20Report.pdf</a></li> <li>Additional contact centre staff provided to answer customer queries about what changes mean to individuals.</li> </ul>	<ul style="list-style-type: none"> <li>The scheme will be reviewed as part of the Revenues and Benefits Service Plan for 2013-14.</li> <li>An ongoing priority for 13-14 (Action A9)</li> </ul>	4
C8	Work with local communities and businesses to develop and deliver actions on climate change that make a difference.	<ul style="list-style-type: none"> <li>The Cambourne Parish Energy Fund was established and delivered</li> <li>Enhanced Sustainability Show Homes delivered in Trumpington Meadows and Upper Cambourne</li> <li>The Sustainable Energy Parish Partnership won regional Carbon Footprint Award from National Energy Action</li> <li>Green Deal 'Community Connection' project that has brought together all Cambridgeshire local authorities in successfully securing £75k Govt funding</li> <li>Approval of the district's first community wind turbine</li> <li>Development of a sustainable business assessment tool for agriculture and public houses</li> </ul>	<ul style="list-style-type: none"> <li>Green Deal 'Community Connection' project is working to procure necessary business relationships to launch single Green Deal brand for Cambridgeshire in the coming year</li> <li>An ongoing priority for 13-14 (Action C5)</li> <li>We need to assess our resource needs following staffing changes</li> </ul>	1,6

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C9	Work to ensure the provision of a sustainable housing service for the Council's sheltered housing residents.	<ul style="list-style-type: none"> <li>Estate Officers led initiatives to boost community cohesion through greater use of communal rooms</li> <li>Established Keep Fit schemes for older people, to which the wider community have been invited</li> </ul>	<ul style="list-style-type: none"> <li>The new Sheltered Housing service will continue to produce positive outcomes through targeted work by support staff for residents with specific needs</li> <li>Prepare for the retendering of the Supporting People contract by the County Council</li> </ul>	1,6
C10	Ensure the effective delivery of the Children and Young People's Plan and the development of the Youth Council.	<ul style="list-style-type: none"> <li>The majority of the 2011-12 Children &amp; Young People's Plan <a href="http://www.cambridgeshire.gov.uk/NR/rdonlyres/63A76220-C571-4F2D-BF73-444828478C57/0/thebigplan.pdf">http://www.cambridgeshire.gov.uk/NR/rdonlyres/63A76220-C571-4F2D-BF73-444828478C57/0/thebigplan.pdf</a> has now been delivered with the launch of the South Cambridgeshire Youth Council in Jan 2013</li> <li>The Children &amp; Young People's Partnership is successfully delivering projects in Cambridge at the Chesterton Children's Centre which supports parents of young children and supporting access to mental health services for young people across the District</li> </ul>	<ul style="list-style-type: none"> <li>Our ongoing priority action is to work with the Youth Council to develop an integrated plan to improve health, success and opportunities for young people (Action C6)</li> </ul>	1,6
C11	Celebrate rural life through the Diamond Jubilee, 2012 Olympics, Community Pride, Village Heroes and best-kept garden awards.	<ul style="list-style-type: none"> <li>The Parklife, Paralympic Flame Event, Village Hero Awards and Best Kept Gardens Awards have all been completed</li> <li>The 'Emerge' arts programme of events celebrating young talent has been delivered</li> </ul>	<ul style="list-style-type: none"> <li>All 2012-13 actions completed</li> <li>An ongoing priority to organise similar successful events during 13-14 (Action C7)</li> </ul>	1,6
C12	Continue support for community orchards, hedgerows, tree-planting and other conservation and enhancement projects.	<ul style="list-style-type: none"> <li>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</li> <li>11 historic buildings grants have been awarded</li> </ul>	<ul style="list-style-type: none"> <li>2012-13 actions completed</li> <li>An ongoing priority to deliver improvement schemes (Action C8)</li> </ul>	1
C13	Work with parish councils and police to implement new local policing arrangements which improve community safety.	<ul style="list-style-type: none"> <li>A Police Inspector now attends fortnightly SCDC Tasking and Coordination Group to share intelligence and support joint operations</li> <li>We continue to support 7 Police Panels across the District</li> <li>A PCSO is now partly based at South Cambs Hall to help reduce business crime in support of the SCDC "Open for Business" Priority</li> <li>Figures published in 2012 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 an Institute for</li> </ul>	<ul style="list-style-type: none"> <li>We are working with Police to improve resident and Parish engagement with the Police Panels</li> <li>Our ongoing priority for 13-14 is to effectively influence the Police and Crime Commissioner's Plans via improved engagement with our local communities and better sharing of intelligence with police and partners (Action A10)</li> </ul>	1,2

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		<p>Economics and Peace survey</p> <ul style="list-style-type: none"> <li>The Police and Crime Commissioner delivered a report to our Scrutiny Committee in April 2013 which demonstrated that in 2012/13 the police and CDRP recorded 4683 crimes, which was a reduction of 4.7% (233) against a target of 4%.  <a href="http://scams.moderngov.co.uk/documents/s70465/CDRP%20Briefing%20Note.pdf">http://scams.moderngov.co.uk/documents/s70465/CDRP%20Briefing%20Note.pdf</a></li> </ul>		

**Appendix 2 – summary of internal audit findings**

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**Appendix 3 – Management team Structure**