

Joint Agreement Action Plan Tracking and Monitoring

To: Strategy and Resources Committee

Meeting Date: 21 September 2021

From: Amanda Askham, Director of Business Improvement and Development

Electoral division(s): All

Key decision: No

Forward plan ref: Not applicable

Outcome: 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.

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

Recommendations: That the committee reviews the monitoring against actions identified in the joint agreement action plan.

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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 following week, at the Council's Annual General Meeting, a new Joint Administration to lead the work of the Council was agreed.
- 1.2 A draft thematic action plan was approved in July 2021 to enable the Joint Agreement to be delivered through tangible actions. These actions are the first steps that are being taken and monitored in this municipal year whilst a new Council-wide strategy is being developed and approved as part of the annual Business Planning process.
- 1.3 Monitoring delivery of the Joint Agreement is important as it will enable Elected Members, officers, partners and the public to assess whether the Council is achieving what it has set out to do, delivering value for money, and meeting the needs of residents and customers. A draft Joint Agreement Tracker has been developed and it has been agreed that the Strategy and Resources Committee reviews the tracker at each meeting of this municipal year.
- 1.4 It was also agreed that where possible and appropriate, an initial baseline position, dated from the last AGM, would be defined for each activity. As the content of the action plan develops so will the baseline information.
- 1.5 The Joint Agreement Tracker is presented in draft form for discussion and further development as required with committees.

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 linked to corporate strategy.
- 2.2 Actions are presented here in chronological order based on the next milestone. The data can also be sorted and presented using a range of criteria including, committee area, service area, lead officer, Joint Agreement Action Plan reference.
- 2.3 Many of the initial milestones are due this financial year. Further new actions and future milestones beyond this 21-22 financial year will be aligned with and monitored as part of the new overall strategy and performance framework for committees as new and revised policies and strategies are agreed.

Activity

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	The Constitution and Ethics Committee process runs its course so that it is possible to put more information into the public domain	Report not in public domain	In progress	Two reports were taken to Constitution & Ethics Committee on 27th July 2021 Update on Farms Audit activity given to Audit and Accounts Committee 13.07.21
CE.1	Explore procurement routes to enable free school vouchers during the summer '21 school holidays	Jul '21	CYP	Jonathan Lewis	Free School Meal vouchers available during summer holiday 2021	Free School Meal vouchers not available in summer 21 school holidays	Vouchers have been distributed to all eligible parents.	Unclaimed vouchers will be withdrawn on the 24 th September. Proposals for support for half term to be shared at CYP in September.
CE.3	Agree an action plan for improving prevention and early intervention for children with	Aug '21	CYP	Jonathan Lewis	Action plan reported to CYP	4.2% of children in school in Cambs have Education Health Care Plans	In progress – draft plan complete	Draft plan is complete, and schools are being briefed

	Special Educational Needs and Disabilities (SEND).					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		on the high needs block challenges on the 20 th September. DfE meeting planned for October.
G.1	Deliver a Public Service Reform briefing to update political leaders across the Cambridgeshire and Peterborough system on current initiatives	Briefing Sep-21 Workshop Oct/ Nov '21	S&R	Amanda Askham	Leaders briefed	n/a	In progress	Initial briefing for all Council and system leaders competed through SCG and CPSB lead officers. Planning for workshop for political leaders and senior officers discussed at CPSB. Date to be agreed, likely to be in October '21
C.8	Identify budget implications and options for removing 50p charge on reserving books for people on Universal Credit.	Review of book borrowing charges Sep '21	CSMI	Adrian Chapman	Report to CSMI to enable decision for removal of universal book borrowing charge	50p charge for reserving books applied to everyone	In progress	Book borrowing is free for all, although we are reviewing charges for other services. CSMI has agreed to a full library service

		Library service review Dec '21						review which will report findings in December 2021
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	In progress	Business Planning paper to September committees
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	
C.6	Deliver Diversity & Inclusion training to Safeguarding partnership Board members	Oct '21	Safeguarding Board	Jo Procter	Training delivered		In progress	
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	
T.5	Commence procurement for replacement of Cambridge Sub Regional Transport Model	Oct '21	H&T	Jeremy Smith	Procurement advert placed and process started		In progress	

	(CSRM) in partnership with GCP and CPCA.							
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 adults statutory returns 400 young carers (as noted in either social care assessment or child and family assessment) receiving support at the end of March 2021	In progress	
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	
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	

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	
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 by Local Transport Note (LTN)120.	Dec '21	H&T	Jeremy Smith	New standards adopted as policy by H&T		In progress	
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	AD Transport and Network Management	New HGV policy adopted by H&T	HGV Members Working Group ongoing	In progress	
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	
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	Number of schools in LA control Fair funding campaign ongoing	NEW	

					schools in LA control (excl. those changed due to inadequate rating forced changed or new school)			
NEW CE.8	Advocate hard and publicly for better SEND funding	Dec '21	CYP	Jon Lewis/ Christine Birchall	Ongoing campaign and lobbying work		NEW	
C.5	Support local neighbourhoods to develop youth provision	Jan '22	CSMI	Adrian Chapman	New youth provision available	Approximately 1,700 children with open district team early help involvements at end May 2021	In progress	
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	CYP	Lou Williams	Strategies are implemented	Best Start In Life strategy implementation ongoing; Early Help Strategy in development; Children's Collaborative in development	In progress	
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		In progress	

C.4	Deliver services and opportunities in the Youth Engagement Offer	Mar '22	CSMI	Adrian Chapman	Deliver Youth Engagement Offer	NEET rate May 2021 = 2.82%	In progress	
T.2	Carry out consultation on new active travel strategy for the County	Mar '22	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	
T.9	Explore funding options for additional capital maintenance schemes to enhance the County networks and further gulley clearance.	Mar '22	H&T	AD Highways Maintenance	Funding for additional schemes identified	[Baseline spend amount on capital maintenance schemes 2021-22 budget]	In progress	
T.11	Implement additional footway maintenance schemes	Mar '22	H&T	AD Highways Maintenance	Additional schemes delivered compared to baseline	[Number of schemes planned for 2021-22 in budget]	In progress	
NEW H.10	Increase air quality monitoring across Cambridgeshire, including in villages as well as in towns, cities, and along major trunk roads.	Mar '22	A&H		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	NEW	

E.6	Implement tree planting scheme on the land acquired as part of the A14 scheme	Mar '22	H&T	AD Highways Maintenance	Scheme implemented and increased numbers of trees planted		In progress	
NEW CE.9	Increase in support provided for young people and families (for example youth services and children's centres)	Mar '22	CYP		Increase in 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	New	
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	
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			In progress	
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	Shortage of residential and nursing care beds, project to address this ongoing	In progress	

					forecast demand			
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	

Policy Development

Ref.	Action	Milestone	Committee	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.11	Development of Joint Agreement Action Plan and Tracker	Jul '21 Sep '21	S&R	Amanda Askham	Tracker adopted and reported quarterly to S&R	n/a	Completed	Draft completed for Sept S&R Committee
F.2	LGA Peer Challenge Finance Module to consider financial standing, robustness of plans & reserves and makes recommendations	Sep '21	S&R	Tom Kelly	Publication of LGA Peer Challenge report	Previous LGA Peer Challenge in 2013	Completed	Peer challenge report and action plan published September '21
C.1	Develop an Anti-poverty strategy involving the Place Leads Partnership (District Councils, Police, Health, Voluntary and Community Sector) & wider Community	Sep '21	CSMI	Adrian Chapman	Anti-Poverty Strategy to CSMI for approval	No Anti Poverty Strategy in place	In progress	July CSMI approved a strategic framework for tackling social immobility. 10 practical actions presented to CSMI

	Resource Stakeholder Group (circa 50 organisations)							2.9.21 to drive the framework forwards. Report at this link .
F.7	Review Commercial Strategy and priorities	Draft completed Sep '21 S&R as part of strategic Feb '22	S&R	Amanda Askham	Commercial Strategy reported to S&R	Commercial Strategy in place to deliver previous administration's priorities.	In progress	Draft completed and will be presented to S&R as part of Strategic Framework and Business Planning in December
F.8	Review of transformation funded project and programmes to determine intended outcomes; cost and return; timescales and milestones	Sep '21	S&R	Amanda Askham	Review of projects reported to S&R to enable decision for remaining transformation fund usage	Transformation monitoring quarterly in place	Completed	Transformation fund monitoring report reviewed at Sept S&R Committee
F.10	Review of Performance Framework and reporting	Sep '21 REVISED to NOV '21	S&R	Amanda Askham	Reviewed Performance Framework reported to S&R and adopted	N/a as new review	In progress	Delayed to incorporate corporate strategy, strategic framework and peer challenge feedback
G.3	The LGA Corporate Peer Challenge will examine the effectiveness of the shared service arrangements considering what has been achieved and what its future is going forward – action plan will be produced	Jul-Sep 21	S&R	Gillian Beasley Amanda Askham	LGA Peer Challenge report and action plan on Shared Services reported to S&R	Previous LGA Peer Challenge in 2013	Completed	Peer challenged published with action plan and reported to S&T Sept 21

G.4	Review of corporate strategy and strategic framework	Sep-21 - REVISED to 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	Publication delayed to November to include feedback from peer challenge
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	Review commissioned, update to S&R Sep'21. Report to S&R Dec '21
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	Phase one suite of data due for publication on Cambridgeshire Insight in Sept '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	
T.3	Work in partnership with the Greater Cambridge Partnership on a review of the road hierarchy	Oct '21	H&T	Jeremy Smith & GCP	Review of road hierarchy reported to H&T	Review underway and ongoing	In progress	

T.12	Review the 20mph policy and the qualifying criteria	Oct '21	H&T	AD Transport and Network Management	Review reported and criteria agreed by H&T	N/a as new review	In progress	
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	
NEW F.12	Review process for decision making on spending and investments to ensure that all decisions are: - made in the context of meeting the Net Zero strategy - equally weighted for social, environmental and financial criteria - assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation	Nov '21	S&R	Tom Kelly	Review completed and mechanisms for changing decision-making criteria in place	N/a as new review	New	
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		In progress
E.1	Review the Climate Change and Environment Strategy (Sustainability Strategy) to bring forward net-zero target towards 2030 and alignment of	Dec '21	E&GI	Sheryl French/ Quinton Carroll	Revised Climate Change and Environment Strategy to E&GI with clear	N/a as new review	Carbon emissions	In progress

	key resources including the Environment Fund.				action plan and milestones			
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	In progress
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	
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	
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	AD Transport and Network Management	Proposals reported and considered by H&T	Residents' Parking Schemes paused in March 2021 whilst awaiting Integrated Parking Strategy.	In progress	
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	

F.6	Procurement and contracting– plan how the Council's approach can ensure greater weight given to local suppliers, direct delivery, environmental criteria and social value	Jan '22	S&R	Tom Kelly/ Chloe Rickard	Social Value and Procurement policy / approach agreed by S&R and implemented in all purchases	Previous best value procurement guidance suggested a 5% weighting for social value but not mandatory.	In progress	
E.2	Develop a 'Routemap to Net-Zero and Doubling Nature' Programme including a medium-term resourcing strategy.	Mar '22	E&GI	Steve Cox	Programme plan reported to S&R and E&GI	N/a as new programme	In progress	
H.6	Implement a system wide Obesity/Healthy Weight Strategy	Mar '22	A&H	Val Thomas	Agree Obesity / Healthy Weight Strategy at A&H	Previous strategy expired 2019.	In progress	
E.5	Work with rural communities to develop opportunities which encourage agricultural and environmental innovations and practices that benefit the rural economy, nature, and the climate. Identify funding to support the transition to a future nature-based economy, enhance natural capital and reconnect people with nature.	Mar '22	E&GI	Quinton Carroll	Opportunities identified Potential funding identified	See current Climate Change Strategy and Actions	In progress	
T.1	Work with partners on policies which enhance Local Plans and support the Local Transport Plan review	Mar '22	H&T	Jeremy Smith	Ongoing updates about work	N/a as review of LTP	In progress	
NEW T.15	Work with the Greater Cambridge Partnership to achieve a sustainable bus	Mar '22	H&T		Sustainable bus network in place		New	

	network for Greater Cambridge.							
T.4	Continued development of Huntingdon and Fenland transport strategies to include support for modal shift.	Mar '22	H&T	Jeremy Smith	Strategies completed and reported to H&T	Work underway and ongoing	In progress	
T.8	Review and refresh the Council's transport priorities	Mar '22	H&T	Jeremy Smith	Priorities reported to and agreed by H&T	N/a as review	In progress	
T.10	Consider options for innovative condition surveys to anticipate and address highway maintenance issues.	Mar '22	H&T	AD Highways Maintenance	Options paper considered by H&T		In progress	
H.5	Work with the NHS to pilot Population Health Management Approaches to combine health and care data to inform proactive care and prevention and target interventions	Dependent on COVID Wave 3 timing	A&H	Emmeline Watkins / Amanda Askham	PHM approach to combine data piloted	Work underway and ongoing	In progress	

3. Baseline and Monitoring Progress

- 3.1 In July it was resolved to develop a comprehensive base line position at the earliest opportunity on all of the actions within the Joint Agreement Action Plan dated from the last AGM. Following review of the detailed actions, a baseline position has been identified where appropriate.
- 3.2 For actions relating to reviews, strategy and policy development, the strategies and policies themselves will articulate the current baseline positions and the desired objectives; monitoring of delivery of actions and impact identified by new or revised strategies and policies will take place within each committee as part of an overall revised performance framework.
- 3.3 As part of the overall strategic performance management and monitoring, it is important the Joint Agreement Tracker has clear links to any further development of the Corporate Strategic Framework and the ongoing monitoring of our statutory accountabilities. As part of the development of the corporate performance framework, committees will see progress on actions and indicators covering statutory services, as well as indicators covering new actions and areas of strategy / policy being developed.
- 3.4 To ensure effective monitoring in each meeting of this committee, lead officers will update progress each quarter on the detailed tracker and a supporting narrative paper will be collated and presented. Lead officers will provide expert advice to give further supporting evidence and views of progress.

4. Alignment with corporate priorities

- 4.1 The Corporate Strategic Framework will be reviewed as part of the annual planning cycle, starting in September '21. The priorities and ambitions described in the Joint Agreement will form the foundations of this review.

5. Significant Implications

- 5.1 Delivery of the Joint Agreement Action Plan will have implications for all areas of the Council. The Joint Agreement Tracker will be monitored and will feed into the annual review of Council strategy.

6. Source documents

- 6.1 [Joint Agreement](#)