

Community Engagement Strategy Draft Action Plan

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 (possibly to include e-petitioning)	By Jan 2011	<ol style="list-style-type: none"> 1. Submit of Spirit of Democracy bid. 2. Implement the Spirit of Democracy project. 3. Investigate options for and implement an e-petitioning tool 4. Conduct e-based questionnaires with business representative organisations eg Chamber of Commerce, Cambridge Network 5. Ensure we are actively tackling digital inclusion issues. 	<ul style="list-style-type: none"> • Corporate Director, Customer Service and Transformation
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 2009	<ol style="list-style-type: none"> 1. Publicise the Corporate Communications Strategy 2. Strategy activities to be split into service areas, links with Big Plan 2 etc. 3. Promote accessible options for reading publications (different formats/languages) 4. Focus on Fenland, given the Place Survey results. 5. Strategy to acknowledge the need for business engagement 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. 	<ul style="list-style-type: none"> • Corporate Director, Customer Service and Transformation • Head of Communications
1.3 NI 1	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	By March 2010	<ol style="list-style-type: none"> 1. Promote positive perceptions of young people 2. Promote positive perceptions of adult client groups 3. Promote positive perceptions of BME groups 4. Photo bank is increased to include a greater range of diverse groups of people 	<ul style="list-style-type: none"> • Head of Communications

1.4 NI 4	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	By Dec 2009	<ol style="list-style-type: none"> 1. Develop a facility that services are able to use themselves 2. Develop a facility for the public to use to access information on current/planned consultations 3. Build up content on existing linked web pages 4. Refresh Toolkit and consider other ways of doing this i.e. surveys, focus groups 5. Include in the Consultation Toolkit guidance on consistent standards for working with communities to inform/influence the shape of services: <ol style="list-style-type: none"> a) Ensure appropriate information is stored i.e. names and addresses b) Ensure usability and consistency of form c) Ensure consistent format of surveys d) Feedback on complaints (i.e. people who can/can't use surveys, quality of services) e) Ensure questions are appropriately worded to prevent surveys prompting people to answer in a certain way f) Ensure the toolkit is developed in an inclusive way which links to the Compact. 	<ul style="list-style-type: none"> • Head of Research and Financial Strategy
---------------------------	-------------------------------	---	-------------	--	---

2 Supporting people to be involved in their local communities					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target Date	This will require us to:	Lead Officer
2.1 NI 7	Support communities to achieve their potential through a strong and thriving Third Sector	Develop a Third Sector Strategy for Cambridgeshire	By March 2011	<ol style="list-style-type: none"> 1. Strengthen the VCS infrastructure 2. Increase the opportunities for the VCS to engage at a strategic level (e.g. in the LAA). 3. Provide development support to organisations regarding commissioning and contracts. 4. Deliver COMPACT. 5. Develop an approach for commissioning that values work of smaller groups. 6. Work jointly with CVSIC on the development of the strategy. 7. Ensure that the Strategy sets out the contractual relationship services have with the Third Sector (e.g. Adult Services) and defines and values the Third Sector as a business partner. 	<ul style="list-style-type: none"> • Head of Community Development • Service Director, Community Learning and Development • Service Director, Community Development (Fenland) •

2.2 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 without more affluent areas	By March 2011	<ol style="list-style-type: none"> 1. Establish Neighbourhood boards 2. Produce Neighbourhood Plans and link to Neighbourhood Panels 3. Pilot Neighbourhood charters in Huntingdonshire 4. Develop stronger links with the work of the Districts in this area 	<ul style="list-style-type: none"> • Head of Community Development
2.3 NI 4 NI 7	Strengthen communities through their being in control of community assets	Develop and improve systems for the transfer of assets to communities	By March 2010	<ol style="list-style-type: none"> 1. Revise the current protocol to bring it up to date (Estates and CD). 2. Review the impact of implementation with specific reference to Third Sector capacity. 	<ul style="list-style-type: none"> • Head of Strategy and Estates • Head of Community Development
2.4 NI 4 NI 7	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"> 1. Support the development of the Opportunities Trust (a multi-agency group providing support and activities to people with disabilities and impairments in Cambridgeshire). 2. Support user-led groups to identify users' voices and help them to be heard. 3. Improve the consistency of support offered to provider services and user-led groups across Adult and Children's Services. 	<ul style="list-style-type: none"> • Service Director, Adult Support Services • Service Director, Children's Social Care
2.5 NI 4	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"> 1. Work with formal and informal community groups, and the Districts, to enable supportive and responsive communities. 2. Promote the informal infrastructures in communities to support people to stay safely in their own homes. 	<ul style="list-style-type: none"> • Executive Director, Community and Adult Services

3 Promoting local democracy					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target Date	This will require us to:	Lead Officer
3.1 NI 4 NI 7	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"> 1. Establish Parish Charter between three tiers of local government 2. Support 15% of Parish Councils to become Quality Parish Councils 3. Identify the potential for employing a rural officer to link to Parish Councils 	<ul style="list-style-type: none"> • Head of Community Development • CPALC

3.2 NI 4	Equip members with what they need to know	Provide a comprehensive member development programme for existing Councillors	By Dec 2009	Provide: 1. Hard data - informing members of Ward, District and County information 2. Soft data - community feedback through the Neighbourhood Panel process	<ul style="list-style-type: none"> • O D & L Manager • Head of Research & Financial Strategy • Service Director, Community Engagement (Fenland)
---------------------	---	---	-------------	--	--

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	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"> 1. Report to cabinet on the Participatory Budgeting Pilots in Hunts. 2. Implement the findings from this review. 3. Implement roll-out across the county 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland) • Head of Community Development
4.2 NI 7 NI 4	Have more parishes and neighbourhoods with parish/community plans	Commission the Voluntary and Community Sector to support communities to develop parish/community plans	By Dec 2010	<ol style="list-style-type: none"> 1. Increase number of Parish Plans completed across the County to 24 2. Link parish and community planning to neighbourhood panels 3. Introduce a programme of feedback as to actions delivered against Parish Plans 4. Ensure cohesive links to LSPs. 	<ul style="list-style-type: none"> • Executive Director, Community and Adult Services
4.3 NI 1 NI 4 NI 7	Strengthen and develop the role of the neighbourhood panels	Deliver a pilot in East Cambs focussing on developing Neighbourhood Panels through linking them to Parish Planning and Participatory Budgeting	By March 2011	<ol style="list-style-type: none"> 1. Develop project plan 2. Set up Project Board 3. Complete pilot 4. Develop explicit links between Neighbourhood Panels, Parish Councils and Local Strategic Partnerships. 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)
4.4 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"> 1. Ensure the Young People's Assembly to meet full Council once per year 2. Establish a Business Panel with reference to existing groups and link into existing democratic processes (via GCP's Business Forum) 3. Establish a BME Panel and link into existing democratic processes. 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)

4.5 NI 1 NI 4	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"> 1. All locality managers to have established mechanisms to enable young people to be involved/influence decisions at Neighbourhood Panels. 2. All locality managers to have established mechanisms to ensure young people have the opportunity to feed thematic priorities raised via Neighbourhood Panel interaction into the Countywide Youth Assembly. 	<ul style="list-style-type: none"> • Service Director, Children's Enhanced and Preventative Services • Area Managers, Localities and Partnerships CYPS
4.6 NI 4	Support rural communities so their voice are heard and listened to	Develop and implement a rural strategy	By Oct 2010	<ol style="list-style-type: none"> 1. Support the development of a Rural Strategy (via Cambridgeshire ACRE) which sets out a model to enable rural communities to have a voice 2. Implement Rural Strategy 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)
4.7 NI 1	Have greater involvement of vulnerable people in shaping their local places	Implement initiative 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 March 2010	<ol style="list-style-type: none"> 1. Investigate the potential for bringing in the community to projects across the Council. 2. Extend the Community Alcohol Project. 3. Implement and review the Young People and Alcohol initiative (LPSA funded). 4. Implement and review the Young People and tobacco initiative (LPSA funded). 5. Promote initiatives which see the Business Sector as part of the solution. 6. Promote the Home Shield initiative to provide a real opportunity to join up services. 7. Promote floating support for Domestic Violence victims. 8. Promote awareness of Safeguarding of Vulnerable Adults (SOVA). 9. Ensure that people with learning disabilities understand abuse and safety issues by working with Social Training Enterprises 	<ul style="list-style-type: none"> • Head of Trading Standards • Supporting People Manager • Service Director, Adult Support Services • Adult Protection Coordinator
4.8 NI 4	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 March 2010	<ol style="list-style-type: none"> 1. Complete and evaluate the Community Speedwatch pilots 2. Complete and evaluate the Lorry Watch pilot. 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. 	<ul style="list-style-type: none"> • Service Director, Highways and Access

5 Supporting community involvement in shaping services					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target Date	This will require us to:	Lead Officer
5.1 NI 4	Provide a better way for young people and disabled people to communicate	Develop and use tools and techniques for engaging users so they can influence the design of web-delivered services as part of service transformation projects	By March 2010	<ol style="list-style-type: none"> 1. Investigate accessibility and usability, web channel methods and techniques, how functionality works on the website 2. Develop appropriate training for teams 3. Obtain relevant software tools 4. Improve processes 5. Recruit a list of citizens to call on for website testing 	<ul style="list-style-type: none"> • Web Development Manager, Direct Channel Strategy
5.2 NI 4	Involve service users and carers in recruiting 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"> 1. Review current practice, where user/carer representatives are involved in interview processes, and what value this adds. 2. Ensure all relevant CYPS appointments have a young people's panel. 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. 4. Ensure other key posts across all service areas to work towards having appropriate representatives on the interview panels. 5. Ensure community representatives' time is recognised (through satisfactory ways of recompensing them) 	<ul style="list-style-type: none"> • Executive Director, Children and Young People's Services • Executive Director, Community and Adult Services
5.3 NI 4	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"> 1. Work with procurement teams in ASS and CYPS to identify an effective model. 2. Run pilot. 3. Implement across the council. 	<ul style="list-style-type: none"> • Service Director, Adult Support Services • Service Director, Strategy and Commissioning CYPS
5.4 NI 4	Make sure service users have their voices heard	Increase support for advocacy services across Adult and Children's Services	By March 2011	<ol style="list-style-type: none"> 1. Increase the provision of specialist advocacy support services (some groups of service users currently have no advocacy service). 2. Build a relationship with the network of advocacy services so that issues raised by the people they support can be aggregated by themes. 	<ul style="list-style-type: none"> • Service Director, Adult Support Services • Service Director, Children's Social Care

5.5 NI 4	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"> • Service Director, Adult Support Services • Service Director, Strategy and Commissioning CYPS
5.6 NI 4	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 Dec 2009	1. Conduct full consultation, analyse responses, and feedback results to service users and family carers	<ul style="list-style-type: none"> • Head of Transformation, Adult Support Services
5.7 NI 4	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"> 2. Develop consistent terms of reference for all social care related partnership boards and the 'in Control Total' reference group. 3. Implement clear reporting and decision-making arrangements for them. 4. 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. 5. Establish clear networking arrangements between the groups through the development of a Chairs Network. 6. Develop a consistent approach for working with partners in the Districts etc. and clear arrangements for liaison with District Groups, where they exist. 7. 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. 8. Develop a central role in strategic planning for the partnership boards. 9. Develop a Participation Strategy for Adult Support Services. 	<ul style="list-style-type: none"> • Executive Director, Community and Adult Services • Executive Director, Children and Young People's Services

5.8 NI 4	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 March 2012	<ol style="list-style-type: none"> 1. Extend the role of the voluntary organisation PinPoint to support parents/carers in developing and shaping local service provision for children and young people with disabilities 2. Commission the voluntary organisation Speaking Up to support young people to be involved in commissioning arrangements and assessing providers' participation arrangements 3. Support the project VoiCes to develop the voice of the voluntary sector. 4. Encourage the work of Papworth Trust to bring together disabled and non-disabled children to say what they want. <p>All of the above projects contribute to the Aiming High objectives.</p>	<ul style="list-style-type: none"> • Executive Director, Children and Young People's Services
---------------------	---	--	---------------	---	--

6 Improving our understanding of how our communities work					
No & NI	Objective Our objective is to:	Activities To achieve our objective we will:	Target Date	This will require us to:	Lead Officer
6.1 NI 4	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"> 1. Develop pilot process by both theme and locality to evaluate how this might work in the future 2. Maintain and develop the Migrant Workers and Race and Asylum Seekers Network 3. Maintain and develop the Travellers Liaison Group 4. Develop and support a Faith Network, in liaison with the District Councils 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)
6.2 NI 4	Equip officers to work with communities	Develop a training programme for officers to develop their skills to engage with our communities	By Oct 2009	Training programme to include: <ul style="list-style-type: none"> □ Communication skills □ Community Development skills Training programme to draw on models of good practice i.e. Community in Context	<ul style="list-style-type: none"> • Organisational Development and Learning Manager
6.3 NI 4	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 etc	By March 2011	<ol style="list-style-type: none"> 1. Map Place Survey to Mosaic 2. Target campaigning accordingly 3. Ensure there is a local focus 4. Link to Participatory Budgeting initiatives 	<ul style="list-style-type: none"> • Head of Research and Financial Strategy

7 Coordinating 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 Minimise duplication of publications, consultations and activities	Work in partnership internally and externally to: 1. Share knowledge and good practice 2. Deliver joined-up effective publications, consultations and activities	By March 2011	<ol style="list-style-type: none"> 1. Develop a joint event calendar joining up activities and events from partners and CCC which is accessible to all 2. Map what we are trying to join up - both CCC and external 3. Scope the work 4. Hold a joint event with our partners to promote 'event calendar' 5. Co-ordinate service providers to avoid duplication 6. Develop an effective Stronger Communities Officer Group 7. Map and coordinate business consultation across the council, and share best practice in relation to engaging businesses 	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)
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	Develop and implement a performance framework.	<ul style="list-style-type: none"> • Service Director, Community Engagement (Fenland)