

## Joint Agreement and Peer Review Action Tracking

To: Strategy and Resources Committee

Meeting Date: 29th March 2022

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: The Committee is asked to:

- a) review the monitoring against actions identified in the joint agreement and peer review action plans.
- b) agree to transfer any remaining open actions to the Council's new Performance Management Framework with monitoring and reporting through appropriate committee governance.

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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 and December 2021, the [Joint Agreement Tracker](#) and 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. A 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 The Peer Challenge Team revisited the Council earlier this month to carry out the LGA's recommended 'Check-in' process, which is a follow up visit to review progress against the agreed action plan and impact of the Peer Challenge visit and report. The output of this visit is a letter to the Council.
- 1.5 This report provides an update on all milestones in the Joint Agreement action plan and Peer Review action plan.
- 1.6 It is recommended that this will be the last Joint Agreement action plan tracker report in this format as future performance and monitoring will be reported within the new [Performance Framework](#), which was agreed at Full Council in February 2022.

## 2. Joint Agreement Action Plan Tracker

2.1 This Joint Agreement Tracker is presented in three sections: activity which is completed and closed, activity which will be transferred to the new Performance Framework, and policy development, much of which is ongoing. The expectation is that policy changes will result in future actions, the delivery and impact of which will be monitored by each committee under the revised performance framework.

Table 1. Activity - completed and closed actions

Ref.	Action	Milestone	Committee	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
G.2	Bring forward to the public domain (to the greatest extent legally possible) further information about the farms audit findings and the Council's actions in response	Jul 21 and Sep 21	A&A	Fiona McMillan/Tony Cooper	Further information about farms audit published	Report is not in public domain	Complete	<p>Two reports were taken to Constitution &amp; Ethics Committee on 27th July 2021.</p> <p>The Farms Audit has been to committee and the report is in the public domain. Progress on the Farms Audit is now overseen by the County Farms Working Group.</p> <p>The Constitution &amp; Ethics Committee considered a conduct investigation report relating to the farms audit on 25<sup>th</sup> February. The report was made public <a href="#">here</a></p> <p>The Audit and Accounts Committee considered the issue again on 7<sup>th</sup> March, and agreed to adjourn discussion of this item until another meeting of the committee could be arranged, to enable further advice to be obtained</p>
CE.1	Explore procurement routes to enable free school	Jul '21	CYP	Jonathan Lewis	Free School Meal vouchers available during summer holiday 2021	Free School Meal vouchers not available in	Complete	Paper for proposed scheme agreed at CYP Committee on the 1 <sup>st</sup> March. Funding of £3.6m covers

	vouchers during the summer '21 school holidays					summer 21 school holidays		the next financial year (Easter 2022 -February Half-Term 2023).
<b>CE.3</b>	Agree an action plan for improving prevention and early intervention for children with Special Educational Needs and Disabilities (SEND).	Aug '21	CYP	Jonathan Lewis	Action plan reported to CYP	4.2% of children in school in Cambs have Education Health Care Plans compared to 3.4% in CIPFA neighbours; 10.6% of children in school on the lower level in school SEN support compared to 11.9% in similar areas	Complete	Action plan agreed at CYP committee  Transformation plan includes agreed measures and will be brought to committee again in June '22 for review.  Transformation funding secured from Schools Forum.
<b>G.1</b>	Deliver a Public Service Reform briefing and workshop to update political leaders across the Cambridgeshire and Peterborough system on current initiatives	Sep-21	S&R	Amanda Askham	Leaders fully briefed and engaged at the workshop	N/a	Complete	Briefings delivered at Leader's Summits – October '21 and February '22
<b>C.8</b>	Identify budget implications and options for removing 50p charge on book borrowing for people on Universal Credit.	Sep '21	CSMI	Paul Fox	Report to CSMI to enable decision for removal of universal book borrowing charge	50p charge for reserving books applied to everyone	Complete	Analysis of budget implications completed and is being considered by the cross-party group which has been established to review all aspects of library services.

F.3	Committee review of financial strategy, budget outturn and forward-looking projections and investment	Sep '21 & Dec '21	S&R	Tom Kelly	Relevant reports to Committees enable a four-year balanced budget to be presented to Full Council	Financial strategy reported in 2021-22 Business Plan and via monitoring reports	Complete	Balanced budget approved for 2022-23.  Financial strategy fully refreshed, in view of updated projections and funding estimates and investments prioritised after Committee review.  Ongoing review resource deployment / outcomes review.
C.6	Deliver Diversity & Inclusion training to Safeguarding partnership Board members	Oct '21	Safeguarding Board	Jo Procter	Training delivered		Complete	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 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.
H.9	Identify and provide more support for both informal Carers and Young Carers	Nov '21	CSMI	Paul Fox	Number of carers supported increases	2,900 carers supported during 2020-21, reported in adults statutory returns  400 young carers (as noted in either social care	Complete – indicator transferred to CYP committee KPI set	<u>YOUNG CARERS</u> A co-chaired Young Carers County Wide Steering group, Youth Advisory board and a range of training established and delivered. Two Young Carers represented CCC young people for the Chief Executive recruitment.

						assessment or child and family assessment) receiving support at the end of March 2021		<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>
CE.4	Ensure the pre-birth to five multi-disciplinary teams (Best Start in Life) work with children with Special Educational Needs & Disability	Nov '21	CYP	Helen Gregg	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	This phase complete indicator transferred to CYP committee KPI set	SEND has been added to the Healthy Child Programme Specification as a focus and as part of the Best Start Outcomes Framework.

	(SEND) and their families.							
F.5	<p>Real Living wage – short term steps: in-year uplift for those directly employed below RLW.</p> <p>Then detailed consideration of longer-term implications of full RLW Foundation accreditation to include incremental progress year-by-year for contractors.</p>	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	<p>This phase complete with future budget committed.</p> <p>Future commitments to be monitored through S&amp;R</p>	<p>In year uplift for 92 staff directly employed below the RLW has been processed for November payroll.</p> <p>Budget committed for future year uplifts for employed staff as well as social care supply chain, through a planned approach</p>
F.9	Establishment of a Strategic Programme Management Office (SPMO)	Nov '21	S&R	Amanda Askham	SPMO established	No SPMO in place	<p>Complete</p> <p>Performance indicators transferred to S&amp;R committee KPI set</p>	<p>SPMO platform (POWA), methodology and capacity agreed.</p> <p>Stakeholder engagement currently being undertaken to ensure new process is adopted across the council.</p>
T.7	Develop and adopt new standards for pedestrian and cycling infrastructure informed by	Dec '21	H&T	Sue Procter	New standards adopted as policy by H&T		<p>Complete</p> <p>Performance indicators transferred to H&amp;T</p>	The Active Travel Strategy for Cambridgeshire report is being presented to H&T Committee 8 <sup>th</sup> March 2022. this report seeks approval of the draft strategy and



	Local Transport Note (LTN)120.						committee KPI set	<p>high level action plan for consultation.</p> <p>This includes reference to the alignment to national and local policy and guidance and LTN 1/20</p> <p><b>Existing network:</b> The optimum standard of cycling infrastructure appropriate to a location will be pursued in line with LTN 1/20</p> <p>It is recognised, however, that where highway space is limited and private land acquisition not possible, compromises may need to be made.</p> <p><b>For new developments:</b> Any new cycle infrastructure should accord with LTN 1/20</p>
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	This phase complete but lobbying ongoing and impact will be monitored through S&R finance papers	<p>CCC has participated in joint lobbying) with a range of authorities with lowest per capita funding, and with neighbouring Schools Forums regarding high needs.</p> <p>With a one-year funding settlement the indications are that there will be a detailed funding consultation by DHLUC with the sector during 2022 which we are preparing for.</p>
CE.7	Campaign to keep state nursery schools open, to keep schools in local	Dec '21	CYP	Jon Lewis/ Christine Birchall	Ongoing campaign and lobbying work formally acknowledged	Number of schools in LA control  Fair funding campaign ongoing	This phase complete but lobbying ongoing	No further action at this point. We have meet with maintained nursery schools to look at their financial position.

	authority control, and for fair funding for Cambridgeshire schools.				No reduction in numbers of schools in LA control (excl. those changed due to inadequate rating forced changed or new school)		and will be monitored through CYP	
CE.8	Advocate hard and publicly for better SEND funding	Dec '21	CYP	Jon Lewis/ Christine Birchall	Ongoing campaign and lobbying work		This phase complete but lobbying ongoing and will be monitored through CYP	Draft campaign developed. Work planned within overall SEND programme communications
C.5	Support local neighbourhoods to develop youth provision	Jan '22	CSMI	Paul Fox	New youth provision available	Approximately 1,700 children with open district team early help involvements at end May 2021	This phase complete but support ongoing and will be monitored through COSMIC	34.5k in small grants awarded to 53 local community groups, across the county generating match funding of 1.5 million. Support from YiC helped Romsey Mill and the Kite Trust to develop their core offer and reach across county. Training offer developed to support local youth groups – all parish councils have been contacted with information about how to contact TiC team and individual engagement has taken place including at the Parish Conference to promote the set up of Youth Groups. 40hrs of expert input has been given to ICF applications to support Youth Bid and take the opportunity to signpost to other support if not successful.

T.6	To secure high quality transport infrastructure improvements required from major developments, aligned with GCP and CPCA.	Jan '22	E&GI	David Allatt	High quality transport infrastructure secured from major developments	[How much money has been secured in financial year 2020-21]	This phase complete, future schemes to be monitored through E&GI/ H&T	<p>Funded schemes as follows:</p> <p>West Cambridge – Transport mitigation package worth £20m (inc. C2C contribution).</p> <p>Bourn Airfield - £20m C2C contribution plus wider transport mitigation.</p> <p>Northstowe Transport mitigation Package worth £14.5m.</p>
C.4	Deliver services and opportunities in the Youth Engagement Offer	Mar '22	CSMI	Paul Fox	Deliver Youth Engagement Offer	NEET rate May 2021 = 2.82%	This phase complete but support ongoing and will be monitored through COSMIC	<p>Think Communities continues to lead the NEET strategy cross system group with practical focused projects, including YiC workers supporting the dissemination of Winter Support Funding to targeted families. An additional £15k was secured to continue our outreach work in Fenland as part of the Social Mobility Opportunity area work. Partnership bids are in place with full scope and the Longhurst group to implement support project for those in independent living to progress into employment. Delivery of the National Citizen Service for year 11s has delivered 126 places, plus our first SEND specific programme and we have promoted our desert rat challenge programme to NEET young people. The NEET strategy group continues to meet and has improved data monitoring, identification of at-risk young people and referral to our transition advisors. CCC also now have access to ESFA systems to be able</p>

								to signpost young people to opportunities in a more effective way. NEET stats have remained at 2.8% good performance given the impact of the pandemic.
T.2	Carry out consultation on new active travel strategy for the County	Mar '22  Delayed – approval in March '22, Consultation in Autumn 2022	H&T	Jeremy Smith	Strategy developed and consulted on; results reported to H&T	No specific Active Travel Strategy in place for Cambridgeshire; CPCA has responsibility for strategic transport planning	In progress	Draft Strategy will be considered by Committee in March 2022 for approval to consult Autumn 2022.
T.9	Explore funding options for additional capital maintenance schemes to enhance the County networks and further gulley clearance.	Mar '22	H&T	Jon Munslow	Funding for additional schemes identified	[Baseline spend amount on capital maintenance schemes 2021-22 budget]	Complete	Ongoing process in line with service horizon scanning.
T.11	Implement additional footway maintenance schemes	Mar '22	H&T	Jon Munslow	Additional schemes delivered compared to baseline	[Number of schemes planned for 2021-22 in budget]	Complete	£4m for 5 years for footway maintenance, now delivered as Highway capital maintenance program. 23 footway improvements completed 21/22.
E.6	Implement tree planting scheme on the land acquired as part of the A14 scheme	Mar '22	H&T	Jon Munslow	Scheme implemented and increased numbers of trees planted	Any trees planted so far?	Complete	We have taken on land suitable for tree planting as part of the A14 negotiations with National Highways. The land is to be held in readiness for future tree planting. A

								programme of tree planting will be organised at a future time.
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  <b>Revised date of April '22 to allow for wider consultation and evidence gathering</b>	H&T	Sue Procter	New HGV policy adopted by H&T	HGV Members Working Group ongoing	In progress	<p>Cllr Lorna Dupre is Chair. The terms of reference have been agreed</p> <p>The group has been meeting over the last year and listened to evidence from a number of guests from Police, Road Haulage Association, CPCA, HDC planning, Development Management, and National Highways.</p> <p>It has discussed enforcement options and planning control measures and voluntary codes.</p> <p>We now have an outline for the revised policy which is being developed – initial draft by April 2022.</p>

Table 2. Activity – transferred to new performance framework

H.10	Increase air quality monitoring across Cambridgeshire, including in villages as well as in towns, cities, and along major trunk roads.	Mar '22  <b>This activity will be ongoing as part of the Climate Change and Environme</b>	A&H	Steve Cox	Increase in air quality monitoring sensors and data collation	District councils have responsibility for monitoring air quality under Local Air Quality Management regime; some County Council collaboration around specific projects	In progress	Consideration and discussion with District Council partners as part of the Climate Change and Environment Strategy action plan.
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		nt Strategy action plan						
CE.9	Improvement in services which provide targeted support for children and young people in the community (for example youth services and children's centres)	Mar '22  <b>Ongoing</b>	CYP	Nicola Curley	Increase in appropriate targeted services for young people and families	1,150 children and young people open to district early help teams for 'targeted support' in May 2021  580 children open to Child and Family Centres for targeted support	Ongoing  Performance indicators transferred to CYP committee KPI set	720 children open to Child and Family centres for targeted support. Between July and Dec 21.  720 Early Help Assessments completed in respect of 10-17-year-olds.
T.5	Commence procurement for replacement of Cambridge Sub Regional Transport Model (CSRM) in partnership with GCP and CPCA.	Oct '21  <b>Delayed to align with CPCA bidding process. Revised due date of May '22</b>	H&T	Jeremy Smith	Procurement advert placed and process started		In progress  Will be reported through H&T	Bid for funding of model replacement made to Combined Authority. CPCA will determine whether funding should be allocated in March 2022 at the earliest.
H.8	Increase in direct payments for adult social care users	Jun '22	A&H	Will Patten / Charlotte Black	Additional direct payments made compared to baseline	980 clients receiving a direct payment in March 2021 statutory returns	In progress	In March 2021, there were 980 adult clients in receipt of Direct Payment.  Work was undertaken with operational teams and the Direct Payment Support Service, People Plus, to raise awareness of the support available to both practitioners and service users.

								<p>Lockdown and self-isolation due to COVID has meant that the current number sits at 867.</p> <p>There were fewer referrals for DPs during the pandemic due to concerns over Personal Assistants bringing exposure to the virus into clients' homes.</p> <p>Extra commissioning capacity has been created to ensure a continued focus on expanding Direct Payments.</p> <p>Individual Service Funds are due to be introduced from August 2022 as part of the Care Together programme, initially in East Cambridgeshire.</p>
CE.5	Agreement of system-wide outcomes monitoring framework by Children & Maternity Health Executive Board	Oct '21  <b>Target date revised to July '22 due to national delay in ICSS</b>	CYP	Raj Lakshman	Outcomes framework agreed by Board	No system wide outcomes framework in place	In progress  ICS now expected in July	<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.2	Place Leads Partnership to take the lead in identifying and addressing community inequalities;	Oct '21  <b>Delivery date revised to align with revised national</b>	CSMI	Paul Fox	Ongoing updates of work of Place Leads Partnership	Significant health inequalities between different parts of county and within communities, particularly where	In progress  ICS now expected in July	<p>The work via the Place Leads group has been paused to allow the broader priority-setting work at Public Service Board level, with CEO's and Leaders, to develop and conclude. This work will ensure a shared focus on agreed priorities</p>

	aligning closely with the two Integrated Partnerships which are the key community delivery arms for the Integrated Care System (ICS).	<b>implementation date for ICSs.</b> <b>July '22</b>				there is income deprivation		where collectively partners can make the most difference.
C.3	Strong Families, Strong Communities: Implement the Best Start in Life and Early Help strategy as part of the development of the Children's Collaborative (part of the ICS)	Jan '22  <b>Target date revised to July '22 due to national delay in ICSs</b>	CYP	Nicola Curley	Strategies are implemented	Best Start In Life strategy implementation ongoing; Early Help Strategy in development; Children's Collaborative in development	In progress  ICS now expected in July	Strong Families Strong Communities - finance in place and consultation ready to launch when agreed; contextual safeguarding development underway with partners; ICS full implementation delayed but work on children's and maternity collaborative continues.
CE.2	Work with schools to increase breakfast clubs in schools during the school term	Nov '21  <b>Revised date for reviewing success in order to compare Summer '22 data with previous</b>	CYP	Jonathan Lewis	Increase number of breakfast clubs in summer term 2022 compared to summer term 2021	Data not previously collected.	In progress	Next paper to go to the CYP committee in May, comparison data available for review by October '22



		<b>year. Oct '22</b>						
H.1	Develop and deliver care in neighbourhoods moving from domiciliary care agencies to carers in local neighbourhoods .	Phased over the next 2 years	A&H	Will Patten		Virtually all home care provided by agencies; Neighbourhood Cares pilot taken place	In progress	<p>CCC contracted with Community Catalysts for a 2-year pilot of Care Micro-Enterprise Development in East Cambridgeshire.</p> <p>A local community catalyst was recruited and is providing support to individuals who wish to set up a Community Interest Company (CIC) or become a sole trader (micro-provider) delivering care and support services in East Cambridgeshire. This is part of the place-based programme Care Together.</p> <p>Target is to develop 25 care micro-enterprises, delivering over 400 hours of support in East Cambridgeshire alone after 12 months, doubling to 50 care micro-enterprises after 2 years.</p> <p>With the £2.9m budget for countywide roll-out of the Care Together programme approved, the approach will be replicated in other districts.</p> <p>Benefit to service users is increased choice and control with lower turnover of care staff; Benefit to the Council is market diversification and resilience, cost avoidance, reduced carbon footprint and traffic and social mobility from improved income generation opportunities in rural areas.</p>

H.10	Develop and deliver health and care from the Princess of Wales site.	Phased over the next 3 years	A&H	Will Patten / Cambridgeshire Community Services	Independent Living accommodation built and occupied meeting local forecast demand	Shortage of residential and nursing care beds, project to address this ongoing	In progress	The initial feasibility study has been completed and we are on track to complete the initial design work by May 22. Negotiations are ongoing with the NHS for the purchase of land on which the service will be built on. In preparation for the next phase of implementation, we are mobilising resources. This includes contracting with design and build contractors, housing providers, and care providers. Further collaborative work for the detailed design will take place with organisations such as Healthwatch.
H.7	Adopt and implement the ten Healthy New Town principles for new developments and seek to embed them in District and City Council Local Plans	Dependent on plan schedule	A&H	Emmeline Watkins / Iain Green	Healthy New Towns principles embedded in Local Plans	Healthy New Town principles in operation in Northstowe development; not embedded in Local Plans	In progress	Review of local plans against Health New Town Principles is ongoing. Embedding will occur at the state of local plan reviews.

Table 3. Policy Development

Ref.	Action	Milestone	Committee	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.10	Review of Performance Framework and reporting	Nov '21	S&R	Amanda Askham	Reviewed Performance Framework	N/a as new review	Complete	New framework discussed and agreed at S&R Jan '22 and Full Council Feb '22.

					reported to S&R and adopted			
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.	Complete – Phase 1	New corporate strategy discussed and agreed at S&R Jan '22 and Full Council Feb '22.
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	Complete	Review completed. Action plan developed with This Land in response and reported at January S&R, an update report to be discussed in March 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	This phase complete but reporting of COVID impacts will be ongoing	First suite of data published Sept '21  Second suite published Dec '21  Third suite (focus on children and young people - educational disruption, impacts on safeguarding, health impacts) published early Mar '22.
H.4	Implement a clear action plan to deliver "health in all policies" including criteria for evaluating policies	Oct '21  <b>Ongoing</b>	A&H	Jyoti Atri	Action plan implemented	Health implications included as mandatory section of committee papers	Ongoing	PH/BID finalising framework and action plan for Health Impact Assessments. Agreement with ICS partners to align Health Impact Assessment methodology across ICS and CCC.  Joint work ongoing with ICS to ensure that Health Impact

								<p>Assessment approach aligns across key partners.</p> <p>Whilst the corporate framework and process were in development, health impacts assessment continued according to project need.</p> <p>Objectives around developing an offer and an ask to key directorates are being added to individual objective setting for 22/23.</p>
T.3	Work in partnership with the Greater Cambridge Partnership on a review of the road hierarchy	Oct '21  <b>Ongoing</b>	H&T	Sue Procter	Review of road hierarchy reported to H&T	Review underway and ongoing	In progress	The GCP has now published a report to its Joint Assembly setting out some initial ideas on potential road and street categories and how they could be applied to the network in the city. The proposal is that these initial ideas are put out to public consultation later this year. Work continues with officers to support the review.
T.12	Review the 20mph policy and the qualifying criteria	Oct '21  <b>Ongoing</b>	H&T	Sue Procter	Review reported and criteria agreed by H&T	N/a as new review	In progress	Overview report presented to January 2022 H&T Committee. Agreement given to establish Member Working Group to agree selection and prioritisation criteria and funding mechanism for locally sponsored/requested 20mph areas/schemes. Initial 2022/23 programme of schemes to be picked up from existing Local Highway Initiative 20mph proposals.
H.2	Develop a primary and early intervention Prevention Strategy that will build on	Nov '21	A&H	Val Thomas	Strategy reported to A&H	No system-wide Primary and Early Intervention	In progress	There are a number of strategies in development that will fit into an overarching Prevention Strategy. The Cardiovascular Diseases Prevention

	existing work and involve communities, the ICS and other partners across the system.	<b>Target date revised to July '22 due to national delay in ICSs and continuing COVID response</b>				Strategy in place		Strategy is being developed with the ICP and the final draft for circulation is scheduled for the end of March. The Work and Health, Obesity and Public Mental Health Strategies have their first drafts scheduled for June. These will be presented to the July meeting of the Adult and Health Committee.
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>	<p>Nov '21</p> <p><b>Ongoing</b></p>	S&R	Tom Kelly	Review completed and mechanisms for changing decision-making criteria in place	N/a as new review	<p>First phase complete - work is ongoing and will be monitored through E&amp;GI and S&amp;R</p>	<p>The Social Value Portal has been 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) formed part of the Jan 2021 budget papers at S&amp;R.</p> <p>A Social Value policy is under development and will enable clarity in targets over the medium term.</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.</p> <p>Further development through the strategic framework 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	July '22 (revised from Dec '21)	CSMI	Paul Fox	Review reported to CSMI	N/a as new review	In progress	A formal cross party review group has been established to review all aspects of library services as agreed at Communities, Social Mobility and Inclusion Committee. A briefing note that is in progress will shortly be published ahead of a full report with recommendations in July 2022.
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  <b>Ongoing</b>	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	Ongoing  Carbon emissions will be monitored in E&GI	Reviewed Strategy supported at E+GI Committee on 16 <sup>th</sup> December and formally adopted by Full Council on 8 <sup>th</sup> February 2022.  A Net Zero Resourcing plan is being developed and due for discussion at E&GI on 28 <sup>th</sup> April 2022.
E.4	Review biodiversity across the Council's land and property assets to identify a programme for 'doubling nature'	Dec '21  <b>Ongoing</b>	E&GI	Quinton Carroll	Proposed programme reported to E&GI	N/a as new review	Ongoing  Biodiversity indicators will be monitored in E&GI	This work is about to go out to tender (Feb 22) for commencement March/April 2022.
CE.6	Develop an integrated approach to support Children and Young People's mental health and wellbeing	Dec '21  <b>Ongoing</b>	CYP	Raj Lakshman	Multi partner agreement/process identified to support CYP mental health and wellbeing outcomes		In progress	YOUnited 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, this should be completed by the end of March.  Progress is reported into the Early Help Partnership Board and Children and Maternity Collaborative.

E.3	Produce a Tree and Woodland strategy	Dec '21  <b>Revised date July '22</b>	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	A draft strategy has been produced and is being circulated internally for comment. Strategy to be discussed at E&GI committee in early summer 2022.
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.	Complete	GCP are now taking forward Implementation of new Residents Parking schemes. Approval of Traffic Regulation Orders for new scheme is still the responsibility of the Highway Authority.
H.3	Identify what the Safeguarding Partnership Board can do for vulnerable individuals who do not meet statutory threshold for services	Dec '21  <b>Ongoing</b>	Safeguarding Board	Jo Procter	Report to Safeguarding Board		This phase complete	We have commenced work on this action. The MARM guidance has been refreshed and will be launched in March with a suite of training available to support practitioners. 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 The following tables provide updates against each recommendation from the Peer Review. Where activity is in progress, ongoing or not yet started, it will either transfer to the new Performance Framework or be monitored and reported through Strategy and Resources Committee.

<b>Table 3: Corporate Peer Challenge Key Recommendations</b>						
	<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	CLT	<p><b>Ongoing – monitor through S&amp;R</b></p> <p>First workshop delivered; any further needs will be met through the Members' training programme.</p> <p>Further work in this area will be aligned with the development of the Council's organisational culture which will be the subject of a future report to the Committee.</p>
<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.				<p><b>Complete</b></p> <p>Permanent Chief Executive started 21<sup>st</sup> February</p>
<b>1.5</b>	<p>Embrace the opportunity to reset, clarify and rebuild the different roles for the CA, the GCP, CCC and District and Town &amp; Parish Councils in place shaping and place delivery, and take the lead where appropriate.</p> <p>Clarify the Council's role and ambitions in creating the conditions for sustainable and inclusive economic growth and</p>	<p>Partnerships across the Cambridgeshire system have deepened over the last 6 months, with improved relationships and a clearer route to delivery of shared objectives.</p> <p>This has been driven by a number of activities including:</p> <ul style="list-style-type: none"> <li>- System wide workshops on Health, wellbeing and the new ICS arrangements (Oct '21)</li> <li>- Leader and Chief Exec workshops to agree system priorities (Oct '21 and Feb '22)</li> <li>- Combined Authority purpose workshop (Feb '22)</li> </ul>	Oct '21	S&R	Stephen Moir / CLT	<p><b>Ongoing – monitor through S&amp;R and service committees</b></p> <p>Output from system meetings have been to agree a system wide priorities for each forum (ICS, CPCA, LAs). Work has now been commissioned to draw these together into one set of key priorities for Cambridgeshire and Peterborough. To be played back to all forums and agreed in April '22.</p> <p>Decentralisation principles and approach to be discussed in the</p>



	<p>allocate resource and leadership to this work.</p>	<ul style="list-style-type: none"> <li>- Regular public sector leaders meetings and briefings, Chaired by CCC Leader</li> <li>- Local Council conference (Jan '22)</li> </ul> <p>These meetings have involved political leaders and Chief Executives from all tiers of LA, the Combined Authority, the Greater Cambridge Partnership, Police, Fire and partners in the Health system.</p> <p>The Joint Administration has been developing its approach to decentralisation - its key place shaping policy. This work starts from the principle that the Council will have to radically reshape over the next few years to ensure that public services are controlled by and answerable to local communities as far as is possible.</p>				<p>Communities Social Mobility and Inclusion Committee and the Strategy and Resources Committee during March and April '22.</p> <p>Changes to senior leadership roles have started so that leadership is better aligned to the place shaping and decentralisation agenda: Executive Director Place and Economy now shared with the Combined Authority (Jan '22) recruitment to interim Communities Director role for CCC only (Feb '22).</p>
1.6	Review 'This Land'	<p>Specialist independent consultancy Avison Young appointed in Sep '21 to determine:</p> <ul style="list-style-type: none"> <li>• Are the assumptions that This Land has made in its latest business plan reasonable and robust?</li> <li>• Is there a clear understanding about the exposure to risk, particularly in the medium term?</li> <li>• How could This Land adapt its plans to adjust its risk appetite or strategy?</li> <li>• How could the firm quicken the pace of housing delivery and are there examples from other local authority related housing companies?</li> <li>• Does This Land have the skills, capabilities and expertise to be expected of a housing development company of this type?</li> <li>• Is the company operating effectively and with good governance in order to deliver the business plan?</li> </ul> <p>Review completed December '21 – full report available <a href="#">here</a></p>	Dec '21	S&R	Tom Kelly	<p><b>Review complete This Land action plan will be monitored and reported through S&amp;R</b></p> <p>Review completed and discussed in Strategy and Resources Committee (Jan '22) Committee report at this <a href="#">link</a></p> <p>Review recommendations accepted by committee; action plan being developed with actions against a number of recommendations already underway.</p>

1.8	Further develop the current organisational resource to better support wider transformation and innovation.	<p>Business cases to deliver the Joint Administration's immediate priorities were developed as part of the 22/23 business planning process. These included consideration of new capacity and new skills to deliver.</p> <p>The corporate strategy and business plan for 22/23 was developed as a short-term tactical response to the difficult financial position inherited by the Joint Administration, along with the immediate and pressing challenges from the impacts of COVID, Brexit and the Climate Emergency. Following this tactical approach to year one, the emphasis is now on Joint Administration's longer-term priorities. There will be a robust review of the organisational capacity and skills needed with a focus on an outward looking, open minded and innovative culture.</p> <p>A number of training course, workshops and seminars have taken place over the last 6 months including: Social Value Procurement; Triple Bottom Line accounting and Doughnut Economics; community wealth building and creating a 'wellbeing economy' economy, and carbon literacy training.</p>	Dec '21	S&R	Stephen Moir / CLT	<p><b>Ongoing – monitor through S&amp;R</b></p> <p>With the new budget agreed at Full Council in Feb '22 recruitment to new roles and skills sets has started.</p> <p>The new Chief Executive will work with the Joint Administration to carry out full a review of operating model, skills and capacity and organisational culture (starting Mar '22) and this work is also aligned with discussions with PCC related to the shared service arrangements.</p> <p>A Rapid Improvement Team (RIT) was established (Jul '21) to review all proposals and capacity requests and to ensure that business cases for change are aligned to corporate and committee priorities.</p> <p>Corporate project methodology agreed. POWA platform developed for project recording and monitoring.</p> <p>Members and officers are being actively encouraged to engage in learning and development which gives a wide perspective on the role of Local Government and on opportunities for innovation.</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 series of facilitated workshops for politicians and senior managers has been 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.	Sep '21 – Mar '22	S&R	Senior Leadership  (Administration/ Stephen Moir/ CLT)	<p><b>Ongoing – monitor through S&amp;R</b></p> <p>First workshop delivered Nov '21.</p>
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	<p>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.</p> <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>	<p>First workshop in November '21 was for the Leaders and Deputy Leaders of each council, supported by the Chief Executive and Business Improvement Director, to determine the principles and approach for shared service reviews.</p> <p>Following this workshop a number of activities were commissioned:</p> <ul style="list-style-type: none"> <li>- External review of Children's services in CCC</li> <li>- Local Partnerships to construct a set of appraisal criteria from the latest strategic objectives and design principles of both councils for review by Leaders, Deputy Leaders and new Chief Executives (Mar '22)</li> <li>- Rationale for sharing / business cases to be review against these criteria.</li> </ul> <p><b>From these actions, Local Partnerships will work with the Leaders, Administrations and Senior Officers to agree an action plan which includes the recommendations below.</b></p>				<p>External review of Children's services commissioned, report due Mar '22.</p> <p>Local Partnerships commissioned to develop assessment criteria based on new corporate strategies in both councils (this work delayed as new strategies are developed and agreed – in CCC Corporate Strategy was agreed 8<sup>th</sup> Feb '22, in PCC strategy is still out for consultation).</p> <p>The new Chief Executives in CCC and PCC have been discussing shared service model and priorities with the respective Administrations and with each other and their management teams. There will be a fuller report provided to S&amp;R committee at the next meeting and the Chief Executive will provide a verbal update to the Committee.</p>
2.2	Develop a vision and roadmap for shared services which includes a strategic plan with clear oversight and clear benefits realisation.					
2.3	Ensure that the strategic map respects the strategic directions of both councils and is able to deliver different policies across each council.					
2.4	Consider developing an internal transformation team to own and drive the work in a consistent manner.					
2.5	Develop some shared services to deliver greater efficiencies through shared data and client record systems and a shared service Target Operating Model where appropriate.					

## 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](#)