

1 Keeping communities informed					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target date	This will require us to:	Lead officer
1.1 NI 4	Ensure communities have easy access to information and opportunities to discuss local priorities via IT	Develop web-based tools for discussion and deliberation of issues affecting local communities	By Jan 2011	<ol style="list-style-type: none"> <li>1. Investigate options for implementing an e-petitioning tool.</li> <li>2. Investigate options for introducing on-line tools to enable the public to raise, discuss and vote on local issues on-line.</li> <li>3. Conduct e-based questionnaires with business representative organisations e.g. Chamber of Commerce, Cambridge Network when consulting the business community on relevant issues.</li> <li>4. Ensure we are actively tackling digital inclusion issues in collaboration with partners and in the context of national initiatives e.g. Digital Britain.</li> </ol>	<ul style="list-style-type: none"> <li>• Corporate Director: Customer Service and Transformation</li> </ul>
1.2 NI 4	Deliver information to citizens in an accessible and timely manner	Develop a Corporate Communications Strategy that embeds the principles of community engagement and cohesion within communication processes across the organisation	By Dec 2010	<ol style="list-style-type: none"> <li>1. Publicise the Corporate Communications Strategy and ensure existing/planned service communications strategies link into it.</li> <li>2. Strategy activities to be split into service areas, links with Big Plan 2, Timely Information to Citizens pilot etc.</li> <li>3. Promote accessible options for reading publications (different formats/languages/face-to-face support/consultation).</li> <li>4. Focus on Fenland, given the Place Survey results, without detracting from other Districts' concerns.</li> <li>5. Strategy to acknowledge the need for business engagement.</li> <li>6. Ensure Council services are aware of and use existing community and service user groups and take issues/policies/consultations to these groups rather than setting up new ones.</li> </ol>	<ul style="list-style-type: none"> <li>• Corporate Director: Customer Service and Transformation</li> <li>• Head of Communications</li> </ul>

<b>1.3 NI 1</b>	Make sure Cambridgeshire's communities are more aware of and comfortable with the diversity of the County	Promote positive perceptions of the diverse communities of Cambridgeshire	Ongoing	<ol style="list-style-type: none"> <li>1. Promote positive perceptions of young people</li> <li>2. Promote positive perceptions of adult client groups.</li> <li>3. Promote positive perceptions of Black and Minority Ethnic (BME) groups</li> <li>4. Photo bank is increased to include a greater range of diverse groups of people</li> <li>5. Involve/consult relevant employee support groups (e.g. Cambridgeshire Minority Ethnic Employee Network (CMEEN), Diversity In Action: Disabled Employees and Members (DIADEM)) on activities to support actions 2 and 3.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Communications</li> <li>• Communications Lead Officers in all services</li> </ul>
<b>1.4 NI 4</b>	Be smarter about consultation	Refresh and relaunch the consultation database and toolkit including an internal self-service facility for reference to prevent the same groups being consulted multiple times	By Sept 2010	<ol style="list-style-type: none"> <li>1. Promote the use of the consultation database</li> <li>2. Develop the database so that services are able to use it themselves.</li> <li>3. Explore options and resources for a shared database with partners.</li> <li>4. Develop a facility for the public to use to access information on current/planned consultations</li> <li>5. Build up content on existing linked web pages</li> <li>6. Refresh the consultation toolkit and include within it guidance on consistent standards for working with communities to inform/influence the shape of services:               <ol style="list-style-type: none"> <li>a) Ensure appropriate information is stored i.e. names and addresses</li> <li>b) Ensure usability and consistency of form</li> <li>c) Ensure consistent format of surveys</li> <li>d) Feedback on complaints (i.e. people who can/can't use surveys, quality of services)</li> <li>e) Ensure questions are appropriately worded to prevent surveys prompting people to answer in a certain way</li> <li>f) Ensure the toolkit is developed in an inclusive way which links to the Compact and promotes a number of forms of consultation including surveys and focus groups.</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>• Head of Research and Financial Strategy</li> </ul>

<b>2 Supporting people to be involved in their local communities</b>					
<b>No &amp; NI</b>	<b>Objective Our objective is to:</b>	<b>Activities To achieve our objective we will:</b>	<b>Target date</b>	<b>This will require us to:</b>	<b>Lead officer</b>
<b>2.1 NI 7</b>	Support communities to achieve their potential through a strong and thriving voluntary and community sector.	Develop a Voluntary Sector and Social Enterprise Strategy for Cambridgeshire in collaboration with the Cambridgeshire Voluntary Sector Infrastructure Consortium (CVSIC).	By March 2011	<ol style="list-style-type: none"> <li>1. Ensure we have a strong Voluntary and Community Sector (VCS) infrastructure.</li> <li>2. Increase the opportunities for the VCS to engage at a strategic level (e.g. in the Local Area Agreement (LAA)).</li> <li>3. Provide development support to organisations regarding commissioning and contracts.</li> <li>4. Ensure organisations are signed up to the Cambridgeshire Compact.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Community Development</li> </ul>
<b>2.2 NI 4 NI 7</b>	Encourage community development by enabling community asset transfer where appropriate.	Develop and improve systems for the transfer of assets to communities	By March 2010	<ol style="list-style-type: none"> <li>1. Revise the current protocol to bring it up to date (Estates and Community Development).</li> <li>2. Assess requests for community asset transfer supported by robust business cases and report to Cabinet where 'less than best consideration' transactions are proposed.</li> <li>3. Review the impact of implementation with specific reference to third sector and Parish/Town Council capacity.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Strategy and Estates</li> <li>• Head of Community Development</li> </ul>
<b>2.3 NI 4 NI 7</b>	Enable more people in receipt of adult social care services to be involved in their communities	Increase service providers' awareness of support services available in the community	By March 2010	<ol style="list-style-type: none"> <li>1. Support the development of the Opportunities Trust (a multi-agency group providing support and activities to people with disabilities and impairments in Cambridgeshire).</li> <li>2. Support user-led groups to identify users' voices and help them to be heard.</li> <li>3. Improve the consistency of support offered to provider services and user-led groups across Adult and Children's Services.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Adult Support Services</li> <li>• Service Director: Children's Social Care</li> </ul>

<b>2.4 NI 4</b>	Enable service users to have more choice and control Ensure communities are more responsive to people in their communities	Work with service providers and community groups to provide ongoing consultation and participation opportunities (following the consultation on the Transforming Adult Social Care Strategy)	By March 2011	<ol style="list-style-type: none"> <li>1. Work with formal and informal community groups, Social Enterprises and the Districts to enable supportive and responsive communities.</li> <li>2. Promote the informal infrastructures in communities to support people to stay safely in their own homes.</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Director: Community and Adult Services</li> </ul>
<b>2.5 NI 1</b>	Create stronger and more cohesive communities through participation in cultural, arts and sporting activities	Work in partnership to develop a range of cultural, arts and sporting activities in local communities to encourage people to come together	By Oct 2012	<ol style="list-style-type: none"> <li>1. Utilise the positive opportunities available in the run-up to the 2012 Olympic and Paralympic games. Key dates are May 2010, July 2010, May 2011, July 2011 and Oct 2011.</li> <li>2. Provide communities with (and support to generate themselves) opportunities to engage in cultural, arts and sporting activities and events.</li> <li>3. Develop and implement a County Cultural Strategy.</li> <li>4. Work with internal and external partners to support the delivery of cultural services in response to local need and informed by national indicators and research.</li> <li>5. Add to and improve dual use sports facilities at schools so that people have access to a wide range of local community sports sites able to meet their needs.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Learning and Development</li> </ul>
<b>2.6</b>	Promote the role of schools and governors in creating engaged, cohesive communities	Promote the strengthening of community engagement within schools' existing strategies for community cohesion.	By March 2010	<ol style="list-style-type: none"> <li>1. Hold a conference for all governors in Cambridgeshire to broaden thinking and provide access to national speakers on the governors' role in promoting community cohesion</li> <li>2. Ensure there are appropriate links to the Community Engagement Strategy in the Governor Training Programme. Cambridgeshire Governor Services can facilitate training/briefing sessions on how schools can reach out to their communities with assistance from Community Engagement Service (deadline for CES to submit training proposals: end March 2010)</li> </ol>	<ul style="list-style-type: none"> <li>• Manager of Cambridgeshire Governors Services</li> <li>• Service Director: Community Engagement (Fenland)</li> </ul>

<b>3 Promoting local democracy</b>					
<b>No &amp; NI</b>	<b>Objective Our objective is to:</b>	<b>Activities To achieve our objective we will:</b>	<b>Target date</b>	<b>This will require us to:</b>	<b>Lead officer</b>
<b>3.1 NI 4 NI 7</b>	Build stronger communities through stronger and more effective first tier local government	Support and strengthen Parish Councils in Cambridgeshire	By Dec 2010	<ol style="list-style-type: none"> <li>1. Explore the potential to establish a Parish Charter between three tiers of local government</li> <li>2. Support 15% of Parish Councils to become Quality Parish Councils</li> <li>3. Work with Cambridgeshire ACRE towards identifying the potential for employing a rural officer to link to Parish Councils and rural developments.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Community Development</li> </ul>
<b>3.2 NI 4</b>	Equip Councillors with what they need to know	Provide a comprehensive Councillor development programme for existing Councillors	By Sept 2010	<ol style="list-style-type: none"> <li>1. Provide Councillors with a training programme which includes training on community engagement, community leadership and the key skills required in these areas</li> <li>2. Provide Councillors with on-line information packs about their wards (services available; profile of residents) using Customer Insight data and more qualitative data where available.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Corporate Development</li> <li>• Head of Research and Financial Strategy</li> </ul>
<b>3.3 NI4</b>	Improve civic literacy	Support communities to acquire the knowledge and skills to participate effectively in the community and in local government and politics.	By July 2010	<ol style="list-style-type: none"> <li>1. Deliver and evaluate How Your Town Works pilots across Neighbourhood Management areas in Huntingdonshire (by June 2010).</li> <li>2. Develop a training resource pack which can facilitate roll-out to communities where needed across the county (by July 2010).</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Community Development</li> </ul>

4 Supporting community involvement in shaping places					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target date	This will require us to:	Lead officer
4.1 NI 4 NI 5	Increase community engagement with Council budgets	Roll out Participatory Budgeting across the County (subject to the review of the pilots in Hunts)	By March 2011	<ol style="list-style-type: none"> <li>1. Implement the findings from the review of the Participatory Budgeting Pilots in Hunts following consultation with our partners.</li> <li>2. Implement roll-out across the county.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> <li>• Head of Community Development</li> </ul>
4.2 NI 7 NI 4	Increase the number of parishes and neighbourhoods with Parish/Community-led Plans	Commission the voluntary and community sector to support communities to develop Parish/Community-led plans	By Dec 2010	<ol style="list-style-type: none"> <li>1. Increase number of Parish Plans completed across the County to 24.</li> <li>2. Link parish and community planning to neighbourhood panels.</li> <li>3. Introduce a programme of feedback as to actions delivered against Parish Plans.</li> <li>4. Ensure cohesive links to Local Strategic Partnerships (LSPs).</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
4.3 NI 1 NI 4 NI 7	Enable more opportunities for communities to have their say	Review the purpose and role of the Neighbourhood Panels	By May 2010	<ol style="list-style-type: none"> <li>1. Conduct a review of Neighbourhood Panels/Boards/Fairs and submit to Cabinet.</li> <li>2. Deliver a pilot in East Cambs which develops explicit links between Neighbourhood Panels, Parish Councils and Local Strategic Partnerships, to ensure that information exchange between these forums is as effective as possible.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
4.4 NI 1 NI 4 NI 5 NI 7	Provide improved services and more opportunities for local people to influence decision making in localities	Support neighbourhood management/community development work within the County's most deprived areas and within other pockets of deprivation contained within more affluent areas	By March 2011	<ol style="list-style-type: none"> <li>1. Establish Neighbourhood Boards in Fenland.</li> <li>2. Produce Neighbourhood Plans and link to Neighbourhood Boards in Fenland.</li> <li>3. Pilot and review Neighbourhood Agreements, in conjunction with relevant District Councils.</li> <li>4. Develop stronger links with the work of the Districts in this area.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Community Development</li> </ul>
4.5 NI 4	Enable communities to influence policy-making	Establish a network of panels to enable local people to influence policy-making and link to the democratic process	By Aug 2010	<ol style="list-style-type: none"> <li>1. Support links between youth participation activities/groups and democratic groups e.g. full Council.</li> <li>2. Establish a Business Panel with reference to existing groups and link into existing democratic processes (via GCP's Business Forum).</li> <li>3. Continue to support the Migrant Workers and Refugees and Asylum Seekers Network</li> <li>4. Establish a BME Panel and link into existing democratic processes.</li> <li>5. Ensure that Parents' and Carers' Networks (including the 5 district networks for parents of disabled children and the County parent carer consultation group) are able to influence policy-making and link to the democratic process.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>

<b>4.6 NI 1 NI 4</b>	Involve young people in decision-making and in shaping places in their localities	Make sure young people's views influence decision-making at Neighbourhood Panels in each community and across the county	By Dec 2010	<ol style="list-style-type: none"> <li>1. All Locality Managers to have developed mechanisms to enable young people to be involved/influence decisions at Neighbourhood Panels.</li> <li>2. All Locality Managers to have developed mechanisms to ensure young people have the opportunity to feed thematic priorities raised via Neighbourhood Panels into youth participation work.</li> <li>3. Support Locality Managers in their role as Lead Officers at Neighbourhood Panels</li> <li>4. Ensure Neighbourhood Panel members are trained and supported to engage young people effectively.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Children's Enhanced and Preventative Services</li> <li>• Area Managers, Localities and Partnerships CYPS</li> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
<b>4.7 NI 4</b>	Support rural communities so their voice are heard and listened to	Develop and implement a Rural Strategy	By May 2010	<ol style="list-style-type: none"> <li>1. Support the development of a Rural Strategy (via Cambridgeshire ACRE) which sets out a model to enable rural communities to have a voice.</li> <li>2. Implement Rural Strategy.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
<b>4.8 NI 1</b>	Have greater involvement of vulnerable people in shaping their local places	Implement initiatives to support vulnerable people to feel safe and able to contribute to community life and ensure such initiatives are sustainable thus enabling communities to continue the work after officers have withdrawn from the initiatives	By Oct 2010	<ol style="list-style-type: none"> <li>1. Investigate the potential for bringing in the community to projects across the Council.</li> <li>2. Extend the Community Alcohol Project.</li> <li>3. Implement and review the Young People and Alcohol initiative (LPSA funded).</li> <li>4. Implement and review the Young People and tobacco initiative (LPSA funded).</li> <li>5. Promote initiatives which see the Business Sector as part of the solution.</li> <li>6. Promote the Home Shield initiative to provide a real opportunity to join up services.</li> <li>7. Promote floating support for Domestic Violence victims.</li> <li>8. Promote awareness of Safeguarding of Vulnerable Adults (SOVA).</li> <li>9. Ensure that people with learning disabilities understand abuse and safety issues by working with Social Training Enterprises.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Trading Standards</li> <li>• Supporting People Manager</li> <li>• Service Director: Adult Support Services</li> <li>• Adult Protection Co-ordinator</li> </ul>
<b>4.9 NI 4</b>	Enable individual and communities to take local ownership of transport issues and solutions	Deliver more projects that develop local ownership of issues and solutions	By Oct 2010	<ol style="list-style-type: none"> <li>1. Complete and evaluate the Community Speedwatch pilots</li> <li>2. Complete and evaluate the Lorry Watch pilot.</li> <li>3. Implement the findings of the evaluation of the Highways pilot project of parish link officers, and, if successful, offer this scheme to all interested parishes.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Highways and Access</li> </ul>
<b>4.10 NI 1 NI 4</b>	Ensure new communities feel they have a voice and are listened to	Ensure that arrangements are made for appropriate community development activity when planning new communities.	Ongoing	<ol style="list-style-type: none"> <li>1. Work with partners and developers to ensure investment in social infrastructure to serve new communities, learning lessons from previous experiences of planning and delivering new communities in Cambridgeshire, and involving existing and new communities from the outset.</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Service for New Communities</li> </ul>

<b>5 Supporting community involvement in shaping services</b>					
<b>No &amp; NI</b>	<b>Objective Our objective is to:</b>	<b>Activities To achieve our objective we will:</b>	<b>Target date</b>	<b>This will require us to:</b>	<b>Lead officer</b>
<b>5.1 NI 4</b>	Involve service users and carers in the recruitment of the people who will contribute to the delivery of services they receive	Promote the practice of including community representatives in recruitment processes across the Council following the existing models	By Dec 2010	<ol style="list-style-type: none"> <li>1. Review current practice, where user/carer representatives are involved in developing job descriptions, person specifications, and in the interview processes, and what value this adds.</li> <li>2. Ensure all relevant CYPS appointments have a young people's panel.</li> <li>3. Ensure, where possible, Adult Support Services posts up to Director level which directly impact on service users/carers will have such representatives on the interview panel.</li> <li>4. Ensure other key posts across all service areas work towards involving service users in developing job descriptions and person specifications, and having appropriate representatives on the interview panels.</li> <li>5. Link into good practice in the VCS so there is a common standard for rewarding representatives for their involvement.</li> <li>6. Ensure community representatives' time is recognised.</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Director: Children and Young People's Services</li> <li>• Executive Director: Community and Adult Services</li> </ul>
<b>5.2 NI 4</b>	Involve service users and family carers in tendering processes relating to the services they receive	Include service user representatives in all tendering processes across the Council	By Jan 2011	<ol style="list-style-type: none"> <li>1. Work with procurement teams in ASS and CYPS to identify an effective model.</li> <li>2. Run pilot and if successful, implement across the Council. N.B. A pilot has taken place involving parents and carers in commissioning short break services for families with disabled children linked to Aiming High for Disabled Children.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Adult Support Services</li> <li>• Service Director: Strategy and Commissioning CYPS</li> </ul>
<b>5.3 NI 4</b>	Make sure service users have their voices heard and are listened to	Increase support for advocacy services across Adult and Children's Services	By March 2011	<ol style="list-style-type: none"> <li>1. Increase the provision of specialist advocacy support services (some groups of service users currently have no advocacy service).</li> <li>2. Build a relationship with the network of advocacy services so that issues raised by the people they support can be aggregated by themes.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Adult Support Services</li> <li>• Service Director, Children's Social Care</li> </ul>

<b>5.4 NI 4</b>	Continue the implementation of self-directed support and personal budgets to meet eligible social care needs	Change the social care operating system to one that facilitates genuine levels of greater choice and control for service users and their families over how they choose to meet their social care needs	By March 2010	1. Work to a Board level agreed phased roll-out plan to achieve 35% uptake.	<ul style="list-style-type: none"> <li>• Service Director: Adult Support Services</li> <li>• Service Director: Children's Social Care</li> </ul>
<b>5.5 NI 4</b>	Hear and listen to the voices of services users and family carers on the Transformation Strategy	Consult on the Transformation Strategy (the overarching strategy for Adult Social Care) thus fulfilling the Putting People First agenda	By March 2010	1. Having conducted full consultation and analysed responses, feedback results to service users and family carers	<ul style="list-style-type: none"> <li>• Head of Transformation, Adult Support Services</li> </ul>
<b>5.6 NI 4</b>	Make sure more service users/carers feel they have a voice and are listened to	Support all social care-related partnership boards and 'In Control Total' reference group to enable them to grow and progress in a way that is relevant to the people they are supporting	By Aug 2010	<ol style="list-style-type: none"> <li>1. Develop consistent terms of reference for all social care related partnership boards and the 'In Control Total' reference group.</li> <li>2. Implement clear reporting and decision-making arrangements for them.</li> <li>3. Explore whether an equivalent partnership board exists for Mental Health, and, if there is none, explore how to support the creation of such a group.</li> <li>4. Establish clear networking arrangements between the groups through the development of a Chairs' Network.</li> <li>5. Develop a consistent approach for working with partners in the Districts etc. and clear arrangements for liaison with District Groups, where they exist.</li> <li>6. Conduct a mapping exercise to establish which groups have user/carer representatives on them, and to clarify what those groups without such representatives are doing to ensure service user/carer involvement/input.</li> <li>7. Develop a central role in strategic planning for the partnership boards.</li> <li>8. Develop a Participation Strategy for Adult Support Services.</li> </ol>	<ul style="list-style-type: none"> <li>• Executive Director: Community and Adult Services</li> <li>• Executive Director: Children and Young People's Services</li> </ul>

<b>5.7 NI 4</b>	Make sure more children and young people, and their parents/carers, who are in receipt of our services feel they have a voice and are listened to	Support children, young people and their parents/carers to have a voice in the development of Children and Young People's Services	By April 2011	<ol style="list-style-type: none"> <li>1. Embed the Parental Involvement Strategy and the Children and Young People's Participation Strategy, build on and share existing good practice and ensure that these strategies can influence and be influenced by wider engagement developments.</li> <li>2. Work with partners to secure appropriate services to deliver the above strategies efficiently and effectively.</li> <li>3. Ensure that all Phase 1 and 2 Children's Centres have a Parents' Forum and parent representatives on their boards, and that Phase 3 Children's Centres have evidence of consultation processes in place capturing parents' views of service delivery.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Children's Enhanced and Preventative Services</li> </ul>
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<b>6</b>	<b>Improving our understanding of how our communities work</b>				
<b>No &amp; NI</b>	<b>Objective Our objective is to:</b>	<b>Activities To achieve our objective we will:</b>	<b>Target date</b>	<b>This will require us to:</b>	<b>Lead officer</b>
<b>6.1 NI 4</b>	Improve engagement between partners, directorates and services	Develop stakeholder forums to enable officers across services and partner organisations to share local/community knowledge	By Aug 2010	<ol style="list-style-type: none"> <li>1. Develop pilot process by both theme and locality to evaluate how this might work in the future.</li> <li>2. Maintain and develop the Migrant Workers and Race and Asylum Seekers Network.</li> <li>3. Maintain and develop the Travellers Liaison Group.</li> <li>4. Develop and support a Faith Network, liaising with, and building on the existing work of, the District Councils.</li> <li>5. Support the development of the county-wide network of parents of disabled children.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
<b>6.2 NI 4</b>	Equip officers to work with communities	Develop a training programme for officers to develop their skills to engage with our communities	By Sept 2010	<ol style="list-style-type: none"> <li>1. Training programme to include: <ul style="list-style-type: none"> <li>□ Communication skills</li> <li>□ Community Development skills</li> </ul> Training programme to consider the use of the skills and expertise of internal and external trainers as appropriate. </li> </ol>	<ul style="list-style-type: none"> <li>• Head of Corporate Development</li> </ul>
<b>6.3 NI 4</b>	Deliver services according to local need	Gather and use local knowledge to plan services that fit with local needs through use of Customer Insight, Community Profiles, national and regional data etc	By March 2011	<ol style="list-style-type: none"> <li>1. Build a better picture of our communities by overlaying Mosaic and Output Area Classification (OAC) data onto the data gathered from consultations.</li> <li>2. Target consultations and publicity accordingly and with a local focus.</li> <li>3. Link to Participatory Budgeting initiatives</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Research and Financial Strategy</li> </ul>

7 Co-ordinating our community engagement activity					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target date	This will require us to:	Lead officer
7.1 NI 1 NI 4 NI 7	Acquire a better shared knowledge of our communities, along with our partners	Work in partnership internally and externally to share knowledge and good practice	By March 2011	<ol style="list-style-type: none"> <li>1. Promote the use of Cambridgeshire.net as the central public-facing portal for community organisations and event information.</li> <li>2. Develop and promote a joint events calendar through Cambridgeshire.net which joins up activities and events which is accessible internally and externally.</li> <li>3. Develop an effective Stronger Communities Officer Group to monitor and co-ordinate engagement activity across the Cambridgeshire Together partnership.</li> <li>4. Map and co-ordinate business consultation across the Council, and share best practice in relation to engaging businesses.</li> <li>5. Ensure that democratic mechanisms make best use of information available from across the services to inform their work programmes (e.g. Scrutiny Committees to use information from consultations/Neighbourhood Panels etc. to set their priorities).</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
7.2 NI 1 NI 4 NI 7	Measure and report on outcomes of the Community Engagement Strategy	Develop a performance monitoring framework for monitoring the strategy and measuring the outcomes of this action plan	By March 2010	<ol style="list-style-type: none"> <li>1. Develop and implement a performance framework which addresses community engagement and cohesion outcomes.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>
7.3 NI1 NI4	Promote Community Cohesion	Work in partnership to develop a countywide, multi-agency approach to community cohesion	By Oct 2010	<ol style="list-style-type: none"> <li>1. Lead on the development of a countywide, multi-agency approach to community cohesion and ensure the community engagement strategy promotes this.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> <li>• Head of Community Development</li> </ul>
7.4 NI4	Engage appropriately and minimise duplication of publications, consultations and activities	Develop a community engagement toolkit for the Council	By Dec 2010	<ol style="list-style-type: none"> <li>1. Develop a community engagement toolkit for Environment and Regulation (by April 2010)</li> <li>2. Test/pilot the toolkit within Environment and Regulation (by October 2010).</li> <li>3. Evaluate the toolkit with a view to rolling it out across the organisation (by Oct 2010).</li> </ol>	<ul style="list-style-type: none"> <li>• Head of Environment Policy and Projects</li> </ul>
7.5	Minimise duplication of publications, consultations and activities	Work in partnership internally and externally to deliver joined-up, effective publications, consultations and activities	By Dec 2010	<ol style="list-style-type: none"> <li>1. Set a standard for participation and consultation work to ensure that services check what work has previously been undertaken/what others are doing before investing in new work/consultations, and that they log their results/feedback following any consultation/participation activity undertaken.</li> <li>2. Develop a strategy in partnership with NHS Cambridgeshire to plan and deliver strategic consultations jointly.</li> </ol>	<ul style="list-style-type: none"> <li>• Service Director: Community Engagement (Fenland)</li> </ul>