

## Joint Agreement and Peer Review Action Tracking

To: Strategy and Resources Committee

Meeting Date: 17th December 2021

From: Amanda Askham, Director of Business Improvement and Development

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcomes: The outcome of good monitoring against agreed actions is a transparent view of progress against plans, informed decision making on resource allocation and an agile response when adjustments are necessary.

The Joint Agreement Action Plan describes activity to deliver the priorities and approaches for delivering improved outcomes for the people of Cambridgeshire set out in the Joint Agreement.

Peer Review is an improvement approach for Local Government. Therefore, the outcome from successfully following through on the recommendations of the report will be improved corporate performance.

Recommendations: That the committee reviews the monitoring against actions identified in the joint agreement and peer review action plans.

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# 1. Background

- 1.1 On 14th May 2021, a Joint Agreement was signed by the leaders of the Liberal Democrat, Labour and Independent groups. The Joint Administration agreement prioritises COVID-19 recovery for all of Cambridgeshire and puts healthy living and tackling the climate emergency central to the Council's agenda. It shows the Administration's commitment to forming strong and positive partnerships in the areas of public health, support for business, climate change and net-zero, public transport, and building affordable, sustainable homes.
- 1.2 The Joint Administration's thematic [action plan](#) was approved by Strategy and Resources committee in July 2021, so that the Council could start delivering on the Administration's Joint Agreement immediately. In September 2021, the [Joint Agreement Tracker](#) and first milestone updates were discussed.
- 1.3 At the same time, the Council invited a team of Peers from the Local Government Association (LGA) to undertake a Corporate Peer Review. Peer review is a proven improvement approach for Local Government, delivered by a team of experienced councillors and officers selected to reflect CCC's requirements and focus. The Corporate Peer Review report presented 11 key recommendations and 5 further shared services recommendations. From these recommendations, Members and Officers developed an [action plan](#).
- 1.4 This report provides an update on all milestones due in both the Joint Agreement and Peer Review action plans since the last reporting period.

## 2. Joint Agreement Action Plan Tracker

2.1 The Joint Agreement Tracker is presented in two sections: activity, and policy development. The expectation is that policy changes will result in future actions, the delivery and impact of which will be monitored by each committee under a revised performance framework.

2.2 The following tables provide updates against each milestone due in the period October - December 2021:

Table 1. Activity

Ref.	Action	Milestone	Committee	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
CE.5	Agreement of system-wide outcomes monitoring framework by Children & Maternity Health Executive Board	Oct '21	CYP	Raj Lakshman	Outcomes framework agreed by Board	No system wide outcomes framework in place	In progress	<p>Five key strategies have been co-produced. BSIL, Strong Families &amp; Strong Communities, Children's Mental Health, SEND and Autism.</p> <p>Work is underway to develop key performance indicators to support the outcomes within these strategies.</p> <p>This will become part of the Health and Wellbeing Strategy Children and Young People priority</p>
C.6	Deliver Diversity & Inclusion training to Safeguarding partnership Board members	Oct '21	Safeguarding Board	Jo Procter	Training delivered		Completed	<p>Developed and in place. We worked with local children and young people across the County to gain their experiences of unconscious bias - this related to a range of areas including; race, sexuality, accents and gender. We used their experiences to develop</p>

								virtual training (SWAY) entitled "Children's Experiences of Unconscious Bias" which was launched mid October 2021. This has been shared across the partnership and to date, has been viewed over 1,100 times. The training explains what unconscious bias is, how its formed and provides tools for people to understand what their unconscious biases may be.
C.2	Place Leads Partnership to take the lead in identifying and addressing community inequalities; aligning closely with the two Integrated Partnerships which are the key community delivery arms for the Integrated Care System (ICS).	Oct '21	CSMI	Adrian Chapman	Ongoing updates of work of Place Leads Partnership	Significant health inequalities between different parts of county and within communities, particularly where there is income deprivation	In progress	The Place Leads group have had a series of discussions to identify shared core priorities for focus, aligned to the HWBB/ICS Awayday outcomes. A half-day workshop is being arranged, to which other key partners will be invited, and this will work up the detailed delivery plans necessary to focus on tackling the most entrenched inequalities.
T.5	Commence procurement for replacement of Cambridge Sub Regional Transport Model (CSRM) in partnership with GCP and CPCA.	Oct '21	H&T	Jeremy Smith	Procurement advert placed and process started		In progress	Bid for funding of model replacement made to Combined Authority
H.9	Identify and provide more support for both informal Carers and Young Carers	Nov '21	CSMI	Adrian Chapman	Number of carers supported increases	2,900 carers supported during 2020-21, reported in	In progress	<u>YOUNG CARERS</u> A co-chaired Young Carers County Wide Steering group, Youth Advisory board and a

						<p>adults statutory returns</p> <p>400 young carers (as noted in either social care assessment or child and family assessment) receiving support at the end of March 2021</p>	<p>range of training established and delivered. Two Young Carers represented CCC young people for the Chief Executive recruitment.</p> <p>Partnership with LECA Littleport Academy young carers group to celebrate outstanding contributions during the pandemic. Created a support and well-being resource with delivery of 55, to date, "Well-being boxes".</p> <p>Partnership with Centre 33 to deliver Young Carer awareness training with over 20 participants.</p> <p><u>INFORMAL CARERS</u> Identification of informal carers and connecting to existing support continues. A support toolkit will launch in December.</p> <p>Breaks for Carers pilot recruited several volunteers last month; extending project by two months within the current funding. Carers reporting how much they value the break, and that the new social contact for their loved one is appreciated.</p> <p>Working towards gaining the Carers accreditation</p>
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CE.2	Work with schools to increase breakfast clubs in schools during the school term	Nov '21	CYP	Jonathan Lewis	Increase number of breakfast clubs in summer term 2022 compared to summer term 2021	Data not previously collected.	In progress	Update being taken to November CYP Committee on current provision and suggested next steps.
CE.4	Ensure the pre-birth to five multi-disciplinary teams (Best Start in Life) work with children with Special Educational Needs & Disability (SEND) and their families.	Nov '21	CYP	Wendi Ogle-Welbourn	Increasing numbers of SEND families engaged by pre-birth to five multi-disciplinary teams	1,058 children open to SEND Early Support in Q4 2020-21	In progress	A key performance indicator in the BSIL outcomes framework is the early identification of SEND and appropriate intervention.
F.5	Real Living wage – short term steps: in-year uplift for those directly employed below RLW.  Then detailed consideration of longer-term implications of full RLW Foundation accreditation to include incremental progress year-by-year for contractors.	Nov '21	S&R	Tom Kelly & Janet Atkin	In-year uplift paid to eligible employees in 2021-22; full RLW accreditation considered by Staffing and Appeals	1.7% of directly employed CCC employees paid below RLW	In progress	In year uplift for 92 staff directly employed below the RLW has been processed for November payroll.  Currently being considered through the budget setting process.
F.9	Establishment of a Strategic Programme Management Office (SPMO)	Nov '21	S&R	Amanda Askham	SPMO established	No SPMO in place	In progress	Proposal developed
T.7	Develop and adopt new standards for pedestrian and cycling infrastructure informed	Dec '21	H&T	Sue Procter	New standards adopted as		In progress	Standards will be incorporated in draft Active Travel Strategy which will be taken to H&T Committee for

	by Local Transport Note (LTN)120.				policy by H&T			approval to consult in early 2022
T.13	Conclude the work of the HGV Members Working Group and agree an HGV management policy which must limit HGVs rat-running through villages and urban communities	Dec '21	H&T	Sue Procter	New HGV policy adopted by H&T	HGV Members Working Group ongoing	In progress	There were changes to membership following the May elections and a pause while new Members were nominated. The group has now met twice (in September and October) and has elected Cllr Lorna Dupre as Chair. The terms of reference have been agreed
F.6	Lobbying for fairer funding for Cambridgeshire and national policy reform progress	Dec '21 & Feb '22	S&R	Tom Kelly	Ongoing lobbying work formally acknowledged	Lobbying ongoing	In progress	CCC has participated in joint lobbying as part of F20 (funding floor) with a range of authorities with lowest per capita funding, and with neighbouring Schools Forums regarding high needs. We are making further such representations in the run-up to local government finance settlement.
NEW CE.7	Campaign to keep state nursery schools open, to keep schools in local authority control, and for fair funding for Cambridgeshire schools.	Dec '21	CYP	Jon Lewis/ Christine Birchall	Ongoing campaign and lobbying work formally acknowledged  No reduction in numbers of schools in LA control (excl. those	Number of schools in LA control  Fair funding campaign ongoing	NEW	National funding announcement has allocated ongoing additional funding for Nursery schools until 2025.  We have contributed to a joint letter to government with others LAs concerning schools funding. This was signed by the chair of schools forum and included input from both the Leader of

					changed due to inadequate rating forced changed or new school)			the Council and Chair of the Children and Young People's Committee.
NEW CE.8	Advocate hard and publicly for better SEND funding	Dec '21	CYP	Jon Lewis/ Christine Birchall	Ongoing campaign and lobbying work		NEW	Planning in progress to scope campaign

**Table 2. Policy Development**

<b>Ref.</b>	<b>Action</b>	<b>Milestone</b>	<b>Committee</b>	<b>Lead Officer(s)</b>	<b>Success criteria</b>	<b>Baseline position May 2021</b>	<b>Achieved</b>	<b>Update / comments by lead officer</b>
F.10	Review of Performance Framework and reporting	Nov '21	S&R	Amanda Askham	Reviewed Performance Framework reported to S&R and adopted	N/a as new review	In progress	Proposed framework on Jan '22 S&R agenda
G.4	Review of corporate strategy and strategic framework	Nov '21	S&R	Amanda Askham	Corporate Strategy and Strategic Framework reported to S&R and adopted	Corporate Strategy in place to deliver previous administration's priorities.	In progress	Corporate strategy on Jan '22 S&R agenda
F.4	Position of This Land to be considered within LGA Peer Challenge and an action plan produced	Update Sep '21  Review completed  Dec '21	S&R	Tom Kelly	Action plan reported to S&R	N/a as new review	In progress	Peer Challenge supported appointment of specialist reviewer – Avison Young. Reporting to Chair/Vice Chair at end of November. Action plan developed with



								This Land in response and reported at January S&R.
F.1	On behalf of Cambridgeshire, its businesses, and citizens we will develop and facilitate a COVID -19 recovery strategy starting with:  - a review of emerging evidence of Needs and Impacts on Cambridgeshire	Reporting quarterly from Sep '21	S&R	Amanda Askham	Needs assessment documents published	Previous review of impacts and needs discussed by General Purposes Committee in 2020	In progress	First suite of data published Sept '21  Second suite published Dec '21
H.4	Implement a clear action plan to deliver "health in all policies" including criteria for evaluating policies	Oct '21	A&H	Jyoti Atri	Action plan implemented	Health implications included as mandatory section of committee papers	In progress	In progress. Business case developed and shared with the RIT and initial scoping meeting held to set action plan. BID team pulling together existing frameworks/guidance to align policies and are supporting to produce the framework for evaluating policies.
T.3	Work in partnership with the Greater Cambridge Partnership on a review of the road hierarchy	Oct '21	H&T	Sue Procter	Review of road hierarchy reported to H&T	Review underway and ongoing	In progress	The review of the road hierarchy in the Cambridge area is being led by the GCP and is underway, with County Officers supporting. Member briefing and wider officer engagement will take place in December and further work will follow on from this in 2022.
T.12	Review the 20mph policy and the qualifying criteria	Oct '21	H&T	Sue Procter	Review reported and criteria agreed by H&T	N/a as new review	In progress	A paper will be presented at January H&T re 20mph prioritisation.

H.2	Develop a primary and early intervention Prevention Strategy that will build on existing work and involve communities, the ICS and other partners across the system.	Nov '21	A&H	Val Thomas	Strategy reported to A&H	No system-wide Primary and Early Intervention Strategy in place	In progress	Cardiovascular Diseases Prevention Strategy in draft – developed with ICP. To form part of an overarching Prevention Plan
NEW F.12	<p>Review process for decision making on spending and investments to ensure that all decisions are:</p> <ul style="list-style-type: none"> <li>- made in the context of meeting the Net Zero strategy</li> <li>- equally weighted for social, environmental and financial criteria</li> <li>- assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation</li> </ul>	Nov '21	S&R	Tom Kelly	Review completed and mechanisms for changing decision-making criteria in place	N/a as new review	New	<p>Social value portal procured and mobilisation underway through workshops. This is the national social value measurement framework and is widely used in the sector and will enable weighting for social and environmental criteria in procurement in a robust way.</p> <p>Impact assessments for proposals (including equalities) will form part of the Jan 2021 budget papers at S&amp;R.</p> <p>There are significant investments in net zero across the business plan including increases in allocation to energy projects and nearly zero buildings standard for construction. This will form part of the strategic framework (Jan S&amp;R) and progress further for business planning 2023-28</p>

C.7	Full review of the library service to ensure it is meeting the needs of our residents	Dec '21	CSMI	Adrian Chapman	Review reported to CSMI	N/a as new review		The first phase of the library service review will be presented to Cosmic on 2/12/22. Recommendations include forming a cross party time limited Member working group to take the contents of the review and develop firm recommendations linked to JA priorities, ahead of being presented back to Committee in March.
E.1	Review the Climate Change and Environment Strategy (Sustainability Strategy) to bring forward net-zero target towards 2030 and alignment of key resources including the Environment Fund.	Dec '21	E&GI	Sheryl French/ Quinton Carroll	Revised Climate Change and Environment Strategy to E&GI with clear action plan and milestones	N/a as new review	Carbon emissions	Engagement with Members, partners, community and business completed during October/November 2021 and first draft strategy for comment will be shared w/c 23 <sup>rd</sup> November and presented to December E+GI committee.
E.4	Review biodiversity across the Council's land and property assets to identify a programme for 'doubling nature'	Dec '21	E&GI	Quinton Carroll / Tony Cooper	Proposed programme reported to E&GI	N/a as new review	Biodiversity indicators	Baseline survey scoped out for commencement in spring 2022
CE.6	Develop an integrated approach to support Children and Young People's mental health and wellbeing	Dec '21	CYP	Raj Lakshman	Multi partner agreement/process identified to support CYP mental health and wellbeing outcomes		In progress	YOUnted service which provides a single integrated front door to access counselling services and more specialist CAMH services has been launched. A CYP Mental Health Strategy is being developed.

								Progress is reported into the Early Help Partnership Board and Children and Maternity Collaborative.
E.3	Produce a Tree and Woodland strategy	Dec '21	E&GI	Quinton Carroll / Emily Bolton / Tony Cooper	Tree and Woodland Strategy to E&GI	CUSPE report highlighted importance of trees; work on strategy ongoing.	In progress	Member reference group established and chaired by Cllr Ferguson. Strategy to be presented to March E&GI Committee
T.14	Bring proposals back to committee for Residents' Parking Schemes in consultations with GCP and in-line with the Integrated Parking Strategy	Dec '21	H&T	Sue Procter	Proposals reported and considered by H&T	Residents' Parking Schemes paused in March 2021 whilst awaiting Integrated Parking Strategy.	In progress	November H&T agreed that GCP would consider Residents Parking in parallel to the Integrated Parking Strategy Work.
H.3	Identify what the Safeguarding Partnership Board can do for vulnerable individuals who do not meet statutory threshold for services	Dec '21	Safeguarding Board	Jo Procter	Report to Safeguarding Board		In progress	We have commenced work on this action. The MARM process is currently being updated. We have produced resources on Hoarding and a NRPF multi agency protocol and Virtual training (SWAY) to accompany it.

### 3. Peer Review Action Plan Tracker

3.1 All milestones in the Peer Review action plan due in this reporting period are on track. The Peer Review Team will carry out a six-month review visit in March 2022.

3.2 The following tables provide updates against each milestone due in the period October - December 2021:

	<b>Recommendation</b>	<b>Action</b>	<b>Milestone</b>	<b>Committee</b>	<b>Lead Officer(s)</b>	<b>Update</b>
<b>1.3</b>	Take action to recalibrate member roles, behaviours and conduct.	Member training, development and ongoing support has been arranged with support from the LGA – first training (Role of Statutory Officers) 8 <sup>th</sup> December 2021	Oct '21	S&R	SMT	Complete  First workshop delivered; any further needs will be met through the Members' training programme.
<b>1.4</b>	Sustainable capacity in the Chief Executive role needs to be established for Cambridgeshire	New CCC only Chief Executive has been appointed.				Complete
<b>1.5</b>	Embrace the opportunity to reset, clarify and rebuild the different roles for the CA, the GCP, CCC and District and Town & Parish Councils in place shaping and place delivery, and take the lead where appropriate.	Partnerships across the Cambridgeshire system are deepening already, with improved relationships and a clearer route to delivery of shared objectives.  The Council has been working with partners across Cambridgeshire and Peterborough to produce a	Oct '21	S&R	Gillian Beasley/ SMT	On going  First Leaders' workshop took place in October '21 with a follow up scheduled for January '22 (Political leaders from all

	Clarify the Council's role and ambitions in creating the conditions for sustainable and inclusive economic growth and allocate resource and leadership to this work.	<p>series of data and information sets which describe the impacts of the pandemic. We will add this information to what we already know about the needs and strengths of our population and work with partners, through the leadership of the Joint Administration, to agree the priorities for our place.</p> <p>We will do this through workshops and discussions with a range of partners.</p> <p>This will include a review of governance and board arrangements across the system for Leaders to consider at a planned Leaders' Summit in October.</p>				<p>tiers of LA, the Combined Authority, the Greater Cambridge Partnership, and partners in the Health system).</p> <p>First suite of COVID datasets shared Oct' 21, next release Jan '22</p>
<b>1.6</b>	Review 'This Land'	See Joint Agreement Tracker	Dec '21	S&R	Tom Kelly	
<b>1.8</b>	Further develop the current organisational resource to better support wider transformation and innovation.	<p>The Council's priorities are being finalised, taking into consideration the Administration's Joint Agreement, the priorities of each committee, the challenging financial position and impacts of COVID, Brexit and the Climate Emergency.</p> <p>There will be a robust review of the organisational capacity and skills needed to deliver these</p>	Dec '21	S&R	SMT	<p>On going</p> <p>Rapid Improvement Team (RIT) established Jul '21 to review all proposals and capacity requests.</p> <p>Business cases for change</p>

		<p>priorities with a focus on an outward looking, open minded and innovative culture.</p> <p>Members and officers will be encouraged to take up training opportunities with the LGA and other organisations to gain a wide perspective on the role of Local Government and the opportunities for innovation.</p> <p>As action plans under each priority are developed, capacity, investment and skills to deliver will be identified.</p>				<p>aligned to joint agreement, corporate priorities and business planning process.</p> <p>Corporate project methodology agreed. POWA platform developed for project recording and monitoring.</p>
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**Table 4: Corporate Peer Challenge Shared Services Recommendations**

2.1	Organise an independently facilitated workshop for both sets of politicians and senior management to explore: a) All the options for shared arrangements and their relative pros and cons both for the councils and for their respective roles in the emerging ICS and in opportunities for Place shaping.	Chairs and senior officers are working together to understand the current arrangements and the business cases underpinning these arrangements.	Sep '21	ALL	SMT	Complete
		A facilitated workshop for politicians and senior managers is being set up to explore the issues laid out in a, b and c of this recommendation and will be supported by the LGA and Local Partnerships	Oct '21	S&R	Gillian Beasley/ SMT	Complete First workshop delivered Nov '21
				ALL	SMT	Complete

	<p>b) The implications of decoupling existing joint management posts.</p> <p>c) The balance of shared management against the requirement for sufficient strategic capacity for each council.</p>	From this workshop, plans for the development of shared arrangements will be agreed, considering the additional recommendations below.	Oct – Dec '21			Local Partnerships have worked with the Leader and Senior Officers to agree an action plan which includes recommendations 2.2 - 2.5 below
<b>2.2</b>	Develop a vision and roadmap for shared services which includes a strategic plan with clear oversight and clear benefits realisation.	To follow Member/Officer facilitated workshop	Nov'21 - Mar '22			In progress
<b>2.3</b>	Ensure that the strategic map respects the strategic directions of both councils and is able to deliver different policies across each council.	To follow Member/Officer facilitated workshop	Nov'21 - Mar '22			In progress
<b>2.4</b>	Consider developing the internal transformation team to own and drive the work in a consistent manner.	To follow Member/Officer facilitated workshop	Nov'21 - Mar '22			In progress
<b>2.5</b>	Develop some shared services to deliver greater efficiencies through shared data and client record systems and a shared service Target	To follow Member/Officer facilitated workshop	Nov'21 - Mar '22			In progress



	Operating Model where appropriate.					
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#### 4. Alignment with corporate priorities

- 4.1 The Corporate Strategic Framework is being reviewed as part of the annual planning cycle, with the priorities and ambitions described in the Joint Agreement forming the foundations of the new strategy.

#### 5. Significant Implications

- 5.1 Delivery of the Joint Agreement and Peer Review action plans will have implications for all areas of the Council and actions are being developed and delivered in all committees.

#### 6. Source documents

- 6.1 [Joint Agreement](#)
- 6.2 [Joint Agreement Action Plan](#)
- 6.3 [Joint Agreement Tracker](#)
- 6.4 [Peer Review and Peer Review Action Plan](#)