

## Joint Agreement - Action Plan

To: Strategy and Resources Committee

Meeting Date: 6th July 2021

From: Amanda Askham, Director Business Improvement and Development

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: This Joint Agreement sets out new priorities and approaches for delivering improved outcomes for the people of Cambridgeshire. This Action Plan describes activity to deliver these priorities.

Recommendation: That the committee notes and comments on the Joint Agreement draft Action Plan and agrees:

- a) to discuss, develop and agree actions with the relevant committees and officer leads.
- b) to monitor progress against the action plan at each meeting of this committee for this municipal year.

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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 The Joint Agreement places Covid recovery for all of Cambridgeshire – children and families, local businesses, and working people - and bringing forward targets to tackle the climate emergency, at the top of the new Administration's ambitious policy agenda.
- 1.3 The agreement also signals a commitment to form strong and positive partnerships as members of the Combined Authority and the Greater Cambridge Partnership in the areas of public health, support for business, climate change, public transport, and building affordable, sustainable homes.
- 1.4 The new Administration are committed to turning their Joint Agreement into tangible actions which will be monitored openly and transparently. The Agreement provides the direction for fresh approaches and programmes of work which the Council will take forward over the next 4 years and so this Action Plan will be a developing, dynamic document as new policies and ways of working are explored, tested and implemented.
- 1.5 This draft Action Plan identifies which committees and which senior officers across the Council are responsible for developing and delivering each proposed activity. In some cases – reflecting the cross-cutting and collaborative approaches required - this will involve the full Joint Management Team and all members of the Strategy and Resources Committee.
- 1.6 The Action Plan is presented in draft for discussion and development by Committees.

# 2. Action Plan Themes

- 2.1 The Joint Agreement Action Plan has been split into themes for the purpose of planning and tracking although all areas are interdependent, and actions will need to be aligned.
- 2.2 Environment, sustainability, and the climate emergency

We will put climate change and biodiversity at the heart of the Council's work and at the heart of its land management strategy. As the holder of the largest County farms estate in England and Wales the Council has a significant direct role to play.

We commit to reviewing the Council's Sustainability Strategy, with the aim of moving forward the Net Zero target for Cambridgeshire County Council towards 2030. All spending and investment decisions will be made in the context of meeting the Net Zero strategy, and social and environmental criteria will be given equal weight to financial criteria in all contracting.

We will undertake a major tree-planting programme wherever appropriate across the county and look for other ways to promote biodiversity and increase Cambridgeshire's natural capital. We support the principles of Cambridgeshire ACRE's Fens Biosphere project and will actively work with them and with other partners to further develop these proposals.

Table 1: Environment, sustainability, and the climate emergency, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
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
E.2	Develop a 'Routemap to Net-Zero and Doubling Nature' Programme including a medium-term resourcing strategy.	Mar '22	E&GI S&R	Steve Cox/ Amanda Askham
E.3	Produce a Tree and Woodland strategy	Dec '21	E&GI	Quinton Carroll/Emily Bolton/Tony Cooper
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
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
E.6	Implement tree planting scheme on the land acquired as part of the A14 scheme	Mar '22	H&T	AD Highways Maintenance

## 2.3 Communities

We will tackle poverty, create opportunity, promote diversity, and do all we can to foster inclusion across the county. We will revive, further develop, and implement an anti-poverty strategy for Cambridgeshire.

We will encourage and participate in place-based partnerships with District Councils and the Greater Cambridge Partnership where possible, to avoid duplication in local arrangements. We will task officers to consult with District Councils and other partners on ways to devolve more of the Council's budget to be managed locally. The Cambridge Joint Area Committee (JAC) model in Cambridge, with County and District Councillors sitting on a committee together to make decisions for their area, has worked well in the past. This model could be expanded to include more services and to include parish councils.

We will continue to develop the concept of community hubs, and along with our partners, seek to offer a broader range of services from them. We will aim to offer more accessible services such as youth services and children's centres, to provide more help for young people and families. We will keep the county's libraries open, in public ownership, and ensure their services remain free for everyone on Universal Credit.

Table 2: Communities, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
C.1	Develop an Anti-poverty strategy involving the Place Leads Partnership (District Councils, Police, Health, Voluntary and Community Sector) & wider Community Resource Stakeholder Group (circa 50 organisations)	Sep '21	CSMI	Adrian Chapman
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
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
C.4	Deliver services and opportunities in the Youth Engagement Offer	Mar '22	CSMI	Adrian Chapman
C.5	Support local neighbourhoods to develop youth provision	Jan '22	CSMI	Adrian Chapman
C.6	Deliver Diversity & Inclusion training to Safeguarding Partnership Board members	Oct '21	Safeguarding Board	Jo Procter
C.7	Full review of the library service to ensure it is meeting the needs of our residents	Dec '21	CSMI	Adrian Chapman
C.8	Identify budget implications and options for removing 50p charge on book borrowing for people on Universal Credit.	Sep '21	CSMI	Adrian Chapman

## 2.4 Health and Care

We believe all residents in need of care deserve this to be provided equitably and to be of high quality. We will launch a new initiative on early prevention strategies. We will champion the concept of independent living, using personal budgets and direct payments for those who choose, and explore directly provided residential care and community-based models where possible.

We will adopt a 'health in all policies' approach, as advocated by the World Health Organisation. Mindful of the importance of clean air for public health, we will increase air quality monitoring across Cambridgeshire, including in villages as well as in towns, cities, and along major trunk roads. We will also be watchful of the rise of 'long COVID' and its effects on public health.

Table 3: Health and Care, year 1 actions

<b>Ref.</b>	<b>Action</b>	<b>Milestone</b>	<b>Committee</b>	<b>Lead Officer(s)</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
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
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
H.4	Implement a clear action plan to deliver "health in all policies" including criteria for evaluating policies	Oct '21	A&H S&R	Jyoti Atri
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
H.6	Implement a system wide Obesity/Healthy Weight Strategy	Mar '22	A&H	Val Thomas
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 S&R	Emmeline Watkins/ Iain Green
H.8	Increase in direct payments for adult social care users	Jun '22	A&H	Will Patten / Charlotte Black
H.9	Identify and provide more support for both informal Carers and Young Carers	Nov '21	CSMI	Adrian Chapman
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

## 2.5 Children and Education

We will campaign to keep state nursery schools open, to keep schools in local authority control, and for fair funding for Cambridgeshire schools.

We will maintain free school meals for eligible children during school holidays, and work with schools and partners to widen the network of breakfast clubs in schools during term-time.

We recognise and are deeply concerned by the challenges for children with special educational needs to access Education Health & Care Plans and will campaign hard for all children to receive the specialist help they need within state education.

We will seek to open up constructive relationships and engagement with local academy schools.

Table 4: Children and Education, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
CE.1	Explore procurement routes to enable free school vouchers during the summer '21 school holidays	Jul '21	S&R CYP	Jonathan Lewis
CE.2	Work with schools to increase breakfast clubs in schools during the school term	Nov '21	CYP	Jonathan Lewis
CE.3	Agree an action plan for improving prevention and early intervention for children with Special Educational Needs and Disabilities (SEND).	Aug '21	CYP	Jonathan Lewis
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
CE.5	Agreement of system-wide outcomes monitoring framework by Children & Maternity Health Executive Board	Oct '21	CYP	Raj Lakshman
CE.6	Develop an integrated approach to support Children and Young People's mental health and wellbeing	Dec '21	CYP	Raj Lakshman

## 2.6 Transport

We will focus on modal shift to encourage more residents out of their cars, along with infrastructure development, the encouragement of sustainable travel, and securing safe routes and connections for pedestrians and cyclists. We will consult communities openly and transparently on highways projects that affect them. We will seek to invest more in road, footway, and cycleway maintenance and routine gully clearance, and end the freeze on residents' parking schemes.

We will continue to work on ways in which we can limit HGVs rat-running through villages and urban communities. In partnership with local communities, we will make the option of 20mph zones more widely available, and easier to obtain.

We will work with the Greater Cambridge Partnership to achieve a sustainable bus network for Greater Cambridge.

Table 5: Transport, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
T.1	Work with partners on policies which enhance Local Plans and support the Local Transport Plan review	Mar '22	H&T	Jeremy Smith
T.2	Carry out consultation on new active travel strategy for the County	Mar '22	H&T	Jeremy Smith
T.3	Work in partnership with the Greater Cambridge Partnership on a review of the road hierarchy	Oct '21	H&T	Jeremy Smith & GCP
T.4	Continued development of Huntingdon and Fenland transport strategies to include support for modal shift.	Mar '22	H&T	Jeremy Smith
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
T.6	To secure high quality transport infrastructure improvements required from major developments, aligned with GCP and CPCA.	Jan '22	E&GI	David Allatt
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
T.8	Review and refresh the Council's transport priorities.	Mar '22	H&T	Jeremy Smith
T.9	Explore funding options for additional capital maintenance schemes to enhance the County networks and further gully clearance.	Mar '22	H&T	AD Highways Maintenance
T.10	Consider options for innovative condition surveys to anticipate and address highway maintenance issues.	Mar '22	H&T	AD Highways Maintenance

T.11	Implement additional footway maintenance schemes	Mar '22	H&T	AD Highways Maintenance
T.12	Review the 20mph policy and the qualifying criteria	Oct '21	H&T	AD Transport and Network Management
T.13	Conclude the work of the HGV Members Working Group and agree an HGV management policy	Dec '21	H&T	AD Transport and Network Management
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

## 2.7 Finance, Growth and Commercial Investment

The new administration will immediately initiate a full review of Council finances, including major projects and the Council's Transformation Fund and impose a temporary freeze on such schemes until the review has been completed.

One of the new administration's first tasks will be to work on a Covid Recovery Plan for the county, its businesses, and its citizens. It will also start a radical overhaul or replacement of the Council's development company 'This Land' with the aim of redirecting it towards building genuinely affordable housing and supported living facilities.

The Council will pay the Real Living Wage for all its employees and work towards achieving Real Living Wage Foundation accreditation including all contractors, with monitoring to ensure continuous progress towards meeting it. It will balance this with its wish to offer full opportunities to small and local providers to bid for and win contracts.

There will be a presumption that existing direct services will remain directly provided, and consideration will be given to returning contracted-out services as they come up for review or renewal. All spending decisions will be assessed for their impact on residents living in deprivation and on the population as a whole, with a commitment to fairness in overall allocation and to monitoring.

Our Joint Administration will come to power after years of Government cuts which leave our vital services chronically under-funded compared to the needs of the people we seek to serve. We will champion Cambridgeshire's case to receive adequate funding to deliver our services and to utilise all options available to us to invest in our services and our people. We will also seek economies and efficiencies where possible, and budget prudently to avoid making excessive demands on taxpayers.

Table 6: Finance, Growth and Commercial Investment, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
F.1	COVID-19: Review of emerging evidence of Needs and Impacts on Cambridgeshire	Reporting quarterly from Sep '21	S&R ALL	Amanda Askham / Emmeline Watkins
F.2	LGA Peer Challenge Finance Module (commencing June 2021), considers financial standing, robustness of plans & reserves and makes recommendations	Aug '21	S&R	Tom Kelly
F.3	Committee review of financial strategy, budget outturn and forward-looking projections and investment	Sep '21 & Dec '21	S&R	Tom Kelly
F.4	Position of This Land to be considered within LGA Peer Challenge and an action plan produced	Sep '21	S&R	Tom Kelly
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 by relevant Committee.	Nov '21	S&R Staffing & Appeals	Tom Kelly & Janet Atkin
F.6	Procurement – plan how the Council's approach can ensure greater weight given to local suppliers, direct delivery, and social value	Jan '22	S&R	Tom Kelly/ Chloe Rickard
F.6	Lobbying for fairer funding for Cambridgeshire and national policy reform progress	Dec '21 & Feb '22	S&R	Tom Kelly
F.7	Review Commercial Strategy and priorities	Sep '21	S&R	Amanda Askham
F.8	Review of project and programmes to determine intended outcomes; cost and return; timescales and milestones	Sep '21	S&R	Amanda Askham
F.9	Establishment of a Strategic Programme Management Office (SPMO)	Nov '21	S&R	Amanda Askham
F.10	Review of Performance Framework and reporting	Sep '21	S&R	Amanda Askham
F.11	Development of Joint Agreement Action Plan and Tracker	Jul '21 Sep '21	S&R	Amanda Askham

## 2.8 Governance

The Government may initiate moves towards local government reorganisation. We recognise there may be different views about the ideal structures amongst the parties, councils at different levels, business and citizens. However, if the Government does move forward on this issue, we express our common view that it is best to devolve power as close as possible to people and local communities and for our Joint Administration to engage fully in the process and ensure that it is fully prepared to do so in advance.

We believe the Council must act openly and transparently in order to maintain the confidence of the public. We will therefore work with council officers to publish the long-awaited 'Farmgate' report to the greatest possible extent, and as soon as possible.

A moratorium will be placed on any new senior (Director level and above) appointments shared with Peterborough; all new senior appointments will be made for Cambridgeshire County Council only.

Table 7: Governance, year 1 actions

Ref.	Action	Milestone	Committee	Lead Officer(s)
G.1	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
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 & Ep '21	A&A	Gillian Beasley/Fiona McMillan/Tony Cooper
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/SMT
G.4	Review of corporate strategy and strategic framework	Sep '21	S&R	Amanda Askham

## 3. Monitoring

- 3.1 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 Joint Agreement Tracker is being developed and it is recommended that the Strategy and Resources Committee reviews the tracker at each meeting of this municipal year.

## 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 Action Plan will be monitored and managed through the Joint Agreement Tracker and will feed into the annual review of Council strategy.

## 6. Source Documents

- 6.1 [Joint Agreement](#)