

## Section 2: Action Plan

### Introduction

This section of our plan provides more details about the actions that we will be taking to make sure we achieve our objectives. These actions are grouped around each of the strategic objectives and service delivery principles that we have set ourselves:

- SO1: Enabling people to thrive, achieve their potential and improve their quality of life
  - SO2: Supporting and protecting vulnerable people
  - SO3: Managing and delivering the growth and development of sustainable communities
  - SO4: Promoting improved skill levels and economic prosperity across the country, helping people into jobs and encouraging enterprise
  - SO5: Meeting the challenges of climate change and enhancing the natural environment
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- SDP1: Delivering high-quality and efficient services
  - SDP2: Listening and being responsive to the needs of Cambridgeshire
  - SDP3: Working in partnership to achieve a shared vision for Cambridgeshire

Many of these actions contain more detail than is captured in the Integrated Plan and these can be found in other key plans such as 'The Big Plan' for children and young people services. However, sufficient detail has been included to allow us to monitor and review progress throughout the year to ensure we are on track overall. As we have made some significant adjustments to our budgets this year some of the actions relate to how we will be transforming some of our services to maintain our existing high levels of delivery.

For each strategic objective and service delivery principle, the tables set out:

- The **key actions** that we want to deliver to achieve each objective
- The **success criteria** by which we will know if we have delivered on each action
- A **performance measure/indicator** to help us assess how what we are doing will improve our performance
- A **target** that we have set ourselves for improving against the performance measure/indicator we have identified

<b>Strategic Objective 1: Enabling people to thrive, achieve their potential and improve their quality of life</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <i>(NI or Local)</i>	<b>Performance Targets 2010/11</b>
1.1 Improve achievement and well-being for all children and young people	<ul style="list-style-type: none"> <li>Improved outcomes for all children 0-11 years</li> <li>Improved outcomes for all 11-19 years</li> </ul>	EYFS profile results Key Stage 1 and 2 standards Secondary school floor targets Ofsted judgements	NI72 62%Early Years Foundation stage attainment  All secondary schools above the 30% floor target
<b>Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	
1.2 Narrow the achievement gap for Looked After Children, some Black, Minority Ethnic groups and children with special educational needs or learning difficulties and/or disabilities (SEN /LDD)	<ul style="list-style-type: none"> <li>Improved achievement of Looked After Children at Key Stage 4</li> <li>Improved performance of some specific BME groups</li> <li>Improved performance of children with SEN and/or LDD</li> </ul>	NI 99, 100, 101. 105, 107, 108 achievement at Key Stage 2 and GCSEs for looked after children, children with SEN/LDD and from some BME backgrounds.	
<b>Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	

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1.3 Enhance the learning experiences and opportunities for children and young people	<ul style="list-style-type: none"> <li>Schools are equipped and empowered to manage and exploit new curriculum demands and developments by March 2011</li> <li>Increased number of outreach opportunities developed by Cambridgeshire Outdoors by March 2011</li> </ul>		<p>Curriculum provision judged to be good or better in 80% of schools or more</p> <p>Learning Outside the Classroom judged to be good or better in 80% of schools or more</p>
<b>Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	
1.4 Ensure that ICT enhances the learning experiences and opportunities for children and young people by March 2011	Improvement in Ofsted outcomes for schools for Be Healthy by March 2011		National target of 75% of schools achieving national status for Health Promoting Schools Programme.
<b>Cabinet Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	
1.5 Improve school facilities in Fenland	Progress made in the delivery of the Building Schools for the Future (BSF) programme in Fenland by March 2011		BSF delivered to contractual performance and cost targets.
<b>Cabinet Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	

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1.6 Develop and implement a commissioning framework for Children's Centres	All Children's Centres delivering to this specification by March 2012	NI 53, 55, 118, 117, 116, 92,	All Centres committed to the new specification by March 2011.
<b>Cabinet Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Learning</b>	
1.7 Development of comprehensive action plan, with relevant partners, to deliver the transformation of adult social care (Work coming from Making Cambridgeshire Count has the potential to support this agenda)	<ul style="list-style-type: none"> <li>• Draft action plan prepared for April 2010</li> <li>• Key partners signed up to action plan by July 2010</li> <li>• Progress will be evidenced in accordance with actions and timeframes agreed in the action plan, (incorporating the Department of Health Milestone Document that runs through to April 2011)</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Member for Adult Social Care, Health and Wellbeing</b>		<b>Lead Officer: Service Director Adult Support Services</b>	
1.8 Development and implementation of a model for re-ablement to be delivered across Cambridgeshire	<ul style="list-style-type: none"> <li>• Model agreed for April 2010</li> <li>• Implementation to be taken forward in line with project plan during 2010/11</li> </ul>	NI 125: Achieving independence for older people through rehabilitation/intermediate care	81% TBC
<b>Portfolio Holder: Lead Cabinet Member for Adult Social Care, Health and Wellbeing</b>		<b>Lead Officer: Service Director Adult Support Services</b>	

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<p>1.9</p> <ul style="list-style-type: none"> <li>Pursue opportunities to develop learning opportunities in priority communities – Oxmoor, Chatteris, St Neots (Eynesbury), Littleport and the Abbey, Arbury and King's Hedges Wards of Cambridge – and based around the Community Access Points – working within the Investing in Communities Programme</li> <li>Embed and expand an integrated programme of support and advice for responding to the economic downturn and planned recovery - for those in work and those finding themselves out of work, especially in areas of relative deprivation within the County.</li> <li>Determine medium and longer term areas of focus for coordinated activity in Wisbech, Fenland as a whole and other deprived communities within the County, using existing information and knowledge and expertise from the CCC Fenland Unit, Fenland Links and the Informal Adult Learning Partnership</li> <li>Develop strong relationships with partners and work with them to ensure use of existing resources across all partner service providers is targeted at agreed priority outcomes.</li> <li>Support local voluntary and community sector organisations to develop their capacity to deliver learning opportunities for residents of disadvantaged neighbourhoods</li> </ul>	<ul style="list-style-type: none"> <li>31-07-2010 - Agreed 2009-10 Learning &amp; Skills Council funded Neighbourhood Learning in Deprived Communities (NLDC) projects delivered</li> <li>31-07-2010 - Funding for subsequent year's NLDC programmes secured.</li> <li>237 jobs provided through the Future Jobs Fund to 18-24 year olds and Unemployed adults, over one third of which are to be in Huntingdon and Fenland - by January 2011</li> <li>Establish new careers advice and guidance (nextstep) delivery in Wisbech library from February 2010</li> <li>Pursue the agreed targets for the Wisbech Community Library Project in relation to: <ul style="list-style-type: none"> <li>Community engagement in local service development, delivery and management</li> <li>Opportunities for skills development</li> <li>opportunities for migrant workers to improve their English and communication skills</li> <li>improved access to local historical and cultural resources to enhance civic pride and ambition</li> </ul> <ul style="list-style-type: none"> <li>3-year project, 2010 to 2013</li> </ul> </li> <li>Participate in Citizens Advice Bureaux (CAB) Advice Hub project – especially in relation to use of libraries as network outlets in the Fenland area</li> <li>30-09-2010 – Establish local outcomes targeted at identified needs and agreed between key partners developed</li> <li>30-09-2010 - Agreed outcomes (see above) used as a focus for targeting resources and ongoing service delivery</li> <li>31-03-2011 - Effectiveness of partnerships reviewed</li> <li>30-03-2011 Use of resources in pursuing target outcomes reviewed</li> </ul>		
Portfolio Holder: Lead Cabinet Portfolio Holder for Communities		Lead Officer: Service Director Community Learning & Development	

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<p>1.10</p> <ul style="list-style-type: none"> <li>Develop and implement a co-ordinated Countywide approach to skills for life provision, including developing Entry Level and English for Speakers of Other Languages (ESOL) provision</li> <li>Develop the Cambridgeshire Together Culture Theme Group as a strong strategic cultural partnership with other key providers and stakeholders, in order to ensure the contribution of the sector across a range of priority agendas</li> <li>Promote access to and encourage use of libraries, cultural and heritage facilities</li> <li>Exploit the opportunities offered by the 2012 Olympiad to promote a range of business, social / community, sporting and cultural benefits and raise aspirations through participation (<i>further details in Strategic Objective 4 section below</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Agree a Countywide ESOL Action Plan with partners and stakeholders - by 30-09-2010</li> <li>Map and review current provision and the impact of planned cultural budget reductions at County and District levels, using the Culture and Sport Improvement Toolkit – by 30-06-2010</li> <li>Identify priorities for targeting the reduced resources available over the medium term – by 30-06-2010</li> <li>Identify future management and governance arrangements for culture and sport in the context of the current proposals for reductions in funding at County and District levels</li> <li>31-03-2011 - A viable scheme for the establishment of a Cambridgeshire History Centre is identified, agreed and designed</li> <li>31-03-2011 – replacement Ramsey Library completed and opened</li> <li>Complete the programme of introducing self-service operations and new ways of working at the larger (“hub”) libraries – by October 2010</li> <li>Promote remote access from home, workplaces, schools and other community venues to the range of online information resources made available via the Library Service – ongoing</li> <li>Seek ways of increasing the contribution of all the CLD Services to the Children and Young People's <i>Big Plan</i> action / implementation plan – ongoing</li> </ul>	<p>Performance measures to be agreed as part of action plan development – linked to NI 13</p> <p>NI 9: Use of public libraries</p> <p>NI 10 Visits to museums and galleries</p> <p>NI 11: Engagement in the arts</p>	<p>Target to be developed with partners</p> <p>49% by December 2010</p> <p>59.8% by December 2010 - i.e. maintaining the 2008 upper quartile baseline</p> <p>51.4% by December 2010 - i.e. maintaining the 2008 upper quartile baseline</p>

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<ul style="list-style-type: none"> <li>Continue to contribute to the development and maintenance of the Cambridgeshire.net online community information system</li> </ul>	<ul style="list-style-type: none"> <li>Determine further development possibilities on the basis of customer and community feedback and on opportunities for further funding</li> <li>Participate in the EU-funded DIEGO Project, aimed at developing online access to e-government and community services, using Cambs.net as the access channel – March 2010 to March 2012</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Portfolio Holder for Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	
<p>1.11 The strategic action undertaken will be to restructure the Directorate, bringing together the constituent parts of the “countywide” elements to our work.</p> <p>It is anticipated this will as a minimum include those services under the “safer and stronger” theme managed by the County Council (the DAAT, the Domestic Abuse Partnership, the Community Safety Unit and the Community Engagement Service (under Steve Vartoukian) but the ambition, given the reductions in the public purse face all the public sector, is broader and may include services managed by partners. This may of course mean transfer of responsibility (in or out).</p>	To have reviewed the services provided under “safer and stronger communities” activity both internal and external by June 2010, and to have reorganised accordingly by March 2011.	All those within the Safer and stronger theme, but specifically Nis 1,4 7, 16, 17, 20 and 32.	No amended targets.
<b>Portfolio Holder: Lead Cabinet Portfolio Holder for Communities</b>		<b>Lead Officer: Service Director Community Engagement (Fenland)</b>	

Strategic Objective 2: Supporting and protecting vulnerable people			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
2.1 Improve integrated working practices and further develop effective referral arrangements to and within Children's Services and Children's Social Care.	Implementation of the Ofsted Safeguarding Improvement Plan. Review, develop and re-launch the role of the Common Assessment Framework by August 2010		NI 59 – 74% NI 60 – 87%
<b>Portfolio Holder: Lead Cabinet Member for Children</b>		<b>Lead Officer: Service Director Children's Social Care</b>	
2.2 Ensure capacity of children's social care teams to deliver quality services within identified budget	Business Transformation review of services and service redesign developed and implemented within planned timescales.	Local % of children whose referral occurred within the 12 month previous  % social worker vacancies  Working days lost to sickness absence per FTE in Children's Services  Caseload targets	NI 66 95% NI 68 – 60% NI 65 – 12.5% Ni 67 – 100% NI63-66%  All residential units judged as being satisfactory or above
<b>Portfolio Holder: Lead Cabinet Member for Children</b>		<b>Lead Officer: Service Director Children's Social Care</b>	
2.3 Develop the workforce within the LA, Learning Directorate, settings and schools around safeguarding by March 2011.	New Education Safeguarding Group in place by July 2010 to consider all aspects of safeguarding within education provision.		All schools judged as adequate or better in respect of safeguarding arrangements
<b>Portfolio Holder: Lead Cabinet Member for Children</b>		<b>Lead Officer: Service Director Children's Social Care</b>	



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2.4 Develop and implement a child poverty reduction strategy on behalf of and with the Children's Trust by March 2011	Strategy developed and agreed by December 2010 at the latest.	NI 116	NI 116 Target to be developed
<b>Portfolio Holder: Lead Cabinet Member for Children</b>		<b>Lead Officer: Service Director Children's Social Care</b>	
2.5 Implement the Parenting Strategy and develop and deliver services that address the needs of parents	Parenting Commissioning Plan in place by Dec 2010	NI 22 NI 116	Under development with DCSF
<b>Portfolio Holder: Lead Cabinet Member for Children</b>		<b>Lead Officer: Service Director Children's Social Care</b>	
2.6 Promote choice and control for individuals eligible for adult social care support <ul style="list-style-type: none"> <li>• Increase individual choice and control over how needs are met</li> <li>• Improve their quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the roll out of self-directed support in accordance with the project plan (March 2011)</li> <li>• Develop framework for collecting evidence of improved outcomes for individuals (July 2010)</li> <li>• Work with providers to develop more flexible, responsive services, supported by appropriate contracts (March 2011 onwards)</li> </ul>	NI 130: Direct payments & individual budgets	90%
<b>Portfolio Holder: Lead Cabinet Member for Adult Social Care, Health and Wellbeing</b>		<b>Lead Officer: Service Director Adult Support Services</b>	
2.7 Contribute to the whole system approach to reducing delayed discharges in acute and non-acute hospitals, focusing on capacity and market management	<ul style="list-style-type: none"> <li>• Contribute to the management of the deployment of home care and residential/nursing home capacity, working collaboratively with Cambridgeshire Community Service</li> <li>• Negotiate with home care and residential/nursing home providers to develop capacity as required.</li> </ul>	NI 131: Delayed transfers of care from hospital  (LAA target)	8.9  (LAA target)
<b>Portfolio Holder: Lead Cabinet Member for Adult Social Care, Health and Wellbeing</b>		<b>Lead Officer: Service Director Adult Support Services</b>	

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2.8 Implement safeguarding of vulnerable adults procedures and promote best practice across all organisations	<ul style="list-style-type: none"> <li>Implement strategic action plan, in line with agreed plan, and monitor progress quarterly at the Countywide Safeguarding Committee</li> </ul>	Indicators are being developed following national pilot that Cambridgeshire contributed to.	
<b>Portfolio Holder: Lead Cabinet Member for Adult Social Care, Health and Wellbeing</b>		<b>Lead Officer: Service Director Adult Support Services</b>	
2.9 Continue activities aimed at extending the personal and social benefits of developing access to information and online access skills for older people.	<ul style="list-style-type: none"> <li>EngAge project funding agreed within Adult Social Care and Library Service budgets for 2010-11 financial year.</li> <li>Extend Books on Prescription Scheme supported by LPSA Reward Funding – until March 2012</li> <li>Complete Nominet-funded project to train volunteers at community access points to support users and encourage participation – by March 2011</li> <li>Seek ways of increasing the contribution of all the CLD Services to the Older People's Strategy action / implementation plan - ongoing</li> </ul>	NI 9: Use of public libraries  NI 139 The extent to which older people receive the support they need to live independently at home.	49% by December 2010  Target to be developed with partners
<b>Portfolio Holder: Lead Cabinet Member for Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	
2.10 Protect young people from harmful tobacco products	Young people unable to access tobacco products before the appropriate age of 18	LI % of premises selling tobacco to young people	Below 12%
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

<b>Strategic Objective 3: Managing and delivering the growth and development of sustainable communities</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <i>(NI or Local)</i>	<b>Performance Targets 2010/11</b>
3.1 To progress the delivery of robust plans to meet the increased demand for primary school places in Cambridgeshire	Strategy agreed by 1 <sup>st</sup> April 2010 and plan implemented to ensure that the demand and supply of school places are kept in balance at County and local levels.	First choice preferences for primary school choices met	TBC
<b>Portfolio Holder: Lead Cabinet Portfolio Holder for Learning</b>		<b>Lead Officer: Service Director Strategy and Commissioning</b>	
3.2 Contribute to the planning and establishment of sustainable community facilities in the new settlements <ul style="list-style-type: none"> <li>Plan for the establishment of learning, community, information, cultural and sports provision in the growth areas and new settlements               <ul style="list-style-type: none"> <li>wherever possible co-located as part of centrally sited community / civic hub buildings</li> <li>involving all the CLD Services in forming partnerships and addressing governance, affordability, sustainability, implementation and management issues</li> </ul> </li> <li>Work with Cambridgeshire Horizons and other partners to implement the Arts and Cultural Strategy and Major Sports Facilities Strategy for the Cambridge sub-region</li> </ul>	<ul style="list-style-type: none"> <li>Ensure the agreed principles for the development of community services and facilities – including library, cultural and sports facilities - are incorporated into the planning processes for each of the new communities – ongoing (timescales vary for the different new community developments)</li> <li>Agree triggers for the delivery of community facilities as part of S106 agreements – ongoing (timescales vary for the different new community developments)</li> <li>Determine requirements and agree triggers for the delivery of interim facilities for the new communities, as appropriate - within the development framework and S106 timescales - ongoing – timescales vary for the different communities</li> <li>Use the combined resources of the Community Learning &amp; Development Services to plan activities which will foster the development of a sense of place and of belonging in the new settlements - using interim facilities and outreach activities to work in and with the new communities.</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Portfolio Holder for Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	

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3.3 Establish a revised strategy for the future shape of library and learning service delivery, taking account of demographic change - not only the growth of new communities but also the best ways, in the face of major budget pressures to deliver services for both children and young people and also older people, for those living rural areas and those from hard to reach and socially deprived communities	<ul style="list-style-type: none"> <li>Develop more systematic use of available information sources and performance information to analyse, assess and establish the needs of Cambridgeshire's and the most efficient, effective and best value for money ways of meeting those needs in the face of reduced budgets for the foreseeable future</li> <li>Outcomes of Review of Library Service agreed by 31-03-2010 – further detail on the Review process is set out in the Service Delivery Principles section below.</li> <li>Outcomes of Review of Library Service implemented fully by 30-09-2011</li> <li>Outcomes of Learning Services Review agreed by June 2010</li> <li>Outcomes of Learning Services Review implemented by April 2011</li> <li>ONGOING - Continue to contribute to work of Migrant Workers' Network</li> <li>Agree with partners a Countywide ESOL Action Plan by 30-09-2010</li> </ul>	<p>NI 9: Use of public libraries</p>          <p>Performance measures to be agreed as part of ESOL action plan development – linked to NI 13</p>	<p>49% by December 2010</p>          <p>Target to be developed with partners</p>
<b>Portfolio Holder: Lead Cabinet Portfolio Holder for Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	

### Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
3.4 Provide easily accessible open spaces that are safe, clean, rich in biodiversity	To continue to increase the proportion of County Wildlife Sites (CWS) where active conservation management is being undertaken	NI 197 - Improved local biodiversity – active management of local sites	215 sites (52% of total sites)
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
3.5 Protect our physical and historical environment	<p>Major growth and construction projects have minimal impact on the environment and, where possible, provide positive enhancements to the natural environment</p> <p>Planning permissions granted recognise the unique nature of Cambridgeshire Historic Environment and have conditions included that provide adequate protection.</p>	Local indicators to be developed	TBC
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
3.6 Complete Minerals and Waste Development documents according to Local Development Scheme timetable	<p>Feb/Mar 2010 - Pre-submission Consultation</p> <p>June 2010 - Submission</p> <p>Nov 2010 - Examination (Core Strategy)</p> <p>April 2011 - Inspector's Report</p> <p>June 2011 - Plan Adoption</p> <p>Mid 2011 – Examination (Site Specific Proposals)</p> <p>End 2011 – Inspectors Report</p> <p>Early 2012 – Site Specific Proposals Adopted</p>	LI - Minerals and Waste Development Scheme delivered to plan	TBC
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

### Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
3.7 Continue to actively participate in review of Regional Spatial Strategy, and provide strategic planning advice to Leader's Board, dependent on future government intentions	31/03/2010 - EERA submit draft RSS to Secretary of State Summer 2010 – EEDA and Leaders Board consult on revised RSS ahead of Examination in Public Early 2011 – Possible Examination in Public (Note – in the event of a change of Government, Regional Planning arrangements are likely to be substantially changed)	LI - Cambridgeshire contributes to RSS Review in line with published timetable	TBC
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
3.8 Reduce the % of known 'problem premises' illegally selling alcohol to young people under the age of 18	Continue roll out of CAP  Targeted actions at premises known to sell alcohol to minors	LI: % of retail 'problem premises' selling alcohol to young people	Below 18%
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
3.9 Increase the % of residents in Cambridgeshire that live in areas that have an established Community Alcohol Partnership	Roll out plan agreed by partners  Deliver roll out in accordance with agreed plan:  Wisbech - April 2010 South Cambridgeshire – June 2010 Ely – December 2010	LI: % residents living in area where Community Alcohol Partnership has been established	45% of residents live in an area with an established CAP
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

## Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
3.10 Protect consumers and business from serious inquisitive “trading” crime such as counterfeiting and door step crime. Paying particular attentions to the needs of vulnerable groups in the run up to the digital switchover of television services	Assets recovered from criminals to re-invest in criminal investigations  People feel safer in their home and neighbourhood as a result of contact with the Distraction Burglary and Rogue Trader Task Force. Actions to include senior safety zones, talks, no cold calling zones and rapid response to incidents	LI Financial investigations unit to be financially self-sufficient  NI138 (Local indicator for DBRTT is 90%)  NI183	Unit to be self-financing by 1/4/2012  NI183 at, or below, 0.7
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
3.11 Work with developers and district councils to provide easily accessible open spaces that are safe, clean and rich in biodiversity  Through the Rights of Way Improvement Plan: 1. Identify paths that are significant ‘desire lines’ for people of all abilities. Undertake appropriate surface improvements. 2. Liaise with planners and developers to provide new countryside access provision to link new developments into an enhanced network catering for an increased population:	2010/11 target of 215 achieved for NI 197 – Improved local biodiversity – active management of local sites  Year 2 of action plan implemented by 31/03/2011  31-03-2011 - New settlements and potential new routes identified	NI 197 – Improved local biodiversity – active management of local sites  LI: % of footpaths that are easy to use	215  64%
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	

### Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
<p>3. 12 Ensure that new housing development is matched by investment in physical and social infrastructure and fosters thriving communities.</p> <p>Support Districts and developers in building 58,010 new homes by 2021, working to ensure that a reasonable percentage of these are affordable. Ensure that as planning permissions are granted, appropriate provision is built in for required physical and social infrastructure and ensuring that this is provided at appropriate times</p>	<p>31-03-2011 - 19,300 homes built 31-03-2016 - 38,700 homes built 31-03-2021 - 58,000* homes built (*Based on RSS average of 3867 per annum from 2006)</p>	<p>NI 154: Total homes provided</p> <p>NI 155: Affordable homes provided</p>	<p>3,8319</p> <p>1,344</p>
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	
3.13 Deliver a Guided Busway to plan.	Early 2010 - open northern section of guideway. Southern section open in late 2010.	<p>NI 177: Bus passenger journeys</p> <p>NI 167 - Congestion</p>	<p>22.5 million (LAA) 25 million (CCC)</p> <p>No increase in congestion (i.e. no more than 4 minute 8 seconds per mile / no less than 14.4 mph).</p>
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	



<b>Strategic Objective 3: Managing and delivering the growth and development of sustainable communities</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets 2010/11</b>
3.14 Prepare the LTP3 document and progress the TIF proposals through the Joint Transport Forum	LTP3 consultation throughout 2010 moving to adoption of the new plan in 2011. Full submission under the TIF package to Government in December 2010.	NI 177: Bus passenger journeys  NI 167 - Congestion	22.5 million (LAA) 25 million (CCC)  No increase in congestion (i.e. no more than 4 minute 8 seconds per mile / no less than 14.4 mph)
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	
3.15 Lobby government to consider improvements to the transport network to enable people to travel to work more easily		NI 167 - Congestion	No increase in congestion (i.e. no more than 4 minute 8 seconds per mile / no less than 14.4 mph)
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	

## Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
3.16 Progress street lighting refurbishment through progressing the street lighting PFI	Contract awarded by end of 2010/11		
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	
3.17 Develop community transport schemes - linked to the outcomes of the Transport Review. Schemes will be incentivised to expand and improve their services partially through a revised County Council funding mechanism	Demonstrated by a 5 %increase in passenger numbers by 2012.	NI 175 – access to services and facilities by public transport, walking and cycling  LI – number of community transport scheme passengers	96%  5% increase by 31/03/2011
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	
3.18 Improve Air Quality in Cambridge City	NOX concentrations to be gradually reduced to within EU/national limits by 2015		<40µgm/m³ by 2015
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	
3.19 Reduce cost of mainstream home to school transport and adult social services transport by completion and implementation of a transport network review	Reduce transport costs and improve transport quality for mainstream home to school and social service transport. (note: Special Educational Needs transport is excluded from this review)		5% saving on current costs (£800k)
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	
3.20 Maintain quality of the highways network	Complete 2010-11 actions identified in the Local Transport Plan	NI169: Non-principal roads where should consider maintenance	7%
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	

### Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
3.21 Improve the safety of Cambridgeshire's road network	<p>Reduce the number of people injured on Cambridgeshire's road network.</p> <p>Complete review of speed limits on A and B roads by 31/03/2011</p>	<p>NI 47: People killed/seriously injured in road accidents</p> <p>Li: slight injury numbers</p>	<p>Reduce to 360 by 2010</p> <p>Reduce from 2006-2008 average of 2497 to no more than 2475 by 2010</p>
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	
<p>3.22 Provide easily accessible open spaces that are safe, clean and rich in biodiversity:</p> <p>Through the Rights of Way Improvement Plan:</p> <p>a. Identify paths that are significant 'desire lines' for people of all abilities. Undertake appropriate surface improvements.</p> <p>b. Liaise with planners and developers to provide new countryside access provision to link new developments into an enhanced network catering for an increased population:</p>	<p>Year 2 of action plan implemented by 31/03/2011</p> <p>31-03-2011 - New settlements and potential new routes identified</p>	<p>NI 197 – Improved local biodiversity – active management of local sites</p> <p>LI: % of footpaths that are easy to use</p>	<p>215</p> <p>64%</p>
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	

### Strategic Objective 3: Managing and delivering the growth and development of sustainable communities

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
<p>3. 23</p> <p>Implement Intelligent Transport Systems.</p> <p>Commission Integrated Highway Management Centre and commence active network management</p> <p>Initiate Information Strategy</p>	<p>Back-office systems live by Summer 2010</p> <p>Provision of first tranche of ITS on-street by year-end,</p> <p>Operational by November 2010</p> <p>Operational by November 2010</p>	<p>NI 167- Urban Congestion.</p>	<p>No increase in congestion (i.e. no more than 4 minute 8 seconds per mile / no less than 14.4 mph).</p>
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	

<b>Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets</b> <b>2010/11</b>
4.1 To secure the efficient and effective transfer of the Learning and Skills Council functions to the County Council by March 2011	Commissioning plan for 14-19 provision implemented by March 2011. Implementation of the 14-19 Strategy	NI 148 NI 117 NI 45	Improvement in performance of NI 79 and 80 (targets to be set) NI 90
<b>Cabinet Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Strategy and Commissioning and Service Director Enhanced and Preventative Services</b>	
4.2 Development of targeted and integrated youth support services within to improve outcomes and deliver savings by April 2012	More young people able to access and sustain places in education, employment or training. Savings delivered.	NI 110 Ni 148 NI 112 NI 115	NI 117 4.4%
<b>Cabinet Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Director Strategy and Commissioning and Service Director Enhanced and Preventative Services</b>	

## Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise

Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
<p>4.3</p> <ul style="list-style-type: none"> <li>Develop a programme of support and advice for responding to the 'credit crunch' linked to Skills for Life and skills for jobs - for those in work and those finding themselves out of work.</li> <li>Continue to develop the coordinated use of the whole range of adult learning opportunities, services and facilities – with a particular emphasis on developing the skills and employability of: <ul style="list-style-type: none"> <li>adults with less than Level 2</li> <li>workless adults</li> <li>young people not in education, employment or training</li> <li>those living in the County's hard-to-reach groups and priority deprived communities</li> <li>migrant workers and other speakers of other languages</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Links from Weathering the Storm Website to CLD Services and content reviewed – by 30-06-2010</li> <li>Work with other providers through the Informal Adult Learning Partnerships to improve access and participation opportunities and pathways into, progression, achievement and further learning - for targeted groups, especially first time learners and/or those with skills for life needs and low level IT skills</li> <li>Achieve targets for work supported by City and South Cambs LPSCA Reward Fund project: <ul style="list-style-type: none"> <li>Entry level literacy and numeracy</li> <li>IT skills</li> <li>Isolated learners</li> </ul> - by March 2011</li> <li>Deliver 6000 careers advice and guidance sessions supporting 1,500 adults to access learning and work by <i>nextstep</i> Adult Guidance Service and Library Learning Service by July 2010</li> <li>Provide 237 jobs to 18-24 year olds and those aged 25+ who live in areas of relative high unemployment through the Future Jobs Fund – February 2010 to March 2011. (This integrated programme includes accredited employability preparation workshops and Skills for Life screening sessions provided by Adult and Community Learning Service, plus exit and specialist careers guidance support provided by <i>nextstep</i> Adult Guidance Service)</li> </ul>	<p>NI 161 Learners achieving Level 1 qualification in literacy NI 162 Learners achieving Entry Level 3 qualification in numeracy NI 163 Proportion of working population qualified to at least Level 2 or higher LI National Test Passes in skills for life at Entry Level 3 and Level 1 and 2.</p> <p>NI 151 – overall employment rate NI 152 Working age people on out of work benefits NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods</p>	<p>NI 161: 83 by July 2010 NI162: 67 by July 2010 NI163: 76% by 2011 LI: 200 national test passes in skills for life at Entry Level 3 and Level 1 and 2 by July 2010</p> <p>NI 151 target being developed with partners NI 152 11.1% (1% reduction from baseline) by 2011 - - Fenland only NI 153 target being developed with partners</p>

Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
	<ul style="list-style-type: none"> <li>• Provide 7 Future Jobs Fund posts in museums in the county (and Hunts Archives) as part of the regional <i>Stepping Stones</i> project, led by the Renaissance East Museums Hub – February/March to August/September 2010</li> <li>• Provide redundancy support to 50 companies by <i>nextstep</i> Adult Guidance Service – by July 2010</li> <li>• Provide 3000 Careers Guidance sessions to unemployed adults through Integrated Employment and Skills (IES) support to unemployed clients in receipt of Job Seekers' Allowance</li> <li>• Contribute to promotion and delivery of the new Skills Accounts due to be made available in Cambridgeshire from January 2010 – by <i>nextstep</i> Adult Guidance Service</li> <li>• Establish the usage base for the e-learning centres in the re-developed Wisbech Library (from February 2010) and Ramsey Library (from March 2011) - supported from a combination of funding streams including CCC capital programme and Investing in Communities Programme (both schemes) and Big Lottery Fund Community Libraries Programme (Wisbech).</li> <li>• Use CCC priority (Integrated Plan) investment funding: <ul style="list-style-type: none"> <li>➤ to develop the use of the learning centres and other community venues (especially the Community Access Points) in the Fens</li> <li>➤ to target hard to reach groups, especially those in disadvantaged and isolated communities, in order to engage them in learning and skills development.</li> </ul> </li> </ul>		

Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
	<ul style="list-style-type: none"> <li>• Provide leadership - through the Informal Adult Learning Partnerships and other means – to develop the capacity of other learning providers, especially voluntary and community sector organisations, to deliver adult and family learning in a variety of community settings, in order to widen participation among hard-to-reach groups and deprived communities</li> <li>• Use annual Adult Learners Week and Family Learning Week as focus for widening participation, seeking opportunities for involving other CLD Services</li> <li>• Deploy a combination of interventions, making targeted use of the following funding streams, in order to gain maximum impact in terms of skills development: <ul style="list-style-type: none"> <li>➢ Adult and Community Learning Development Fund</li> <li>➢ Neighbourhood Learning in Deprived Communities</li> <li>➢ Nextstep careers advice and guidance and post August 2010 AACS face to face delivery</li> <li>➢ DWP Future Jobs Fund (details above)</li> <li>➢ European Union, UK Online and Nominet project funding</li> </ul> </li> </ul>		
Portfolio Holder: Lead Cabinet Member for Communities		Lead Officer: Service Director Community Learning & Development	



<b>Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets</b> <b>2010/11</b>
4.4 Exploit the opportunities offered by the 2012 Olympiad to promote a range of business, social / community, sporting and cultural benefits and raise aspirations through participation	<ul style="list-style-type: none"> <li>Continue to develop and implement a coordinated programme of 2012 themed activity, focusing on the priorities identified by the Member Champions Group and working with partner organisations through the GOLD Group – ongoing until August 2012</li> <li>Appoint to 2012 Olympiad Coordinator post funded from current financial year via Integrated Plan – February 2010</li> </ul>	<p>NI 57 – young people's participation in sport NI 110 Young people's participation in positive activities</p> <p>NI 8 – adult participation in sport and active recreation</p> <p>NI 11 - engagement in the arts</p>	<p>NI 57 Target introduction postponed until 2010 NI 110 87% by 2010-11</p> <p>NI 8 24.7 by 2010-11; 26.2% by 2011-12</p> <p>NI 11: 51.4% by December 2010 - i.e. maintaining the 2008 upper quartile baseline</p>
<b>Portfolio Holder: Lead Cabinet Member for Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	

<b>Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets</b> <b>2010/11</b>
4.5 Complete the Cambridgeshire Economic Assessment in line with Government guidance by 2010/11	Work through the Economic Assessment Board to identify key drivers for growth and how they could be supported for the benefit of Cambridgeshire communities.	Complete Cambridgeshire Economic Assessment by Autumn 2010	
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
4.6 Develop a network of small business incubators across the market towns, providing support to small businesses to start-up and develop	31/3/2010 - March enterprise units completed 31/3/2010 - Programme and implementation plan to develop new enterprise units completed	NI 151 - overall employment rate NI 171 - New business registration rate NI 172 - Percentage of small businesses in an area showing employment growth	TBC other than NI 171 – 1% above national average
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
4.7 Businesses are able to access regulatory advice and support in a manner that meets their needs, whilst at the same time protects the public.	Continued development of ERWIN advice site across other regulatory disciplines  Thorough review of the Trading Standards website for businesses  The offering of Primary Authority Partnerships to those businesses that wish to enter into a formal partnership	NI 182: Satisfaction of businesses with local authority regulation services	2008/09 benchmark = 77% 2009/10 = 78.5% 2010/11 = 80%
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

<b>Strategic Objective 4: Promoting skill levels and economic prosperity across the county, helping people into jobs and encouraging enterprise</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets</b> <b>2010/11</b>
4.8 Reduce economic differences across the county through implementing economic development Investing in Communities programme 2010/11	30/9/10 - 6 Vocational skills centres in secondary schools completed 31/12/10 - Learning Centres in Ramsey opening 03 2011 89 Adults gaining basic skills & 8 Level 2 qualifications 31/3/11- 570 people assisted to get a job 31/3/11 - 30 people assisted to get a job	NI 161: Learners achieving a level 1 qualification in literacy  NI 163: Working age population qualified to at least level 2 or higher  NI 90: Take up of 14-19 learning diplomas	TBC
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
4.9 Work with partners to ensure the integrity of the food chain and protect the rural economy from the impact of animal disease	Delivery of a programme of activity agreed with DEFRA  Continued to develop a more customer focused approach to our work with rural business. In particular produce a six monthly newsletter on animal health issues  Test our response to animal disease outbreak at least once per annum	NI 190	TBC
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

Strategic Objective 5: Meeting the challenges of climate change and enhancing the natural environment			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
5.1 <ul style="list-style-type: none"> <li>Ensure the environmental sustainability of existing and new buildings used to deliver CLD services</li> <li>Promote access to online information, learning and cultural resources, in order to reduce the requirement to travel to physical access points</li> </ul>	<ul style="list-style-type: none"> <li>Work with Property colleagues and developers to ensure that specifications for new buildings (Ramsey Library, Cambs History Centre) and significant schemes affecting existing buildings (St Neots and Rock Road Libraries) take full account of environmental sustainability features</li> <li>Seek to reduce energy consumption in all existing CLD buildings. An environmental efficiencies cost reduction target of £32,000 per year has been included in Library Service budget in the IPP for each of the next 3 years.</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Member Communities</b>		<b>Lead Officer: Service Director Community Learning &amp; Development</b>	
5.2 A co-ordinated culture change programme to embed resource-efficient behaviour, increase awareness and provide tools to make changes  (PLEASE NOTE THAT WHEN CONSOLIDATING THE TEMPLATES THIS ONE NEEDS TO LINK TO THE LOCAL AUTHORITY CARBON MANAGEMENT PLAN)	Continue to undertake awareness raising activity such as organisational development and staff training  Promote and develop incentives to reduce the climate impacts of staff business travel  Council wide we have embedded climate impacts and risks across council decision making and have a comprehensive adaptation action plan	CO <sub>2</sub> from local authority operations NI185  NI188	2% reduction on baseline  Level 3 (CCC) Level 1 (LAA)
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	

<b>Strategic Objective 5: Meeting the challenges of climate change and enhancing the natural environment</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets 2010/11</b>
5.2 Changing staff's travel behaviour	<p>Reduce business mileage in line with new targets agreed by SMT i.e. a 10% reduction over three years. The baseline will be business miles covered in 2009/10 (or 2008/9 if this is lower than the 2009/10 figure)</p> <p>Reduce drive-alone travel to work journeys in line with new targets agreed by SMT</p> <p>NI 194: Air quality</p>		<p>TBC April 2010</p> <p>TBC April 2010</p>
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment &amp; Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Service Director Environment and Regulation &amp; Corporate Director: People, Policy and Law</b>	
5.3 Over see the delivery of the Climate Change and Environment Strategy	<p>Monitor progress against the strategy and provide challenge to services</p> <p>The improvements recommended by the 2009 internal audit of the strategy are delivered</p>	NI 185: CO <sub>2</sub> reduction from local authority operations	2% year on year reduction from 2008/09 baseline
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.4 Work with PFI contractor to deliver a state of the art operating waste management facility	<p>Operational testing completed by 31/10/10</p> <p>Facility fully operational from 1/11/10</p>		
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.5 Establish a network of accessible recycling centres throughout the county, including in new communities	<p>Household Recycling Centres to opened as per provisional timetable below::</p> <p>Witchford – 2010/11 Northstowe – 2013/14</p> <p>Improvements are made to the existing Household Recycling Centres. In particular:</p> <p>Whittlesey – Spring 2010 Thriplow – Spring 2010</p>	NI 192: Household waste recycled and composted	57% (this is a stretched target that is above the partnership target below)

<b>Strategic Objective 5: Meeting the challenges of climate change and enhancing the natural environment</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <i>(NI or Local)</i>	<b>Performance Targets 2010/11</b>
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.6 Work with RECAP Partners to deliver the Joint Municipal Waste Management Strategy		NI 192: household waste recycled and composted	55% by 2015  (combined performance for Cambridgeshire District and County Councils, plus Peterborough City Council UA)
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.7 Deliver a major partnership project (HIVE) that creates a centre for government, industry, business and education to combine in low resource, low carbon activities aiming to build capacity and innovation for sustainable growth	31-01-2009 - Feasibility studies completed 31-12-2009 - Funding package approved 30-06-2010 Planning consent and start of works 30-06-2011 - Construction completed 31-08-2011 - Building opened		
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.8 Promote work with the environmental business sector and help to stimulate the development of low carbon technologies	31-03-2012 - Up to 20 new Small and Medium Enterprises (SMEs) in low carbon/clean tech sector located at the Hive	LI: No. of SMEs in low carbon technologies developed	
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director: Environment and Regulation</b>	
5.9 Deliver a joint action plan with the new Climate Change Partnership of the Cambridgeshire Together Partnership	Actions delivered to plan	NI 186: Per capita CO2 emissions in LA area	11% reduction from baseline
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director: Environment and Regulation</b>	

<b>Strategic Objective 5: Meeting the challenges of climate change and enhancing the natural environment</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets 2010/11</b>
5.10 Work with Cambridgeshire Horizons to implement the Integrated Water Management Strategy, including promoting use of sustainable/integrated urban drainage systems and monitoring the impact of the Lamb Drove water management system	Water Cycle Strategies and Strategic Flood Risk Assessments for Cambridge Sub-Region and for Fenland and East Cambridgeshire to be completed in 2010  Complete monitoring project for SuDs at Lamb Drove Cambourne (Interim Report January 2010, Final Report January 2011)	NI 188: Adapting to climate change	Level 3 (CCC) Level 1 (LAA)
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.11 Implement the actions as laid out in the Government's response to the Pitt Review new duties under the Floods and Water Management Bill (2010)	Development of lead role through the Cambridgeshire Flood Risk Management Partnership  Preparation for and development of capacity for new flood risk and surface water management duties.	NI 188: Adapting to climate change	Level 3 (CCC) Level 1 (LAA)
<b>Portfolio Holder: Lead Cabinet Member Economy and Environment</b>		<b>Lead Officer: Service Director Environment and Regulation</b>	
5.12 Work with Cambridgeshire Horizons and District Councils to develop and promote increased renewable energy provision in new developments	2010 - develop proposals for Northstowe biomass CHP plant for inclusion in the Masterplan	Contributes to NI 186: Per capita CO2 emissions in local authority area	11% reduction from 2005 baseline
<b>Portfolio Holder: Lead Cabinet Member Growth, Infrastructure &amp; Strategic Planning</b>		<b>Lead Officer: Service Director Growth and Infrastructure</b>	

<b>Strategic Objective 5: Meeting the challenges of climate change and enhancing the natural environment</b>			
<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets 2010/11</b>
<p>5.13</p> <p>Reduce journeys to school by car</p> <p>Work with all schools to produce individual school travel plans.</p> <p>Implement educational programmes and physical works through existing projects such as Safer Routes to School.</p>	<p>Reduction in journeys to school by car by 31/03/2011 (as per performance targets).</p> <p>All LEA schools to have completed their School Travel Plan by 31 /03/2010</p>	<p>NI 198: % journeys to school by car</p>	<p>20% (LAA) 21.4% (Local)</p>
<b>Portfolio Holder: Lead Cabinet Member Highways and Access</b>		<b>Lead Officer: Service Director Highways and Access</b>	



Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP1.1 Develop and implement a leadership strategy for and with schools by March 2011	Improvement in Ofsted judgements about schools by March 2011	NI 89	Grades for leadership average good or better in 80% of schools
<b>Portfolio Holder: Lead Cabinet Member for Learning</b>		<b>Lead Officer: Service Directors for Learning &amp; Strategy and Commissioning</b>	
SDP1.2 Lead the Children's Workforce Strategy to improve arrangements for integrated working and multi-agency training	Revised CWS annual plan in place by March 2011		CWDC self evaluation shows a 15 percentage point improvement in each of the next 2 years.
<b>Portfolio Holder: Lead Cabinet Member for Learning &amp; Children</b>		<b>Lead Officer: Service Directors for Learning &amp; Strategy and Commissioning</b>	
Enhance and develop Children and Young People's Services information systems through continued delivery of the OneVision information systems Programme plan	One Vision programme plan, meets target implementation dates for March 2011 including further development and improvement of the ICS social care system.	% of practitioners accessing case files	NI 59 – 74% NI 60 – 87% and Programme Plan delivered to target dates.
<b>Portfolio Holder: Lead Cabinet Member for Learning &amp; Children</b>		<b>Lead Officer: Service Directors for Learning &amp; Strategy and Commissioning</b>	
Develop and implement robust plans to deliver significant savings in the cost of social care and education placements	Savings plan produced and part implemented by 1 April 2011.		Parental and child and young person satisfaction levels with placements maintained
<b>Portfolio Holder: Lead Cabinet Member for Learning &amp; Children</b>		<b>Lead Officer: Service Directors for Learning &amp; Strategy and Commissioning</b>	

Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP1.5 Support the work of the Children's Trust to develop efficient joint commissioning arrangements and the further development of service integration and rationalisation	Joint commissioning plan in place by December 2010		
<b>Portfolio Holder: Lead Cabinet Member for Learning &amp; Children</b>		<b>Lead Officer: Service Directors for Learning &amp; Strategy and Commissioning</b>	
SDP1.5 Undertake a review of the future management and delivery pattern of adult learning, advice and guidance services within CLD	<ul style="list-style-type: none"> <li>Develop and agree a more integrated approach to learning and skills delivery (incorporating Adult &amp; Community Learning, Next Steps and Library Learning Services) – by June 2010</li> <li>Determine whether the outcome of the review of the internal (CCC) organisational development function is to be linked with the adult learning review – Spring 2010</li> </ul>		
<b>Lead Portfolio Holder: Cabinet Portfolio Holder for Communities</b>		<b>Lead Officer: Service Director: Community Learning &amp; Development</b>	
SDP1.5 Undertake a review of the future management and delivery pattern of adult learning, advice and guidance services within CLD	<ul style="list-style-type: none"> <li>Develop and agree a more integrated approach to learning and skills delivery (incorporating Adult &amp; Community Learning, Next Steps and Library Learning Services) – by June 2010</li> <li>Determine whether the outcome of the review of the internal (CCC) organisational development function is to be linked with the adult learning review – Spring 2010</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Member for Communities</b>		<b>Lead Officer: Service Director for Community Learning &amp; Development</b>	

## Service Delivery Principle 1: Delivering high quality and efficient services

Key Actions <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
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SDP 1.6 Exploit opportunities for external grant funding for CCC	Target project value: 2009-10 £2.25m 2010-11 £2.25m		
<b>Portfolio Holder: Lead Cabinet Member for Economy and Environment</b>		<b>Lead Officer: Service Director for Environment and Regulation</b>	

<b>Service Delivery Principle 1: Delivering high quality and efficient services</b>	
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Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
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<p>SDP 1.7 Corporate Property and IT Efficiencies:</p> <p>(a) Reduction in corporate property portfolio, leading to cost savings in rates, rent, energy and network costs; further work to maximise use of retained properties by relocating employees; rationalise and reduce costs of facilities management through a range of measures including grounds maintenance, car parking, etc Invest in measures and projects to reduce energy consumption and therefore carbon emissions, where possible using loan funds from external bodies.</p> <p>(b) Exploit the Council's investment in IT through a project to reduce the number of systems that the are supported and maintained both corporately and within services, reducing to a core set which meets service needs.</p> <p>(c) Improve IT resilience through investment in improved building and environment controls and back-up provision within a second Council building.</p> <p>(d) Cambridgeshire Community Network – refresh of broadband provision to offices, schools, libraries when current PFI contract terminates in May 2012.</p>	<ul style="list-style-type: none"> <li>• Work is ongoing, as the Council transforms services and remodels its workforce; disposal of properties will be managed by the corporate Better Utilisation of Property Assets Programme which is reported separately.</li> <li>• First application made for Salix funding and awaiting outcome. Process agreed for schools applications. Programme spread over 3 years and needs to integrate with the carbon trading scheme implementation starting in 2010/11.</li> <li>• Initial audit to commence by 1 April; rationalisation will result from that work. Subject to licence, support and maintenance and support contracts, project will result in reduction starting in 2010/11 and terminating in 2012/13 (assuming 3 year contracts are in place.</li> </ul>	<p>Targets set within Carbon Management Plan</p>	<p>Overall reduction in CO2 emissions of 30% by 2013/14</p> <p>Aim to reduce from current 600 systems to less than 100.</p>
	<ul style="list-style-type: none"> <li>• Outline plan developed</li> <li>• Project runs over 2 years from 2010/11; detailed project plan identifies key objectives, risks and testing regime.</li> </ul>	<p>Local indicators relating to end-to-end IT service availability.</p>	<p>In process of being reviewed to reflect services' and customers' requirements.</p>
	<ul style="list-style-type: none"> <li>• Project is at start-up phase, with 4 external partners signed up. Project plan defines the key milestones</li> </ul>	<p>N/A</p>	<p>N/A</p>

**Portfolio Holder: Lead Cabinet member for Customer Service & Transformation**

**Lead Officer: Corporate Director for Customer Service & Transformation**

Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP 1.8 Improving and Sharing Services <ul style="list-style-type: none"> <li>Improving the efficiency and effectiveness of payments, invoicing and other volume services through; better use of technology, reviewing risk and controls and sharing services (where appropriate).</li> <li>Managed reduction in advisory and strategic services (financial management, audit and estates), by better use of technology, reviewing the skill mix of teams, removing low value added tasks and/or unnecessary controls.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm degree of local interest in sharing (in addition to current partners) March 2010</li> <li>Outline business case March 2010</li> <li>Full business case July 2010</li> <li>Shared service operation starts October 2010</li> <li>Transformation completes September 2012</li> <li>Additional partners secured from October 2012</li> </ul>	All transactional and professional services operating in lower cost quartile and upper performance quartile no later than September 2012 (start position already good).	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	
SDP 1.9 Improving Property Commissioning <ul style="list-style-type: none"> <li>Adopting a consistent approach to the capitalisation of project costs and improving project and design delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Change project management and design arrangements April 2010.</li> <li>Review impact of changes march 2011</li> </ul>	Fees in lower cost quartile and upper performance quartile no later than March 2011.	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	
SDP 1.10 Improving Strategy, Performance and Research <ul style="list-style-type: none"> <li>Combining the Performance Management and improving the focus and partnership working of the Financial Strategy and Research Teams.</li> </ul>	<ul style="list-style-type: none"> <li>Review and improve Integrated Plan arrangements for 2011/12 cycle May 2010</li> <li>Co-ordinate and refocus Cambridgeshire wide research activity September 2010</li> <li>Improve use of benchmarking September 2010</li> </ul>	NA	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	

Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP 1.11 Improving Return on Investments <ul style="list-style-type: none"> <li>Increasing the resource dedicated to Treasury and Pension Investments thereby increasing investment returns, (though delivered by FPP benefit should count corporately).</li> </ul>	<ul style="list-style-type: none"> <li>Review and update treasury management strategy September 2010.</li> <li>Review and update pension fund investment strategy September 2010</li> </ul>	See finance tables	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	
SDP 1.12 Improved Risk Management <ul style="list-style-type: none"> <li>Alter the approach taken to the management of insurance premiums and insurance reserves, (though delivered by FPP benefit should count corporately).</li> </ul>	<ul style="list-style-type: none"> <li>Review and update approach taken to overall risk management September 2010</li> <li>Manage insurance claims and funds within tighter financial constraints, April 2010</li> </ul>	Na	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	
SDP 1.13 Improving Procurement and Contracting <ul style="list-style-type: none"> <li>Improve the level and sophistication of procurement and contracting support provided to the Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Appoint new professional procurement and contracting lead (post created last year), June 2010.</li> <li>Improve and update approach to purchasing and contracting in light of economic circumstances and forthcoming results of Scrutiny review, September 2010.</li> </ul>	Target 1% year on year additional savings from non-staff spend areas.	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	

Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP1.14 Improving Estate Management <ul style="list-style-type: none"> <li>Improve the utilisation of property assets.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver approved Better Utilisation of Property Asset projects to time and budget, from April 2010</li> </ul>	See finance tables	Contributes to retention of Use of Resource score of 3 in 2010 and 2011 and move to score of 4 in 2012
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer : Corporate Director for Finance, Property &amp; Performance</b>	
SDP1.15 People Strategy 2010-2015 <ul style="list-style-type: none"> <li>Review and revision of the People Strategy to ensure that this fully reflects the changed requirements for the future workforce needs of the County Council.</li> </ul>	<ul style="list-style-type: none"> <li>Review and presentation of revised People Strategy for October 2010 to align with Shared Services Programme requirements.</li> </ul>	Relates to a range of local indicators in respect of organisational health and people management and development.	Contributes to retention of Use of Resource score in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	
SDP1.16 HR Transformation Project <ul style="list-style-type: none"> <li>Improving the efficiency and effectiveness of HR Services, including; better use of technology, HR and H&amp;S policy reviews, reviewing risk and controls and sharing services (where appropriate).</li> <li>Reduced reliance upon HR professional services by better use of technology, reviewing the skill mix of teams, removing low value added tasks and/or unnecessary controls and increasing line management ownership of people management activities.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm degree of local interest in sharing of PPL Services (in addition to current partners) March 2010</li> <li>Contribute to Outline Business Case March 2010</li> <li>Full business case July 2010</li> </ul>	All HR transactional and professional services operating in lower cost quartile and upper performance quartile no later than September 2012 (start position already good).	Contributes to retention of Use of Resource score in 2010 and 2011 and move to score of 4 in 2012.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	

Service Delivery Principle 1: Delivering high quality and efficient services			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP1.17 Working Together Project <ul style="list-style-type: none"> <li>Improving core management skills to enable more effective people and change management to be discharged by line managers across the County Council in support of service transformation activities.</li> </ul>	<ul style="list-style-type: none"> <li>Outline Business Case March 2010.</li> <li>Commence delivery of Working Together skills enhancement for line managers in September 2010 (subject to business case approval).</li> <li>Delivery of Elected Member Training and Development Programme.</li> </ul>	Relates to a range of local indicators in respect of organisational health and people management and development.	Relates to a range of local indicators in respect of organisational health and people management and development.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	
SDP1.18 Elected Member Standards <ul style="list-style-type: none"> <li>Implementation of revised national Code of Conduct for County Councillors in accordance with Standards Board for England guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Revised Member Code of Conduct anticipated to be published in March 2010.</li> <li>Elected Member Training and Development to be commissioned to support the introduction of the new standards.</li> <li>Training for the Standards Committee to be commissioned and delivered to support the introduction of the new standards.</li> </ul>	Relates to a range of local indicators in respect of member standards and conduct, as well as contributing to the Annual Governance Statement.	Relates to a range of local indicators in respect of member standards and conduct, as well as contributing to the Annual Governance Statement.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	
SDP1.19 Democratic Arrangements and Elections Management <ul style="list-style-type: none"> <li>Ensuring that appropriate and efficient arrangements are in operation to address any County Council election requirements that may arise during the period of the Integrated Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing activity to ensure the appropriate and effective management of any County Council elections requirements.</li> <li>Completion of Election Fees Review for Deputy County Returning Officers.</li> <li>Implementation of e-Petitions and other Democratic decision making arrangements.</li> </ul>	Relates to specific statutory obligations in respect of the management of elections and democratic obligations.	Relates to specific statutory obligations in respect of the management of elections and democratic obligations.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	



Service Delivery Principle 2: Listening and being responsive to the needs of Cambridgeshire's communities.			
Key Actions (how the objective will be met, including actions to transform, downsize or alter services)	Success Criteria (i.e completion date and/or key milestone(s))	Performance Measure/Indicator (NI or Local)	Performance Targets 2010/11
SDP2.1 Sustaining and developing performance and impact will be a key focus for the future and will feature in both the Libraries, Archives and Information Service Plan for 2010-11 and in the development strategy agreed as the outcome of the Service Review currently under way.	<ul style="list-style-type: none"> <li>An action plan based on this framework is being drawn up as part of the annual Service Plan – by February 2010.</li> </ul>	NI 9: Use of public libraries	49% by December 2010. Future targets will be determined in the light of the Review's outcomes, especially the pattern of service delivery and the level of funding.
Portfolio Holder: Lead Cabinet Member for Communities		Lead Officer: Service Director for Community Learning & Development	
SDP2.2 Pursue EU-funded <i>Community First</i> project	<ul style="list-style-type: none"> <li>Complete project development proposal with partners and submit bid – by April 2010</li> <li>Implement if successful – 2010-2012 (exact timescales to be agreed)</li> </ul>		
Portfolio Holder: Lead Cabinet Member for Communities		Lead Officer: Service Director for Community Learning & Development	

## Service Delivery Principle 3: Working in partnership to achieve a shared vision for Cambridgeshire

<b>Key Actions</b> <i>(how the objective will be met, including actions to transform, downsize or alter services)</i>	<b>Success Criteria</b> <i>(i.e completion date and/or key milestone(s))</i>	<b>Performance Measure/Indicator</b> <b>(NI or Local)</b>	<b>Performance Targets 2010/11</b>
SDP 3.1 As part of the Review of the Library Service, investigate the possibility of developing the use of library buildings for the development of other customer-facing Council and public sector services	<ul style="list-style-type: none"> <li>• Seek possibilities for joint use of library buildings through the CCC Integrated Plan process and the development of the Making Cambridgeshire Count programme</li> <li>• Timescales to be determined – as appropriate for each individual scheme</li> </ul>		
<b>Portfolio Holder: Lead Cabinet Member for Communities</b>		<b>Lead Officer: Service Director for Community Learning &amp; Development</b>	
SDP 3.2 Making Cambridgeshire Count (MCC) Project <ul style="list-style-type: none"> <li>• Continue to support the development and delivery of the Making Cambridgeshire Count Project across Cambridgeshire Together Partner organisations.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of project support arrangements to enable the co-ordination and delivery support for MCC commissioned projects.</li> <li>• Ensuring effective alignment between Cambridgeshire Together Partnership arrangements and MCC projects to prevent duplication of effort.</li> </ul>	Relates to a range of Cambridgeshire Together activities and strategies.	Relates to a range of Cambridgeshire Together activities and strategies.
<b>Portfolio Holder: Lead Cabinet Member for Resources &amp; Performance</b>		<b>Lead Officer: Corporate Director for People, Policy and Law</b>	