



Cambridge City Council
Strategy and Resources Scrutiny Committee

Date: Monday, 25 March 2024

Time: 5.30 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Public Questions

Decisions for the Leader

- 4 Combined Authority Update (Pages 5 - 34)

Decisions for the Executive Councillor for Community Wealth Building and Community Safety

- 5 Greater Cambridge Accommodation BID and Visitor Levy (Pages 35 - 42)

Decisions for the Executive Councillor for Finance and Resources

- 6 2023-24 General Fund Virements and Provisional Revenue Carry Forwards (Pages 43 - 50)
- 7 Council Tax Premiums on 2nd Homes and Long Term Empty Property (Pages 51 - 58)

Decisions for the Leader

- 8 Update on the Four Day Week Trial Being Carried out by South Cambridgeshire District Council (Pages 59 - 76)
- 9 To note Urgency Action taken by Officer
- 9a Cambridgeshire and Peterborough Combined Authority- Appointment of the Council's Overview and Scrutiny Committee reserve (substitute) member (Pages 77 - 78)
- 10 Hartree (Pages 79 - 96)

This report relates to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 ie. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Strategy and Resources Scrutiny Committee Members: Robertson (Chair), Baigent (Vice-Chair), Bick, Gawthrop Wood, Griffin, Holloway, Sheil and Young

Alternates: Bennett, Divkovic, Nethsingha and Payne

Executive Councillors: Davey (Leader), Gilderdale (Executive Councillor for Community Wealth Building and Community Safety and Deputy Leader (Statutory)), S. Smith (Executive Councillor for Finance and Resources) and Smith

Information for the public

The public may record (e.g. film, audio, tweet, blog) meetings which are open to the public.

For full information about committee meetings, committee reports, councillors and the democratic process:

- Website: <http://democracy.cambridge.gov.uk>
- Email: democratic.services@cambridge.gov.uk
- Phone: 01223 457000

This Meeting will be live streamed to the Council's YouTube page. You can watch proceedings on the livestream or attend the meeting in person.

Those wishing to address the meeting will be able to do so virtually via Microsoft Teams, or by attending to speak in person. You must contact Democratic Services democratic.services@cambridge.gov.uk by 12 noon two working days before the meeting.

The full text of any public question must be submitted in writing by noon two working days before the date of the meeting or it will not be accepted. All questions submitted by the deadline will be published on the meeting webpage before the meeting is held.

Further information on public speaking will be supplied once registration and the written question / statement has been received.

This page is intentionally left blank

Cambridgeshire and Peterborough Combined Authority - Update

**To:**

Councillor Mike Davey, Leader of the Council
Strategy & Resources Scrutiny Committee [25/03/2024]

Report by:

Andrew Limb, Assistant Chief Executive

Wards affected:

All

Not a Key Decision

1. Executive Summary

- 1.1 This is a regular report to the Strategy & Resources Scrutiny Committee each cycle providing an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board since the meeting of this Scrutiny Committee on 29 January October 2024.

2. Recommendations

- 2.1 The Executive Councillor is recommended:
- i. To invite the Council's representative on the Combined Authority Board, Councillor Anna Smith, to provide an update on the Board and issues considered at the meetings of the Combined Authority Board held on 31 January 2024 and 20 March 2024.

3. Background

- 3.1 Two meetings of the Cambridgeshire and Peterborough Combined Authority Board have been held since this Scrutiny Committee met on 29 January, and the decision sheet from the 31 January 2024

meeting is attached. The decision sheet from the 20 March 2024 meeting will be circulated to committee members once it is available.

- 3.2 The CPCA Chief Executive's update report to the CPCA Board at the 31 January 2024 Board meeting is also appended for information. The update to the 20 March 2024 meeting will be circulated once available.
- 3.3 The CPCA Forward Plan, as published on 19 January 2024 is attached at Appendix C. Members of the Committee may wish to highlight any areas of particular interest coming to forthcoming meetings to the Council's representative on the Board.

4. Implications

a) Financial Implications

Page: 2

n/a

b) Equality and Poverty Implications

An EqIA has not been produced as there are no direct equality and poverty implications from this update report.

c) Net Zero Carbon, Climate Change and Environmental Implications

None

d) Procurement Implications

None

e) Community Safety Implications

None

5. Consultation and communication considerations

The Combined Authority will continue to issue communications about its activities and consult on its work.

6. Appendices / Background papers

6.1 The background papers used in the preparation of this report are appended.

Appendix A – [Decision Statement](#) of the Cambridgeshire & Peterborough Combined Authority Board meeting, 31 January 2024

Appendix B – [Chief Executive's report](#) to the CPCA Board meeting, 31 January 2024

Appendix C – [Combined Authority Forward Plan](#) as at 19 January 2024

7. Inspection of papers

If you have a query on the report, please contact: Andrew Limb, Assistant Chief Executive, tel: 01223 457004, email:

Andrew.Limb@cambridge.gov.uk

This page is intentionally left blank



Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

1 Announcements, Apologies for Absence and Declarations of Interest

Apologies for absence were received from Darryl Preston (John Peach substituting).
There were no declarations of interest.

2 Combined Authority Membership Update September 2023

It was resolved unanimously to:

- A Note the appointment by Peterborough City Council of Councillor Chris Harper as the substitute member from Peterborough 1st on the Combined Authority's Overview and Scrutiny Committee.
- B Note the temporary change in substitute member from Peterborough City Council on the Transport and Infrastructure Committee on 17 January 2024.
- C Note the change in substitute member from Cambridge City Council on the Overview and Scrutiny Committee.**

3 Minutes

The minutes of the meeting on 29 November 2023 were approved as an accurate record and signed by the Mayor.
The minutes action log was noted.

4 Petitions

No petitions were received.

5 Public Questions

Five public questions were received in advance of the meeting in accordance with the procedure rules in the Constitution. A copy of the questions and responses can be viewed [here](#) when available.

6 Forward Plan

It was resolved to:

- A Approve the Forward Plan for January 2024

7 Combined Authority Chief Executive Highlights Report

It was resolved to:

- A Note the contents of this report.

8 Committee Calendar

It was resolved to:

- A Approve the calendar of meetings for the 2024/25 Municipal Year

9 Mayor's Budget

It was resolved to:

- A Note the proposed Mayoral budget for 2024-25, including the proposal to increase the precept by £24 per annum to £36 for a Band D property, and to provide comments to the Mayor regarding the proposed Mayoral Budget
- B Approve the draft Mayoral Budget, including the proposed Mayoral precept noted above.
- C Note the proposed routes to be funded by the proposed precept and the process by which these routes will be finalised and approved
- D Delegate minor changes to the Mayor's budget, due to finalisation of council tax base figures, to the Executive Director of Resources and Performance

10 Draft 2024/25 Corporate Strategy and Budget and Medium-Term Financial Plan 2024/2028

It was resolved to:

- A Note the consultation feedback received during the consultation period running from 30th November 2023 to 15th January 2024
- B Approve the draft Corporate Strategy following the refresh subject to the inclusion of the final financial information once the budget is approved.
- C Approve the Draft Budget for 2024-25 and the Medium-Term Financial Plan 2024-25 to 2027-28 as contained in Appendices C and D
- D Delegate any minor changes required to the budget to the Executive Director of Resources and Performance.

11 Improvement Plan Update

It was resolved to:

- A Note the progress made over November and December against stated areas of improvement identified by the External Auditor in June 2022 and Best Value Notice received in January 2023 as reported to the CA Board on 31 May 2023, set out in paragraphs 2.2 to 2.8.
- B Note the feedback from the Chair, Independent Improvement Board following its meeting on 16 January 2024 set out in Appendix B.
- C Note the outcome of the recent Internal Review of the Project planning and delivery improvement programme set out in paragraph 2.9.
- D Note the proposed transition from the current Improvement plan to transformation activity, embedded across and down through the Cambridgeshire and Peterborough Combined Authority where delivery against the Improvement plan has been completed; as set out in paragraph 2.10
- E Note the intention to review the current role and focus for the Independent Improvement Board as set out in paragraph 2.11.

12 Budget Update Report January 2024

It was resolved to:

- A Note the financial position of the Combined Authority

13 Recommendations from Transport and Infrastructure Committee

It was resolved to approve all the recommendations as set out below:

Bus Strategy Update

- A Approve the proposals for the two remaining tendered bus services which were placed under review and the bus services which data was previously unavailable.

Peterborough Station Update

- A Approve the Outline Business Case and approve the commencement of the Full Business Case (subject to approval from the Department for Transport).

14 Recommendations from Skills and Employment Committee

It was resolved to approve all the recommendations as set out below:

Skills Bootcamps 2024-25 FY

- A To note the Combined Authority's Grant Proposal to the Department for Education (DfE) in September 2023 for £2,899,390 to deliver (Wave Five) Skills Bootcamp provision during the 2024-25 Financial Year – and to note that we received confirmation from the DfE on 12 December 2023 that our Grant Proposal has been successful.
- B To accept the full grant funding offer from the DfE of £2,899,390 and approve corresponding expenditure across two budgets; one for the training funding allocation totalling £2,635,800 and one for the management funding allocation totalling £263,580 of the Wave Five Skills Bootcamps in the 2024-25 budget.
- C To delegate authority to the Assistant Director of Skills, in consultation with the Chief Finance Officer and Monitoring Officer to:
- Arrange for the awards and enter into grant funding agreements or service contracts with training providers to deliver Wave Five Skills Bootcamps. This can either be with existing providers, or where the Combined Authority follows a procurement exercise compliant with the Combined Authority's Constitution and procurement legislation.
 - Extend and/or vary contracts with existing providers where appropriate.

It was resolved to exclude the press and public from the meeting on the grounds that exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, would be discussed and that it would not be in the public interest for this information to be disclosed. That is, information relating to an individual; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in the information's release.

15 Subsidiary Company Update

Officers updated the Board members on time sensitive matters related to the Peterborough R&D Property Company Limited (PropCo2).

Notes:

- a) Statements in **bold type** indicate additional resolutions made at the meeting.
- b) Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

For more information contact: Alison Marston, Head of Democratic Services:
alison.marston@cambridgeshirepeterborough-ca.gov.uk

This page is intentionally left blank



Combined Authority Board		Agenda Item
31 January 2024		7
Title:	Combined Authority Chief Executive Highlights Report	
Report of:	Rob Bridge, Chief Executive	
Lead Member:	Mayor Dr Nik Johnson	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:	
A	Note the content of this report

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities

1. Purpose	
1.1	This report provides a general update on the key activities of the Combined Authority and the Mayor since the last Board meeting, which are not covered in other reports to this Meeting. It also provides information on some key developments, risks and opportunities that have emerged.

2. Funding Activity	
2.1	Funds allocated by the CPCA <ul style="list-style-type: none"> • £1.49m of treasury income to a variety of high priority including local area plans, a demand responsive travel pilot and initiating a Health and Wellbeing strategy • £403k of LEVI capability funding to enable Local Authorities to build capacity ahead of capital funding to deliver electric vehicle charging infrastructure • £550k allocated to the next stage of business case development for the BP roundabout non-motorised user crossing on the A10
2.2	Funds awarded to the CPCA <ul style="list-style-type: none"> • £2.9m additional highways capital grants

3. Public Affairs

3.1 UKREiiF

The Combined Authority have booked a pavilion at the UK's Real Estate Investment & Infrastructure Forum (UKREiiF) 21-23rd May 2024. UKREiiF is the largest cross sector property conference in the UK, forecasting 10,000 delegates in 2024. It is an opportunity to showcase Cambridgeshire and Peterborough investment propositions to a national and international audience of developers, investors and occupiers. It will also heighten awareness of Cambridgeshire & Peterborough Combined Authority and build on the "Team Cambridgeshire & Peterborough" approach to attracting investment.

A small multi-disciplinary team continue to work to produce consolidated investment pitch which will form a programme of events and marketing materials for the pavilion as the convenor of this activity. The Combined Authority are working in partnership with our constituent authorities, partners and stakeholders to develop these and our overall approach and presence at the event.

Work is also underway to plan a launch event in February.

3.2 East of England All Party Parliamentary Group

The Combined Authority continues to work closely with the East of England All Party Parliamentary Group. We are part of a key group of partners who are drafting key skills asks and offers to the Government for the East of England. These asks and offers have been drafted and once finalised in a report will be launched in Parliament and championed by the influential members and supporters of the East of England All Party Parliamentary Group.

This work builds on a report which measured confidence in the East of England meeting Government's twelve Levelling Up missions, produced by the APPG last year. Deputy Mayor, Anna Smith represented the Combined Authority as a panellist at the report launch in Parliament in February 2023, where she spoke specifically about the skills need of the area.

4. Economy and Growth

4.1 ARU Peterborough Second Teaching Building

Another high point in the rapid development of the ARU Peterborough university campus was marked with a 'topping out' ceremony of the second teaching building incorporating the 'Living Lab' public science and technology space.

On Tuesday (January 16) representatives of the three project partners, Cambridgeshire and Peterborough Combined Authority, Peterborough City Council and Anglia Ruskin University, gathered at the building site to mark the completion of the roof structure of the strikingly designed and sustainable building.

This third phase of ARU Peterborough is on the site of the former Regional Pool car park, next to first teaching building, University House. It is planned to open ready for the new academic year in September 2024.

4.2 Peterborough Regeneration Tour

In December, Peterborough City Council leader Mohammed Farooq hosted the Mayor Dr Nik Johnson, on a city centre walkabout tour of key regeneration sites where Combined Authority funding is making a visible difference to the city centre.

Cllr Farooq outlined his priorities to the Mayor – including aspirations for a larger market in the city centre, greater use of the Guildhall in Cathedral Square, tackling homelessness, and developing the city's cultural offering, positioning Peterborough as a place to visit and spend time.

The tour included Bridge Street and Cathedral Square, as well as Broadway and Central Library, where central government Towns Fund money will be used to provide a city centre hub, to be known as The Vine.

The Mayor also visited the regeneration scheme at Northminster, the former market site, where £14m from the Combined Authority has funded redevelopment into more than 350 private affordable homes, and the area known as North Westgate, identified for regeneration.

	<p>Cllr Farooq and the Mayor discussed the station quarter redevelopment, which is progressing thanks to £48m Levelling Up Fund support secured by the Combined Authority with Peterborough City Council.</p>
4.3	<p>New Skills Bootcamp to Help People into Careers in Engineering</p> <p>The Combined Authority has worked with two engineering companies in Peterborough and a local college to develop an intensive Skills Bootcamp course giving learners the skills they need for a career in the industry.</p> <p>Working with Howden Turbo and Baker Perkins, a technology brand of Schenck Process Food and Performance Materials, the Introduction to Engineering Course begins on January 8, 2024, covering different topics including technical drawing, computer-aided design, fitting, welding and more.</p> <p>Run by College of West Anglia at their Wisbech campus, it is free for learners and is expected to last about 10 weeks. A further incentive is the opportunity of an interview with Baker Perkins or Howden Turbo for their apprenticeship opportunities in 2024.</p> <p>This new Skills Bootcamps also aligns with the Combined Authority's work to increase apprenticeships in the region and support the engineering sector with skilled people to help it to sustain and grow. Hundreds of people in the region, whether employed, unemployed, self-employed or changing careers, have already benefitted from Skills Bootcamps.</p>
4.4	<p>Peterborough College Centre for Green Technology Ground-Breaking Ceremony</p> <p>In a December, key stakeholders from the city and community gathered to celebrate the ground-breaking of the state-of-the-art Centre for Green Technology, the latest and exciting innovative new development at Inspire Education Groups' Peterborough College campus.</p> <p>The project has been partly funded by Cambridgeshire & Peterborough Combined Authority (CPCA), providing £2.471 million via the Transforming Cities Fund and £400,000 from the Local Growth Fund, further to the £1.9 million package from Peterborough City Council via the Towns Fund.</p> <p>The innovative curriculum has also been developed in collaboration with local employers, showcasing IEG's proactive approach to bridging the gap between classroom and industry, and being at the forefront of shaping a knowledgeable and skilled workforce adaptable to the dynamic demands of this high-growth industry.</p>
4.5	<p>Inward Investment Service Attracts Health Tech Pioneer to Cambridgeshire</p> <p>An Australian-founded health tech company opened its global HQ in Cambridgeshire due to the support provided by the Combined Authority's dedicated inward investment service branded as Locate Cambridge.</p> <p>Cogniss is now based at the Barclays Eagle Labs incubator in Cambridge. The company plans to create 45 new skilled, high value jobs within the next three years.</p> <p>Cogniss makes it quick, easy and affordable for researchers, clinical entrepreneurs and healthcare workers to build sophisticated patient-facing apps without needing to rely on developers or agencies.</p> <p>The Combined Authority and Business Board established an inward investment team as part of the Growth Works business growth service to promote Cambridgeshire and Peterborough to internationally and nationally expanding businesses.</p> <p>The support provided has also helped the company to quickly build strong collaborations within the local economy, including partnerships with life sciences and healthcare investors Start Codon and Health Innovation Network (HIN) set up by the NHS to turn health innovations into better health services for people.</p>
4.5	<p>FE Cold Spots</p> <p>Cambridgeshire County Council and the Combined Authority have previously highlighted gaps in the region's FE provision, and we are looking to address this in St Neots and East Cambs. Grant Thornton and Turner Townsend are now carrying out a feasibility study which will evidence the learner / employer need and potential market impact on other learning providers. The consultants know that seeking the views of a wide range of stakeholders needs to be a very big part of this work. They plan to complete the study by May, and it is tabled to come back to Skills Committee in June.</p>
4.6	<p>The Adult Education Budget (AEB) Evaluation</p> <p>AEB is the cornerstone of the CPCA's devolved skills funding. We have just received the results of an external evaluation covering the first three years of CPCA managing this money. Overall, we are</p>

	<p>assessed to be using our devolved power effectively, embracing the flexibility we have as a Mayoral Combined Authority to create new and innovation provision. We are making good progress on our journey and continuing to drive further improvement through innovation.</p> <p>Key headlines include:</p> <ul style="list-style-type: none"> • Positive evidence of ‘buying better’ using our flexibilities - e.g. fully funded ESOL training (English for Speakers of Other Languages) and the Care Leavers’ Bursary • We’ve rationalised an unwieldy 176 AEB learning providers (spread across the UK) to (current) 25 based in the region. • Performance increasing in terms of both volumes and spend, • Learner diversity is strong • Peterborough learner numbers doing well – need more in Fenland, East Cambs, and Hunts • High Growth and some ‘enabling’ Sectors now need more focus.
4.7	<p>Skills Bootcamps</p> <p>Wave Five Skills Bootcamps grant award of £2.899m now agreed with the Department for Education and governance protocols complete with Skills Committee. Funding is for the 2024/25 financial year.</p>

5. Place and Connectivity	
5.1	<p>Infrastructure Delivery Framework update</p> <p>The Combined Authority have commissioned Stantec Ltd to take forward the Infrastructure Delivery Framework project. Data on development sites is being sourced from councils and utility stakeholders contacted. During February the Stantec will be testing their multi-criteria analysis with the Steering Group and the Place Directors Group. This work will identify the major barriers to delivering sustainable growth as set out in Local Plans. Stantec are aware of the other work underway both by the Combined Authority on the State of the Region Review and the government’s Cambridge 2040 initiative. The outputs will raise awareness of the extent of investment and sustainable growth being held back due to infrastructure constraints or costs linked to specific sites, or the cumulative impact of growth on strategic issues, such as water and energy supply. A further update will be provided to Committee in March.</p>
5.2	<p>Cambridgeshire and Peterborough Local Nature Recovery Strategy</p> <p>We are continue to progress our ambitious commitment to “Doubling Nature” through the development of the Cambridgeshire and Peterborough Local Nature Recovery Strategy (LNRS). With an ambitious economic growth agenda, the strategy aims to place nature at the forefront, addressing the existing deficit of rich wildlife areas across the region and national biodiversity decline.</p> <p>Recently key contracts have been awarded to progress this work, including to:</p> <ul style="list-style-type: none"> • Natural Capital Solutions: Providing expert GIS support for the data and evidence workstream. A leading environmental consultancy specialising in revealing and enhancing the benefits of the natural environment, contributing to addressing biodiversity and climate emergencies. Natural Capital Solutions will provide mapping support, identifying opportunities to enhance nature across the region, and presenting final maps through a publicly accessible web-based interactive map. • Land Use Consultants: Playing an authorship role and writing the final strategy. Land Use Consultants are an award-winning environmental consultancy with nearly 60 years of experience, operating with an employee-owned model. LUC will be collaborating with the Steering Group and Development Team, and bringing extensive experience in landscape-scale nature recovery to inform the production of the Strategy. • Natural Cambridgeshire: Supporting stakeholder engagement and communication workstream. Actively engaging with diverse stakeholders, including local communities, businesses, and government entities, the organisation is committed to fostering collaboration and implementing strategies for biodiversity conservation. Natural Cambridgeshire will engage with landowners and farmers in recognition of the importance of agriculture to our economy, and the role that farmers

	<p>can play in building a more resilient county via adopting more regenerative farming practices and creating space for nature on their land.</p> <p>For more information on the Cambridgeshire and Peterborough Local Nature Recovery Strategy and its progress, please visit https://www.cambridgeshire.gov.uk/residents/libraries-leisure-culture/biodiversity-and-greenspaces/cambridgeshire-and-peterborough-local-nature-recovery-strategy</p>
5.3	<p>Housing site completions</p> <p>MAN GPM site in Alconbury Weald, Huntingdonshire completed 94 units, with a mixture of affordable rented and shared ownership homes, and held a celebratory completion on 1 December 2023.</p> <p>Eight new homes were handed over by Vistry to CKH at the British Sugar Way site on the 4 Jan 2024. Contractual disputes with Vistry are still pending, however the handover matters have been agreed, and the whole site should eventually be delivered at the end of January 2024.</p> <p>Cross Keys Homes Construction on Northminster is progressing well. The roof is now complete on Block A, and Blocks C and B are due to finish soon.</p> <p>Sage Construction of 118 homes at Wisbech Road, March, has near 70 units built with a further 50+ to start from foundation level.</p> <p>Cross Keys Homes The Perkins site has issues with a road audit, and this is now with PCC to come to a reasonable conclusion. Until the road audit issue has been determined the site cannot be completed.</p>
5.4	<p>Care Homes Retrofit</p> <p>Following the November Committee cycle additional work has been undertaken to promote the scheme. There are now 4 applications received, 1 imminent and other active enquiries made. Peterborough Council are also testing if local networks (not local authority) might overcome some of the perceived barriers to engagement. If all the current applications were to proceed then approximately £500k of investment (£250k of CPCA grant) would be deployed, with further if the additional contacts turn into applications. A deadline of end of January has been set for current applications. The review of the scheme will be brought to the March Committee.</p>

6. Transport

6.1	<p>Electric Vehicle Infrastructure and Local Electric Vehicle Infrastructure (LEVI) Capability Fund</p> <p>A draft Electric Vehicle Infrastructure Strategy was considered by the Combined Authority Board for comment in March 2023. Since then, this strategy has been worked on and an updated draft document is now being shared for comment with all constituent Councils. A final collaborative and agreed document is planned to be tabled at the March 2024 Transport and Infrastructure Committee and subsequently considered for approval at the Combined Authority Board.</p>
6.2	<p>Chris Boardman visit to Cambridge</p> <p>Olympic gold medallist turned England's active travel Commissioner, Chris Boardman, praised the active travel work that Cambridgeshire & Peterborough is doing as he joined Mayor Dr Nik Johnson for a walking, e-biking, and public transport tour in and around Cambridge.</p> <p>The visit was very successful and attracted significant media coverage across TV, radio, print and digital channels. On the day of the visit, the delegation started at Cambridge Station and cycled, using Voi bikes, along the Chisholm Trail to Cambridge North station. This was followed by a trip on the guided bus way and had a walking tour around Northstowe.</p> <p>Speaking after the visit Chris Boardman said: "I've come to what is arguably the home of cycling in the whole country – where half the journeys are already cycled or walked – to see how they are investing in embedding active travel in all of their future plans to help people get around under their own steam, now and long into the future."</p>
6.3	<p>Active Travel</p> <p>Active Travel England's Self-Assessment was submitted on the 22 December. The Self-Assessment allows the Combined Authority to provide evidence of our capability and ambition for active travel schemes. Using our evidence Active Travel England provide the Combined Authority with a rating. This</p>

	<p>rating determines how much funding we receive in future funding rounds. We are currently at a Level 2 and are aiming to achieve a Level 3.</p> <p>The Active Travel Specialist Advisory Board (SAB) (formally known as the Scrutiny Group) met for the first time in November and again in December to discuss the requirements for a Walking, Wheeling, and Cycling Commissioner. Work is underway to create a job description for this role.</p>
6.4	<p>Cambridgeshire County Council Transforming Cities Fund (TCF) works</p> <p>A proportion of the Transforming Cities Fund is allocated towards implementing 20mph zones in locations around the County. This has proved popular with schemes planned for completion in Cambourne, Ely, Histon and Impington, Huntingdon, Ramsey and Bury, St Ives and St Neots before the end of the financial year. Installation of the first of these schemes is expected to commence this month.</p> <p>Further engagement is planned for the 20mph schemes proposed in Soham and Cambridge before an application for a Traffic Regulation Order is made, with programme for delivery of these schemes to be confirmed subject to the outcome of consultation.</p>
6.5	<p>Climate-KIC's Cargo Bike Try-Before-You-Buy Scheme Bid</p> <p>On 13 September 2023, the Climate-KIC advertised the Sustainable Cities Mobility Challenge 2024 fund. Applications for grants up to 90,000 EUR (£78,000) were requested with a maximum of five projects funded. Cities and towns, with a population of at least 25,000, in the EU Member States, Horizon Europe Associated Countries¹ (including the United Kingdom) and Switzerland were eligible to apply.</p> <p>The challenge called on cities to present bold and impactful projects that seek to decarbonise transport, improve local air quality and accelerate the take-up of active, shared, collective and/or electric mobility. The projects would support the transition to cleaner, greener, and more inclusive transport.</p> <p>The cargo bike try-before-you-buy model has been piloted by Cambridgeshire County Council (CCC) since July 2021. This scheme has been very popular and there is currently a four-week waiting list to borrow an electric cargo (e-cargo) bike. The scheme has eight bikes; four bikes in two styles for families to borrow, and four different styles for businesses to trial. To date there have been over 160 trials of cargo bike and over 65% of participants have decided to purchase a cargo bike after the trial period.</p> <p>However, despite the popularity of the cargo bikes, the scheme only had funding for three years and so will come to an end in spring 2024. Therefore, this project was selected as a basis for this bid.</p> <p>The bid proposed a scheme that will build on Cambridgeshire's success by adding eight additional bikes and expand the geographical reach to Cambridgeshire market towns and Peterborough city. Three additional family cargo bikes will be added to the Cambridgeshire scheme and four family bikes and one business bike will be available in Peterborough.</p> <p>The intention is that the scheme will be provided by a local company who can offer the benefit of local knowledge. The organisation that delivers the project will be selected in line with the Combined Authority's procurement process. The procurement process will commence mid-January to ensure the provider is in place and bikes purchased by April 2024. The project will continue until July 2025.</p>
6.6	<p>Transport Decarbonisation Demonstrators Bid</p> <p>The Combined Authority are looking to support a bid into the Transport Decarbonisation Demonstrators. Competition overview - Transport Decarbonisation Demonstrators - Innovation Funding Service (apply-for-innovation-funding.service.gov.uk). The bid allows UK registered businesses to apply for a share of up to £2 million to work with Local Authorities to develop place-based solutions to transport decarbonisation. This funding is from the Department for Transport (DfT).</p> <p>The first bid is with Modular Clinton Global (MCG) Ltd (other stakeholders include Nottingham University, Cater and Merger Consult and New Climate Solutions Ltd). The projects looks to create a place-based demonstrator that will support collaborative energy-efficient transport management to track, connect and assets towards net zero transportation. It thus empowers transport operators and policy makers at local authorities with enhanced transparency of carbon emissions as well as costs, to strategically adapt decarbonised operations, secure energy provision(renewable/hydrogen), and unlock the potential to deliver benefits and incentives to travellers. If successful in the bid and If all the data requested is available, the project is targeting to deliver a simplified tool for the Combined Authority to measure the impact, which could be aid further the decarbonisation roadmap and implementing the net-zero transition.</p>

	<p>The second bid is with Outspoken Cycles. Their bid is to run an eCargo bike library for residents and create an on-street hire scheme for eCargo bike. This scheme will deploy ecargo bikes to key locations across both Cambridgeshire and Peterborough. A Bluetooth-based app system will allow members of the public to rent eCargo bikes on short journeys. In addition, there will also be a fleet of bikes that are available to rent for one or two months from a selection of eCargo bikes. Both parts of this scheme will encourage users to participate in active travel as well as increase the number of shorts duration trips made by eCargo bikes.</p> <p>The bids were submitted 8th January 2024 and the successful bidders will be informed in February 2024.</p>
--	---

7. Appendices

8.1	None
-----	------

8. Implications

Financial Implications	
9.1	None other than those contained in the body of the report
Legal Implications	
9.2	No direct implications.
Public Health Implications	
9.3	None
Environmental & Climate Change Implications	
9.4	None
Other Significant Implications	
9.5	None
Background Papers	
9.6	None

This page is intentionally left blank



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Cambridgeshire and Peterborough Combined Authority Forward Plan of Executive Decisions

Published 19 January 2024

Page 2

The Forward Plan is an indication of future decisions. It is subject to continual review and may be changed in line with any revisions to the priorities and plans of the CPCA.

It is re-published on a monthly basis to reflect such changes.

Purpose

The Forward Plan sets out all of the decisions to be taken by the Combined Authority Board, Thematic Committees or by way of a Mayoral Decision Notice in the coming months. This makes sure that local residents and organisations know what decisions are due to be taken and when.

The Forward Plan is a live document which is updated regularly and published on the [Combined Authority website](#) (click the 'Forward Plan' button to view). At least 28 clear days' notice will be given of any key decisions to be taken.

What is a key decision?

A key decision is one which, in the view of the Overview and Scrutiny Committee, is likely to:

- i. result in the Combined Authority spending or saving a significant amount, compared with the budget for the service or function the decision relates to (usually £500,000 or more); or
- ii. have a significant effect on communities living or working in an area made up of two or more wards or electoral divisions in the area.

Non-key decisions and update reports

For transparency, the Forward Plan also includes all non-key decisions and update reports to be considered by the Combined Authority Board and Thematic Committees.

Access to reports

A report will be available to view online one week before a decision is taken. You are entitled to view any documents listed on the Forward Plan after publication, or obtain extracts from any documents listed, subject to any restrictions on disclosure. There is no charge for viewing the documents, although charges may be made for photocopying or postage. Documents listed on this notice can be requested from [Democratic Services](#).

The Forward Plan will state if any reports or appendices are likely to be exempt from publication or confidential and may be discussed in private. If you want to make representations that a decision which it is proposed will be taken in private should instead be taken in public please contact [Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer](#) at least five working days before the decision is due to be made.

Substantive changes to the previous month's Forward Plan are indicated in **bold text** for ease of reference.

Notice of decisions

Notice of the Combined Authority Board's decisions and Thematic Committee decisions will be published online within three days of a public meeting taking place.

Standing items at Thematic Committee meetings

The following reports are standing items and will be considered by at each meeting of the relevant committee. The most recently published Forward Plan will also be included on the agenda for each Thematic Committee meeting:

Environment and Sustainable Communities Committee

1. Budget Report
2. Affordable Housing Programme – Update on Implementation
3. Climate Partnership Update

Skills and Employment Committee

1. Budget Report
2. Employment and Skills Board Update

Transport and Infrastructure Committee

1. Budget Report

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
Environment and Sustainable Communities Committee – 22 January 2024									
1	Director's Highlight Report	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
2	Climate Summit Outcomes	Environment and Sustainable Communities Committee	22 Jan 2024	Decision	To agree any additional response to the Climate Summit outcomes	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
3	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	22 Jan 2024	To note	To receive progress report on preparation of Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
4	£100k Homes – Fordham	Environment and Sustainable Communities Committee	22 Jan 2024	Key Decision KD2023/053	To recommend the Combined Authority Board authorise the conditional release of resale price restrictions affecting eight leasehold £100k homes in Fordham. The release shall be conditional upon future purchasers entering into replacement agreements with the Local Housing Authority East Cambridgeshire District Council (ECDC); Or to explore changing the status of each home to a more conventional type of affordable housing unit at	Relevant internal and external stakeholders	Nick Sweeney Development Manager Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
					each next available lease transfer opportunity				

Combined Authority Board – 31 January 2024

5	Minutes of the Meeting on 29 November 2023 and Action Log	Combined Authority Board	31 Jan 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
6	Forward Plan	Combined Authority Board	31 Jan 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
7	Budget Monitor Update	Combined Authority Board	31 Jan 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
8	Review of the Constitution	Combined Authority Board	31 Jan 2024	Decision	To present to the Board the sections of the Constitution that have been reviewed/proposed amendments.	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
9	Committee Calendar 2024/25	Combined Authority Board	31 Jan 2024	Decision	To agree the calendar of meetings for 2024/25	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
10	Draft 2024/25 Corporate Strategy and Budget and Medium Term Financial Plan 2024-28	Combined Authority Board	31 Jan 2024	Key Decision KD2023/064 KD2023/065	To approve the refreshed CPCA Corporate Strategy and Business Plan and to set a balanced budget for the forthcoming financial year as required by law, and a medium term financial plan for the next four years.	Relevant internal and external stakeholders	Kate McFarlane Director Policy and Engagement Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
11	Mayor's Budget 2024/25	Combined Authority Board	31 Jan 2024	Key Decision KD2023/066	To agree the Mayor's draft budget for 2024/25	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
12	Improvement Plan Update	Combined Authority Board	31 Jan 2024	To note	To note progress on the Improvement Plan	Relevant internal and external stakeholders	Angela Probert Interim Programme Director - Transformation	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
Recommendations from the Skills and Employment Committee									
13	Skills Bootcamps F/Y 2024/25	Combined Authority Board	31 Jan 2024	Key Decision KD2023/044	To approve the acceptance of the grant for the 2024/25 financial year	Relevant internal and external stakeholders, including the Business Board	Melissa Gresswell Project Manager – Skills Bootcamps	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
Recommendations from the Environment and Sustainable Communities Committee									
14	£100k Homes – Fordham	Combined Authority Board	31 Jan 2024	Key Decision KD2023/053	To authorise the conditional release of resale price restrictions affecting eight leasehold £100k homes in Fordham. The release shall be conditional upon future purchasers entering into replacement agreements	Relevant internal and external stakeholders	Nick Sweeney Development Manager Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
					with the Local Housing Authority East Cambridgeshire District Council (ECDC); Or to explore changing the status of each home to a more conventional type of affordable housing unit at each next available lease transfer opportunity				
Recommendations from the Transport and Infrastructure Committee									
15	Bus Strategy Update	Combined Authority Board	31 Jan 2024	Key Decision KD2023/059	To provide an update on Bus Strategy work and recommend the outcome of the remaining bus service contracts.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
Recommendations from Business Board									
16	Market Towns Programme Update	Combined Authority Board	31 Jan 2024	To note	To update members on progress performance and progress of Market Towns programme.	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
Combined Authority Board – 28 February 2024									
17	Bus Reform	Combined Authority Board	28 Feb 2024	Key Decision KD2023/058	To seek a decision to consult the public on the reform of buses.	Relevant internal and external stakeholders	Neal Byers Transport Consultant Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
Skills and Employment Committee – 4 March 2024									
18	AEB Funding Policy Changes for 2024/25	Skills and Employment Committee	4 Mar 2024	Decision	To approve the implementation of AEB funding policy changes for the 2024/25 academic year	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
19	Mid-Year Skills Performance Review	Skills and Employment Committee	4 Mar 2024	To note	To note mid-year performance on all Skills programmes for the 2023/24 academic year	Relevant internal and external stakeholders, including the Business Board	Claire Paul Interim Assistant Director Skills	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
20	Growth Works Evaluation	Skills and Employment Committee	4 Mar 2024	To note	To receive and note the evaluation findings	Relevant internal and external stakeholders, including the Business Board	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
21	Local Innovation Fund	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on in-year performance and proposals for 2024/25	Relevant internal and external stakeholders, including the Business Board	Jaki Bradley Interim Head of Adult Education Budget	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
22	FE Cold Spots Feasibility Study	Skills and Employment Committee	4 Mar 2024	Decision	To recommend the CA Board approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
						Business Board			
23	LSIP and LSIF Update	Skills and Employment Committee	4 Mar 2024	To note	To receive a progress report against the LSIP and LISF programme of work	Relevant internal and external stakeholders, including the Business Board	Laura Guymmer Strategic Careers Hub Lead	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.
24	Anglia Ruskin University Peterborough (ARUP) [new item]	Skills and Employment Committee	4 Mar 2024	To note	To receive an update on the development of the ARU Peterborough university campus	Relevant internal and external stakeholders, including the Business Board	Jim Cunningham Interim Assistant Director Delivery	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.

Environment and Sustainable Communities Committee – 11 March 2024

25	Director's Highlight Report	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to environment and sustainable communities	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
26	Environment and Sustainable Communities Thematic Performance Report Q3	Environment and Sustainable Communities Committee	11 Mar 2024	To note	To receive the quarterly performance report	Relevant internal and external stakeholders	Kate McFarlane Director, Policy & Engagement	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
27	Infrastructure Delivery Framework	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/049	To agree Infrastructure Delivery Framework	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member,	None anticipated other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
								Communities & Environment	relevant appendices.
28	Climate Action Plan Review	Environment and Sustainable Communities Committee	11 Mar 2024	Key Decision KD2023/048	To agree revisions to the Climate Action Plan 2022-2025	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.
29	Cultural Services	Environment and Sustainable Communities Committee	11 Mar 2024	Decision	To approve the business case and associated funding to deliver the Cultural Services project.	Relevant internal and external stakeholders	Steve Cox Executive Director, Place and Connectivity	Councillor Bridget Smith Lead Member, Communities & Environment	None anticipated other than the report and relevant appendices.

Transport and Infrastructure Committee – 13 March 2024

30	Director's Highlight Report	Transport and Infrastructure Committee	13 Mar 2024	To note	To note the key activities of the Place and Connectivity Directorate in relation to transport and infrastructure	Relevant internal and external stakeholders	Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
31	A141	Transport and Infrastructure Committee	13 Mar 2024	To note	Update on the development of the A141 project to gauge feedback from the members and allow the scheme to proceed to the next appropriate milestones	Relevant internal and external stakeholders	Matthew Lutz Transport Manager Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
32	E-Scooter Trial Extension	Transport and Infrastructure Committee	13 Mar 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
33	LTCP and Transport Strategy [new item]	Transport and Infrastructure Committee	13 Mar 2024	Decision	Update on LTCP and associated strategy work	Relevant internal and external stakeholders	Emma White Acting Transport Strategy and Policy Manager Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
34	Transforming City Fund (TCF) [new item]	Transport and Infrastructure Committee	13 Mar 2024	Key Decision KD2024/002	Update on TFC projects and reallocation of underspend	Relevant internal and external stakeholders	Emma White Acting Transport Strategy and Policy Manager Tim Bellamy Acting Assistant Director Transport	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.

Combined Authority Board – 20 March 2024

35	Minutes of the Meeting on 31 January 2024 and Action Log	Combined Authority Board	20 Mar 2024	Decision	To approve the minutes of the previous meeting and review the action log.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
36	Forward Plan	Combined Authority Board	20 Mar 2024	Decision	To approve the latest version of the forward plan.	Relevant internal and external stakeholders	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
37	Budget Monitor Update	Combined Authority Board	20 Mar 2024	Decision	To provide an update on the revenue and capital budgets for the year to date.	Relevant internal and external stakeholders	Nick Bell Chief Finance Officer	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
38	Review of the Constitution	Combined Authority Board	20 Mar 2024	Decision	To present to the Board the sections of the Constitution that have	Relevant internal and external	Edwina Adefehinti Interim Chief Officer	Councillor Edna Murphy	None anticipated other than the report and

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
					been reviewed/proposed amendments.	stakeholders including Audit and Governance Committee	Legal and Governance, Monitoring Officer	Lead Member Governance	relevant appendices.
39	Delegations to Officers	Combined Authority Board	20 Mar 2024	Key Decision KD2023/041	Seeking delegated authority in order to enable expedient decisions regarding time sensitive matters	Relevant internal and external stakeholders including Audit and Governance Committee	Edwina Adefehinti Interim Chief Officer Legal and Governance, Monitoring Officer	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
40	Corporate Performance and Risk Report Q3 2023/24	Combined Authority Board	20 Mar 2024	Decision	To present the Corporate Performance Report Q3 2023/24 for Members' scrutiny	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Councillor Edna Murphy Lead Member Governance	None anticipated other than the report and relevant appendices.
41	Culture Strategy	Combined Authority Board	20 Mar 2024	To note	To note progress on the development of a Culture Strategy	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
42	State of the Region Report	Combined Authority Board	20 Mar 2024	To note	To receive interim State of the Region Review findings	Relevant internal and external stakeholders	Jules Ient Interim Policy Manager	Mayor Dr Nik Johnson	None anticipated other than the report and relevant appendices.
Recommendations from the Skills and Employment Committee									
43	FE Cold Spots Feasibility Study	Skills and Employment Committee	20 Mar 2024	Decision	To approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Relevant internal and external stakeholders, including the Business Board	Parminder Singh Garcha SRO – Adult Education	Councillor Lucy Nethsingha Lead Member Skills	None anticipated other than the report and relevant appendices.

	Title of report	Decision maker	Date of decision	Decision required	Purpose of report	Consultation	Lead officer	Lead Member	Documents relevant to the decision
Recommendations from the Environment and Sustainable Communities Committee									
44									
Recommendations from the Transport and Infrastructure Committee									
45	E-Scooter Trial Extension	Combined Authority Board	20 Mar 2024	Key Decision KD2023/057	To update members on the progress of the e-scooter trial and to recommend that CA Board approve an extension of the trial	Relevant internal and external stakeholders	Anna Graham Transport Programme Manager Tim Bellamy Acting Assistant Director Transport Steve Cox Executive Director Place and Connectivity	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
Recommendations from Business Board									
46	Business and Social Investment Fund Update	Combined Authority Board	20 Mar 2024	To note	To update members on progress and performance of the Business and Social Investment Fund	Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Councillor Anna Smith Lead Member Transport	None anticipated other than the report and relevant appendices.
47	Business Board Operating Model and Revised Constitution	Combined Authority Board	20 Mar 2024	Decision	To approve the updated Business Board Constitution	Relevant internal and external stakeholders	Domenico Cirillo Business Programmes and Business Board Manager	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.
48	SPF and Rural Prosperity Fund Update	Combined Authority Board	20 Mar 2024	To note	To update members on the status of the Shared Prosperity Fund and the Rural Prosperity Fund	Relevant internal and external stakeholders	Steve Clarke Acting Assistant Director Business, Trade and Investment	Al Kingsley Chair of the Business Board	None anticipated other than the report and relevant appendices.

Comments or queries about the Cambridgeshire and Peterborough Combined Authority Forward Plan

Please send any comments or queries about the Forward Plan to Edwina Adefehinti, Interim Chief Officer Legal and Governance, Monitoring Officer:

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.



Accommodation BID and Visitor Levy

To: Cllr Alice Gilderdale, Executive Councillor for Community Wealth Building and Community Safety

Strategy and Resources Committee 25th March 2024

Report by:

Jemma Little, Economic Development Manager, Cambridge City Council
Tel: 07720 145018 Email: jemma.little@cambridge.gov.uk

Wards affected:

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

Key Decision

1. Executive Summary

- 1.1 This report explains the context and outlines the recommended roles for the Council in the work being led by the Cambridge Business Improvement District (BID), to set up a new Accommodation BID (ABID), funded by a visitor levy, to provide the investment needed for improved management of the visitor economy in Greater Cambridge.
- 1.2 The levy has the potential to generate between £1.5m - £2.6m per annum over a 5-year business plan. This offers the opportunity to achieve a step change in the way the visitor economy is managed and has the potential to achieve significant benefits.
- 1.3 The Council is already a partner in the Cambridge BID and if the ABID goes ahead, would play a key role in the governance of the proposed ABID and would also be responsible for the ballot and levy collection, with all costs covered by the ABID.

2. Recommendations

The Executive Councillor is recommended to:

To approve the recommended roles for the Council in the work led by the Cambridge BID, to establish the feasibility of an Accommodation BID (ABID) for the Greater Cambridge area which are as follows:

- a) To support the approach being taken by the BID to secure investment for improved management of the visitor economy
- b) To work as members of the BID and the Welcome to Cambridge Boards on the development of the ABID business plan to ensure alignment with the council's priorities
- c) To manage the ABID Ballot with council costs to be covered

If the ballot is successful

- a) To work with the BID and Welcome to Cambridge Board on the development of the governance structure for the ABID
- b) To manage levy collection from hoteliers on behalf of the ABID – with council's costs covered
- c) Continued partnership working with the ABID and Cambridge BID in the delivery of Council objectives for the benefit of the City

3. Background

Context

- 3.1 The previous Destination Management Organisation (DMO) Visit Cambridge and Beyond, went into administration during the pandemic which also led to the closure of the Tourist Information Office. Since its establishment in 2016 the DMO struggled with viability as it relied on business membership fees and income from service delivery such as walking tours and booking fees which were not sufficient to cover operating costs. A new DMO, Welcome to Cambridge was set up in 2021 as a Community Interest Company by the City Council, Curating Cambridge Ltd, Cambridge BID and King's College. The CIC owns the rights to the Visit Cambridge and Beyond promotional assets but operates as a strategic body and is dependent upon the capacity of its partners for delivery with destination marketing and visitor welcome support (including ambassadors) provided by Cambridge BID, and solely funded by the current BID levy.

- 3.2 With visitor numbers (c. 8m pa.) approaching pre-pandemic levels, greater investment is needed to manage the visitor economy which accounts for 12.2% of employment in the city and generated in £583,294,500 direct spend and a further £220,313,000 indirect spend in 2022.
- 3.3 A Destination Management Plan (DMP) is being developed by the Welcome to Cambridge Board partners and South Cambridgeshire District Council with funding from the UK Shared Prosperity Fund. This will provide a strategic vision and joint plan with wider stakeholders to manage and develop Greater Cambridge as a destination with a focus on the needs of visitors, businesses and residents whilst improving the economic, social and environmental impacts. While the DMP and ABID Business Plan are evolving in parallel it is expected that there will be strong development links, with the ABID potentially being a key delivery partner for the DMP.
- 3.4 Government funding for visitor management for DMOs remains unlikely following the De Bois Review, which has led the implementation of a new national structure for Visit England and DCMS investment which will channel any funding via Local Visitor Economy Partnerships (LVEPs) which operate at a larger geographic area than DMOs, usually County wide. There is not a County-wide structure for visitor management in Cambridgeshire, although there is an aspiration to establish one in the medium term. However, certain criteria need to be met to achieve LVEP status including having a DMP and a sustainable business model with a track record of financial viability.

ABID Model

- 3.5 The payment of a local charge by visitors is common in Europe and use is growing in the UK following the successful launch of an ABID in Manchester last April, as the vehicle to levy a charge for overnight hotel stays. The key difference between an ABID and our existing BID is that the levy charge is passed onto customers and is not a direct charge on businesses. Hotels collect the levy charge and pass this to the ABID quarterly in arrears based on an average occupancy rate set by the business plan.
- 3.7 In order for an ABID to be created, a ballot is held where a double majority must be achieved amongst the accommodation providers within the proposed ABID boundary area who meet the specified criteria for being required to charge the levy e.g. a rateable value threshold. The

double majority means that of those 'levy payers' that vote over 50% must vote 'yes' by number and over 50% must vote 'yes' by rateable value. The ballot is supported by the ABID business plan which outlines how the levy would be invested, usually over 5 years.

Benefits and Outcomes

3.8 The ABID offers the opportunity to achieve a step change in the way the visitor economy is managed and has the potential to achieve the following benefits and outcomes:

- Significant investment in the Visitor Economy in the Greater Cambridge area at a level previously unseen
- A sustainable funding model which reduces the liability for investment on businesses and public sector organisations
- A cohesive and managed approach to the development of the visitor economy which focuses on enhancing the quality and value of the visitor experience (not quantity)
- Broader understanding of the 'Cambridge' offer amongst visitors and the ability to deliver a visitor experience which matches expectations, spreads benefit beyond the City core
- The ability to deliver aspects of the Destination Management Plan and the ability to explore and develop projects and activities with partners which in the past would not have been possible.
- Increased spend in the local economy which will support local businesses, boost employment, and enhance services for residents and visitors.
- A cohesive and unified representation of the visitor economy and clearer understanding of how the sector operates.
- The ability to meet national tourism criteria and structures, which may provide the ability to secure additional national funding as and when it becomes available.
- An organisation where the private and public sector work together with partners and stakeholders in the interests of the city.

Feasibility

3.9 Feasibility work has identified Cambridge City and South Cambridgeshire as the study area for the potential ABID. This is based on the rationale that hotels within this area consider their businesses to be linked to Cambridge as a destination and trade with a Cambridge address.

- 3.10 Within this catchment, approximately 35 hotels have been identified with a rateable value of more than £34,500 (consistent with current BID) and properties with over 10 rooms. Pubs or businesses with a few rooms and accommodation as secondary part of the business would not be required to collect the levy.
- 3.11 Airbnb's and self-catering units are not included within the model. The ABID uses BID legislation which uses business rates as part of the criteria (the property must be on the NNDR system). The majority of Airbnb's are within the domestic ratings system.
- 3.12 Modelling work to date has looked at variety of charges on a per room per night basis. Manchester currently charges £1 +VAT per room per night and our understanding is that other destinations considering a Visitor Levy, are looking at charges between £2-£3 per room per night. Feedback from hoteliers has suggested that we propose whole numbers (for ease of collection) and numbers inclusive of VAT as this is how they operate nationally. The proposal is to charge £2 (£1.67 + VAT per room per night in years 1 and 2, with the Visitor Levy increasing to £3 (£2.50 + VAT) in year 3, 4 and 5. This keeps Cambridge broadly in line with other proposals being developed nationally that we are currently aware of. Modelled on an average occupancy between 66% and 76%, the potential income is £1.5m - £2.6m per annum over the 5-year business plan is an investment circa £10-12m for the visitor economy.
- 3.13 Some University Colleges operate a commercial B&B offer during certain times of the year. These Colleges cannot be mandated to charge the Visitor Levy because they are educational institutions. However, recognising that the commercial B&B operation of some colleges is, at times, in direct competition with hotel rooms, and to establish a clear and consistent message for visitors staying overnight in Cambridge, a voluntary agreement is being explored with the relevant colleges to cover the times of the year when they let rooms on a commercial basis.
- 3.14 Initial discussions have been held with local hoteliers to assess whether they would support the ABID at ballot and will continue over the next month. This has highlighted the need to be clear in the Business Plan about delivery and the importance of good governance and management. Businesses out of the core City have highlighted transport links and getting to and from attractions as an issue.

3.15 Current Emerging themes for the business plan are summarized below although it should be noted these are emerging themes and are likely to change and discussions with businesses continue.

- Destination Investment – project examples could include – the story of Cambridge, destination branding, DMP delivery, wayfinding, coordination of conversations about challenges our destination faces (e.g. coach parking, large groups), visitor hot spot cleans, additional waste collection, developing sustainable business practices and influencing visitor behaviour e.g. sustainable travel.
- Destination Profile – project examples could include – travel trade development, targeted Press & PR activity encouraging longer, higher economic value stays, website development, introduction of additional communication channels and professional memberships.
- Destination Product Development and Distribution – project examples could include – themed itinerary development and promotion; short-break campaign; content and video creation; social media engagement; development of Cambridge pass; corporate return visit initiative.

Timescales

3.16 Key milestones in the ABID development are shown below.

Feb – March 2024	Ongoing consultation with hoteliers and stakeholders
March 2024	Notification of potential Ballot to Secretary of State
April / May 2024	Business Plan Preparation
June / July 2024	Ballot
July onwards	Governance and staffing
1st January 2025	Potential ABID start

Governance

3.17 The proposed timeline allows for six months between the ballot result and the date when the company would start trading. This should allow for the governance and staffing to be appropriately developed. The current governance arrangements proposed will be examined and modified where appropriate.

3.18 Cambridge BID and the ABID will share some resources where appropriate to reduce overheads. However, Cambridge BID and the ABID will be financially independent of each other, and it is anticipated they will have their own Board and Articles of Association

3.19 Each Board would be responsible for the delivery and management of the respective BID. It is proposed there will be an overarching strategic Board which will include the Chairs from the two Boards, City Council and national representation from related bodies to ensure the City has a place within national discussions.

3.20 Welcome to Cambridge CIC will continue to play a strategic role providing oversight for the implementation of the Destination Management Plan currently being developed and will retain custodianship of the Visit Cambridge assets.

Implications

a) Financial Implications

None

b) Staffing Implications

None

c) Equality and Poverty Implications

There are no direct poverty and equality impacts although it is envisaged that the ABID will play a role in enabling all residents to enjoy the city e.g. in the same way that the current BID supports free public events and cultural activities.

d) Net Zero Carbon, Climate Change and Environmental Implications

No direct implications although it is envisaged that the ABID would promote and enable work on climate change and net zero via its work with hoteliers, visitors e.g. on sustainable travel.

e) Procurement Implications

None

f) Community Safety Implications

No direct implications although the BID and potential ABID are/would be key partners in improving community safety. For example, the BID is a key partner in Purple Flag Group, which brings together the Cambridge BID, city council, police, local business, Cambridge Businesses Against Crime, voluntary

services and higher education organisations to help keep Cambridge safe, particularly in relation to the night-time economy.

4. Consultation and communication considerations

Initial discussions have been held with local hoteliers by the BID to assess whether they would support the ABID and what they would like to see improved in terms of destination management. This has included an information event for hoteliers on 31 January, which is being followed up with further individual meetings with those who attended the event and those who were unable to attend. The discussions to date have been positive. Further conversations are being conducted with hoteliers, especially with those located outside the BID area and in South Cambridgeshire who are less familiar with the BID model and the work the BID currently does under the Visit Cambridge brand. Initial discussions with businesses out of the existing BID area have been constructive and will continue over the next month.

A press release was prepared by the BID in anticipation of the publication of the council's forward plan highlighting the ABID report triggering interest. The proposed ABID was covered by the Cambridge Independent on 14 February and consideration of this report is also intended to ensure residents are aware of what is being proposed.

The Ballot will ensure that affected hoteliers can vote on the proposed ABID and associated 5-year business plan.

5. Background papers

No background papers were used in the preparation of this report.

6. Appendices

None

7. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Jemma Little, Economic Development Manager

tel: 07720 145018 email: jemma.little@cambridge.gov.uk



Item

2023/24 GENERAL FUND PROVISIONAL REVENUE CARRY FORWARDS

To:

Councillor Simon Smith, Executive Councillor for Finance and Resources Portfolio

Strategy & Resources Scrutiny Committee 25 March 2024

Report by:

Caroline Ryba, Chief Finance Officer

Tel: 01223 - 457248

Email: caroline.ryba@cambridge.gov.uk

Wards affected:

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

Key Decision

1. Executive Summary

- 1.1 This report presents details of any anticipated variances from budgets, where resources are requested to be carried forward into the 2024/25 financial year in order to undertake or complete activities which were originally intended to take place in 2023/24.

2. Recommendations

The Executive Councillor, is recommended, following scrutiny and debate at Strategy & Resources Scrutiny Committee:

- a) To agree the provisional carry forward requests, totalling £220,700 as detailed in Appendix A, subject to the final outturn position.
- b) To agree the principle of the learning and development proposal including the creation of a permanent post as detailed in paragraph 3.4 below, and delegate the detailed budget adjustments to vire up to £100k of budget from services to the training and development budget to the Chief Finance Officer or Acting Chief Finance Officer in the 2024/5 financial year.
- c) To agree the virement of £60,000 across portfolios for the creation of the one-year fixed term post within Procurement outlined in paragraph 3.5 below and delegate the detailed budget adjustments to the Chief Finance Officer or Acting Chief Finance Officer in the 2024/5 financial year.
- d) To agree to use the budget headroom resulting from the review of cost apportionment of the shared 3CICT service for the establishment of the permanent post of Strategic Digital Lead as outlined in paragraph 3.6 below.

3. Background

- 3.1 Approval in principle is sought to carry forward unspent budget from 2023/24 into the next financial year, 2024/25. Provisional carry forward requests which have been assessed for reasonableness by the Council's Chief Finance Officer are being presented to the March 2024 Strategy & Resources Committee for approval at Council 23 May 2024, to ensure that officers have the appropriate authority to continue uninterrupted to deliver services and projects that have been delayed for the reasons specified in the appendix to this report.

- 3.2 Final carry forward requests will be presented to the Strategy & Resources Committee 1 July 2024, where the sums involved may differ from the estimates provided in March 2024, which have been provided for approval in principle.
- 3.3 Appendix A sets out the provisional list of items, for the General Fund, for which approval is sought to carry forward unspent budget from 2023/24 to the next financial year, 2024/25.

3.4 Proposal for a New Model for Employee Development

- 3.4.1. This proposal was discussed and agreed in principle at Leadership Team on 20 February 2024. The proposal recommended a new, more effective and efficient centralised delivery model to oversee arrangements for the implementation and ongoing delivery of the Council's employee development programmes aligned to Our Cambridge and the People & Cultural Strategy.
- 3.4.2. Currently 18% of the overall budget allocated corporately with Human Resources for employee development, with the remaining 82% allocated to Groups/Teams within the Council. There has been an ongoing historic underspend on the service budgets.
- 3.4.3. The proposal recommended the utilisation of £55,000 of the underspend from the existing employee development budgets to create a new permanent band 5 Training and Development Officer role within the Human Resources Team so there's a dedicated training operational resource to procure, arrange and deliver some training. In addition, the proposal recommends the utilisation of up to £45,000 of existing employee development budgets for the delivery of corporately managed training and development programmes aligned to Our Cambridge, the Target Operating Model and the People & Cultural Strategy.

3.5 Proposal for creating a Business Analyst for the Procurement Management Contract Project

3.5.1 This proposal was discussed and agreed in principle at Leadership Team on 5 March 2024. The proposal recommends hiring a fixed term Business Analyst with a public sector procurement background for 12 months to support a new project to improve contract management for Cambridge City Council.

3.5.2 The project aims to enhance the council's efficiency in managing contracts and spending, which will lead to cost avoidance. It also aims to add additional resource into the team at the time where the demands will be greater than usual.

3.5.3 There is currently no additional resource to cover the cost of this post. At Leadership Team it was agreed that each Group lead would find the contribution from within their budgets and that a one year virement would transfer the budget to the procurement cost centre.

3.6 Proposal for creating a permanent Strategic Digital Lead post

3.6.1 Over the summer of 2023, work was undertaken to review the ICT cost apportionment between Cambridge City, Huntingdon and South Cambridgeshire. The fixed-term Strategic Digital Lead at CCC successfully negotiated with all parties to reapportion costs based on consumption, creating capacity within ICT budgets to support further change.

3.6.2 It is proposed that £90,000 of this headroom is used to fund the Strategic Digital Lead role on a permanent basis, which is currently a fixed term contract up to December 2025.

3.6.3 The role was initially created in March 2023 as part of the Our Cambridge programme as a pilot to test whether the role was required and what value it could add. This role has demonstrated its value for example the officer was able to use their technical expertise to renegotiate one of our major IT contracts to avoid additional costs of £60,000 per year following a price increase by the supplier. The post would provide ongoing expertise, shared service management of 3CICT and potential cost avoidance going forward if it were made to be a permanent role.

4. Implications

(a) Financial Implications

- 4.1 The financial implications of approving the provisional carry forwards of £220,700 budget from the current year into 2024/25, will result in a reduced budgeted contribution from General Fund reserves for the current financial year, from £4,961,250 to £4,740,550, with a corresponding increase in the contribution to reserves in 2024/25.
- 4.2 A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and / or community safety implications.

(b) Staffing Implications

Any direct staffing implications arising from the delay in delivery of workstreams, or the carry forward of resource, will be considered and addressed by officers as part of each individual carry forward approval.

(c) Equality and Poverty Implications

There are no direct equality and poverty implications associated with this report.

(d) Net Zero Carbon, Climate Change and Environmental Implications

There are no direct environmental implications associated with this report.

(e) Procurement Implications

Any procurement implications arising from the delay in delivery of workstreams will be considered and addressed by officers as part of each individual carry forward approval.

(f) Community Safety

There are no direct community safety implications associated with this report.

5. Consultation and Communication considerations

There are no direct consultation and communication implications associated with this report.

6. Background papers

Background papers used in the preparation of this report:

Background information is held in the Council's financial management system.

7. Appendices

- Appendix A – Provisional General Fund Carry Forward Requests

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact:

Karen Whyatt, Senior Accountant (Services)

Telephone: 01223 – 458145 or email: karen.whyatt@cambridge.gov.uk.

Cost Centre	Portfolio	Provisional forecast variance position of cost centre (underspend) /overspend at January month end. Prior to carry forward	Cost Centre Description	Carry Forward Budget £	Cost Centre Contact	Comments
1227	Community Wealth Building and Community Safety	(105,700)	Economic Development	105,700	Jemma Little	The £200,000 budget was agreed at Strategy and Resources in July 23 and confirmed by the Council to cover the start up costs of the Greater Cambridge Impact Fund with the accompanying committee report covering an indicative 12 month budget making it clear that the costs were always envisaged to be incurred across 23/24 and 24/25 and that they include the appointment of an Executive Director for the Fund. This post has now been filled by Sara Allen who started at the end of January 24 with a 12 month interim contract and the remaining budget will be used to cover the Exec Directors salary costs and other set up costs in 24/25, ahead of the Fund closing/securing the investment required and to cover ongoing management costs. This budget therefore needs to be carried forward in line with the council's commitment / decision in July and not doing so would be extremely damaging to the future of the Fund and the council's reputation.
1776	Finance and Resources	(70,447)	4 Cyrus Way, Cygnet Park, Peterborough	65,000	Philip Taylor	The carry forward request is in respect of an unspent one-off budget of £65,000 for 4 Cyrus Way that has been ringfenced to be paid as a leasing incentive to a new tenant or for repairs to be undertaken. The carry forward of budget will assist with the re-letting of a void unit.
1876	Open Spaces and City Services	(59,262)	Arboriculture	50,000	Matthew Magrath	Delays to starting the Tree Pit project due to Covid. We are now 3/4 way through a 4 year project and need the funds to deliver the rest of the project. We will deliver the remainder of the project in 2024/25.
				220,700	Total Carry forwards	

This page is intentionally left blank



Council Tax Long Term Empty & Second Homes Premium Policy

To:

Strategy & Resources Scrutiny Committee 25th March 2024

Report by: Kevin Jay, Local Taxation Manager

Wards affected:

All wards

1. Executive Summary

1.1 The purpose of this report is to seek approval relating to Council Tax premiums - as provided within the Levelling Up and Regeneration Act – which received Royal assent on 26th October 2023, and is due to become effective from 1st April 2024.

1.2 The Act provides additional discretionary powers for Council Tax premium options in respect of Long-Term Empty property and Second Homes.

Those options enable the Council to impose additional Council Tax premiums on Long Term Empty property and Second Homes with effect from 1 April 2025.

1.3 Government has confirmed that billing authorities that wish to adopt any changes are required to make a resolution confirming

their requirements at least 12 months prior to the financial year in which the changes come into effect; meaning the earliest these changes can be adopted is the 1 April 2024 with new premiums being applied from 1 April 2025.

This 'notice' period provides that a minimum of 12 months notice must be given before the financial year from which the changes to a premium can be applied.

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 Support in principle that the following additional Council Tax premiums be applied from 1 April 2025 or as soon as possible thereafter, subject to the required legislation or further guidance being in place:
 - 100% premium for properties which have been empty and unfurnished for a period of between 1 (previously 2) and 5 years. This brings forward the charging of an Empty Homes premium so that it would be charged after 1 year of being empty instead of the current 2 years, and
 - A premium of up to 100% for second homes subject to any exception being applicable.
- 2.2 Delegate authority to the Chief Finance Officer (s151 officer) to implement the introduction of these additional premiums taking into consideration any future guidance and best practice issued by Government.

3. Background

Page: 2

- 3.1 This report sets out the recommendations for Council Tax premiums on empty properties and second homes based on the proposals set out within the Act.

Although final guidance is still awaited in relation to certain properties that would be 'excepted' from being charged a premium an early 'in principle' agreement to the proposals will allow the Council to implement premiums at the earliest opportunity.

The Government encourages all billing authorities to adopt Council Tax premiums on empty properties with a view to incentivising property owners to bring those properties back into use at the earliest opportunity.

A 100% premium is currently charged where properties are left unoccupied and unfurnished for periods exceeding 2 years, as well as a 200% premium for properties which are empty for 5 years and over and 300% for 10 years and over.

- 3.2 The Levelling Up and Regeneration Act provides additional powers to address empty properties through the application of Council Tax premiums.

This includes measures which recognise the impact that high levels long term empty property and second home ownership can have on housing need in some areas.

- 3.3 Through the Act it is the Government's intention to allow Councils to:

- reduce the minimum period for the implementation of a Council Tax premium for long term empty premises from the current two years to one year, and.
- introduce a new Council Tax premium of up to 100% in respect of second homes.

- 3.4 In its current form the Bill requires billing authorities to make a resolution confirming their intentions on the application of the premiums at least 12 months prior to the financial year in which the changes will come into effect.

3.5 Although the Bill has received Royal Assent detailed guidance on how the scheme will operate is still awaited although significant changes are not expected.

Guidance is likely to provide for 'Exceptions' from being charged a premium. Primarily these are expected to include:-

- Properties undergoing Probate,
- Properties actively being marketed for sale or let.
- Properties undergoing major repair,
- Job related dwellings.

3.6 Second home ownership within Cambridge City is significant and is recognised to have a negative impact in terms of the supply of homes available to meet local housing need. The Council Tax Base (CTB) return that was submitted to Government in October 2023 showed that Cambridge City Council has 1458 properties designated as second homes on the Council Tax system, as shown in the table below, by Council Tax band, although not all second homes will attract a premium.

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
179	273	416	312	148	73	57	0

3.7 Properties identified as Second Homes are constantly changing which makes modelling of potential outcomes quite difficult. Initial high-level analysis, based on the above snapshot of data and after allowing for potential exceptions from the premium, indicates that the application of a 100% premium on second homes within Cambridge City could be applied to approximately 400-500 of those properties and generate around £1.0m in additional Council

Tax revenue, excluding allowance for non-collection. These figures are indicative only and are dependent on the level of 'exceptions' applied, changes of use of properties and realignment of properties inaccurately recorded as second homes.

- 3.8 Long Term Empty homes premiums are equally difficult to predict and are subject to constant change. Current data shows 54 properties being charged a 100% premium as they have been empty for more than 2 years. If the 2yr threshold were reduced to 1 year 22 additional properties would be brought into scope of a premium generating additional Council Tax revenue of approximately £50k. Again, this is a snapshot of cases based on billing data which is constantly changing. It cannot be assumed that a change in the thresholds for empty home premiums will result in this additional income, however it should provide some context and that overall the numbers of properties within scope are likely to be relatively low.
- 3.9 Income generated from the premium would be shared across the main preceptors in the usual way (including Cambridgeshire County Council, Fire & Police & Crime Commissioner).
- 3.10 It is anticipated that some properties currently classified as second homes may not be being used as second homes.

This will result in a number of properties being re-classified as main residences for genuine reasons.

We anticipate an element of data cleansing in the lead up to any charges being applied which may reduce the scope for applying additional premiums, this together with the exceptions as outlined at 3.5 could reduce the potential revenue that might be derived from applying the premium.

4. Implications

a) Financial Implications

Second homes premiums could generate in the region of £1.0m. A further £50k could be raised from an empty home premium being applied after 1 year instead of the current 2 years although this is more difficult to predict as eligibility of a property for this premium changes over time.

In practice these figures could be lower and impacted by customer behaviour including redesignating primary residences or switching properties into Business Rates.

Overall financial benefit is likely to diminish over time as there will be an incentive to bring those properties back into use and therefore they will not attract a premium.

b) Staffing Implications

Some additional work will be required to implement the policy however this will be managed within existing staff resources in the Council Tax team.

c) Equality and Poverty Implications

The key policy aim is to bring long term empty dwellings and property used as Second Homes back into use and available as permanent housing.

Only owners of property who choose to leave dwellings intentionally empty for long periods (in excess of 1year) or maintain Second Homes where an owner chooses to occupy infrequently and has their main home elsewhere will be impacted.

The use of premiums is intended to help incentivise a behaviour change that will increase the supply of available housing which can support those on low incomes and suffering poverty and reduce pressure on the demand for housing. The additional revenue from these premiums can be used to further support the provision of services by all precepting authorities.

The policy change does not impact on the amounts of Council Tax charged on any dwelling occupied by residents as their main home . Any occupier of a property which is occupied as their main residence will see no change in the amount of Council Tax being charged.

d) Net Zero Carbon, Climate Change and Environmental Implications

None

e) Procurement Implications

None - the process of applying premiums will be facilitated through existing functionality in the Council Tax billing system.

f) Community Safety Implications

None

5. Consultation and communication considerations

There is no specific requirement for formal consultation on this policy change, although at least one year's notice will need to be given before a new Long Term Empty or 2nd Homes Premium is applied.

Government issued a detailed consultation paper mid 2023 and sought views on the proposed premium exceptions, the key areas agreed and expected to be in future guidance are shown at 3.5 above.

6. Background papers

Background papers used in the preparation of this report:

Levelling Up and Regeneration Bill

Available from :

www.legislation.gov.uk/ukpga/2023/55/contents/enacted

7. Appendices

None

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact: Kevin Jay, Local Taxation Manager, 01223 457704
kevin.jay@cambridge.gov.uk



UPDATE ON SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL FOUR DAY WEEK TRIAL

To:

Councillor Mike Davey, Leader and Executive Councillor for Transformation
Strategy & Resources Scrutiny Committee 25 March 2024

Report by:

Jane Wilson, Chief Operating Officer

Tel: 01223 - 457860 Email: jane.wilson@cambridge.gov.uk

Wards affected:

All

Not a Key Decision

1. Executive Summary

This is a short paper setting out next steps and recommendations in relation to the four-day working week trial at South Cambridgeshire District Council. It is presented at this scrutiny committee because SCDC operate two shared services on behalf of Cambridge City Council, the Shared Waste Service and the Greater Cambridge Shared Planning Service.

2. Recommendations

The Executive Councillor is recommended to:

1. Approve the request of South Cambridgeshire District Council to continue the working arrangements for SCDC staff delivering shared services with Cambridge City Council (shared waste and Greater

Cambridge Shared Planning Service, in line with the decision taken by SCDC Cabinet, as follows:

- a. To continue the four day week working arrangement for both desk based and waste service operational SCDC colleagues until: (i) information is provided by the Government regarding potential future financial levers they might impose on Councils using this working practice, as announced in their Local Government Financial Settlement consultation in December 2023, and (ii) a subsequent consultation is carried out by the Council, analysed, and all trial data is presented to SCDC Full Council for a final decision.
 - b. for all SCDC colleagues working a four-day week (desk-based and waste operations), the hours are harmonised at 32 hours per week (pro rata for part time colleagues) at 86.5% of contracted hours from 1 April 2024.
2. To note the decision taken by SCDC to present an update report to this scrutiny committee, no later than the end of July 2024, providing data on the trial periods (desk-based and waste), up to the end of March 2024, including information about the ongoing effectiveness, including recruitment and retention, costs and savings of a four-day week working model.

3. Background

The background for this item is set out in the appended South Cambridgeshire District Council paper which is being presented to SCDC Cabinet on 12 March 2024.

4. Implications

As this paper is recommending the continuation of the as-is position for both shared services, there are no implications at this point. Full analysis of implications post the outcome of the public consultation and subsequent decisions on the future of the scheme will be carried out and reported to the relevant scrutiny committee.

a) Financial Implications

n/a

b) Staffing Implications

n/a

c) Equality and Poverty Implications

An EQIA will be prepared for the update report that will come to this scrutiny committee as outlined above.

d) Net Zero Carbon, Climate Change and Environmental Implications

n/a

e) Procurement Implications

n/a

f) Community Safety Implications

n/a

5. Consultation and communication considerations

n/a

6. Background papers

Report to SCDC Cabinet

7. Appendices

The appendices to the SCDC paper are available on request, or via the SCDC weblink at [Agenda for Cabinet on Tuesday, 12 March 2024, 10.00 a.m. \(moderngov.co.uk\)](#)

8. Inspection of papers

To inspect the background papers or if you have a query on the report please contact Jane Wilson, Chief Operating Officer, tel: 01223 - 457860, email: jane.wilson@cambridge.gov.uk.

This page is intentionally left blank

Report to:	Cabinet	12 March 2024
Lead Cabinet Member:	Councillor John Williams (Lead Cabinet Member for Finance and Resources)	
Lead Officer:	Anne Ainsworth, Chief Operating Officer	

Update on the Four-Day week trial

Executive Summary

1. The Council has been trialling a desk-based four-day week since January 2023. This included an initial three-month trial and in May 2023, following independent assessment of performance data, Cabinet extended the trial by 12 months, meaning it is due to finish at the end of March 2024.
2. A three-month trial for waste crews was approved in May 2023. This followed the initial desk-based trial due to the complexities of reorganising bin collection rounds for around 128,000 households across Greater Cambridge.
3. Under a four-day week, officers are expected to carry out 100% of their work, in 80% of the time, for 100% of the pay.
4. The Council undertook the trials because of the acute recruitment and retention issues it was facing, which is amplified in Greater Cambridge due to the high cost of housing. Similar trials are taking place across the UK, Ireland, and US, as outlined by the [4 Day Week Global Campaign](#).
5. During the trials, the Council has spent £434,000 less on agency staff covering roles that were previously identified as hard to fill. This covers the period from 2 September 2022, when the trial was announced, to 31 December 2023.
6. On 18 December 2023, the Government published a four-week consultation on the Local Government Finance Settlement, setting expectations around local authority funding in future years. The Government reiterated that they do not support a four-day week for local authorities and asked for views about the use of financial levers in future settlements to disincentivise the practice.
7. The Council had expected, subject to data showing performance had been maintained or improved and a member decision, to consult on a four-day week shortly after the end of the formal trial.
8. This report therefore sets out the position following the publication of the Government's Local Government Finance Settlement consultation in December 2023 and an assessment of the impact of this on the Council's ability to consult at this time.

Key Decision

9. No

Recommendations

10. It is recommended that:

- a) Cabinet agrees to continue with four-day week working arrangements for **desk-based colleagues** (pro rata for part time colleagues) until: (i) information is provided by the Government regarding potential future financial levers they might impose on Councils using this working practice, as announced in their Local Government Financial Settlement consultation in December 2023, and (ii) a subsequent consultation is carried out by the Council, analysed, and all trial data is presented to Full Council for a final decision.
- b) Cabinet agrees to continue with four-day week working arrangements for **the Waste service operational colleagues (the crews)** (pro rata for part time colleagues) until: (i) information is provided by the Government regarding potential future financial levers they might impose on Councils using this working practice, as announced in their Local Government Financial Settlement consultation in December 2023, and (ii) a subsequent consultation is carried out by the Council, analysed, and all trial data is presented to Full Council for a final decision, noting that with a seasonal service, ideally a full year's data is required.
- c) Cabinet agrees to undertake a **consultation** on the four-day week, once the financial implications of the Government's Local Government Financial Settlement consultation are confirmed and all implications of considering adoption of a four-day week permanently are understood.
- d) Cabinet approves that, for all colleagues working a four-day week (desk-based and waste operations), the **hours are harmonised** at 32 hours per week (pro rata for part time colleagues) at 86.5% of contracted hours from 1 April 2024.
- e) Cabinet notes that the proposal to approve a continuation of a four-day week (pro rata for part time) working model for waste and desk-based colleagues post the end of March 2024, will also be brought to the Strategy and Resources Committee at Cambridge City Council on 25 March 2024, and that both Councils are required to support the decision for the services which are shared (Waste and Planning).
- f) Cabinet agrees that an update report to Employment & Staffing Committee, Cabinet and Full Council and Cambridge City council committees, no later than the end of July 2024, will provide data on the trial periods (desk-based and waste), up until the end of March 2024, and information about the ongoing effectiveness, including recruitment and retention, costs and savings of a four-day week working model.

Reasons for Recommendations

11. On 18 December, the Government published a four-week consultation on the Local Government Finance Settlement. The consultation sets out the expectations for local authorities on funding they will receive from Government in future years. In the consultation it said: "The government believes that local authorities, including combined authorities, should not be practising an arrangement where it has an overall policy (temporary or permanent) which allows its employees to reduce their contracted hours per week by a consequential amount, for example 20%, without a reduction in their pay and benefits."

12. Question 10 in the consultation asked: “Do you have any views about the government using levers in future local government finance settlements (those occurring after 2024-25) to disincentivise the so-called ‘4 day working week’...?”
13. After the Government’s consultation closed, they wrote to all local councils. This letter did not give any further information regarding potential future financial levers. See **Appendix A**.
14. Given that any future decision concerning the Council potentially becoming a permanent four-day week employer would be a significant change to the operations of the Council, the Council has committed publicly to consulting.
15. Until the Local Government Finance Settlement consultation was announced on 18 December, the expectation was that the consultation was likely to be carried out shortly after the end of the formal trial, subject to i) the data suggesting the new way of working was not impacting overall performance and ii) Cabinet approval. Some initial work to scope what a consultation might look like was carried out with the support of the Consultation Institute.
16. The Council must be able to demonstrate economy (spending less), efficiency (spending well) and effectiveness (spending wisely) as part of our Best Value duties. The Council would need to understand the full implications of any proposed changes to the working arrangements of the Council under the same headings to be able to consult. It will take some time beyond the end of March to analyse data from the four-day week trial period, but until a point is reached that all future financial implications are understood following the Government’s Local Government Finance Settlement consultation, it is not feasible to communicate effectively all the information necessary to launch a consultation on a possible permanent change. Consulting earlier would mean consulting again once the financial information was available.
17. To minimise disruption to colleagues whilst this analysis is taking place, and the necessary information is provided by Government before a consultation can be carried out, it is recommended that four-day week working arrangements continue (pro rata for part time colleagues). This is not to pre-empt any decisions taken in the future by Council, but to ensure colleagues have some certainty over arrangements until such point as a decision is made.
18. Following the conclusion of the formal trial period another Health and Wellbeing survey of colleagues will be carried out to provide further information on the effectiveness of a four-day week working.
19. The three-month four-day week trial for waste collections has seen performance maintained and early feedback from colleagues through an in-house survey suggests it has been positive for their health and wellbeing. A longer period of working in this way will help establish whether the service can sustain the levels of improved operational effectiveness that have been achieved and if the early indications of a positive impact on recruitment and retention at the Depot continue.
20. If the current working arrangements for office-based colleagues do continue past the end of March 2024, it will be important to harmonise the working hours for all colleagues across the Council. To do otherwise would be contrary to good employment practices. The waste trial was always planned to begin later than the desk-based trial as it required

the reorganisation of collections for all homes in Cambridge and South Cambridgeshire. This is work the service must carry out on a regular basis. The changes for the trial were made at the same time as a regular review of collection rounds. The planning process for the waste trial showed that it was not feasible to trial waste collections at 30 hours for full time colleagues. Therefore, Waste Operatives have been working a 32 hour four-day week during their 3-month trial. The trial has shown that it is not possible to reduce this to 30 hours to align to office-based colleagues and therefore it is recommended that all colleagues harmonise at 32 hours per week (or pro rata for part time colleagues) from 1 April if this model of working continues beyond the end of March 2024.

21. Due to the four-day week working model, leave allowance for colleagues, which is calculated in hours, has been reduced to 80% during the extended trial. Leave will be adjusted to 86.5% of the full allowance if this model of working continues at a harmonised 32 hours per week.
22. The Shared Waste Service has been running staff recruitment and retention schemes for two years. The rationale for the schemes was to overcome the acute driver shortages due to a backlog of HGV driving tests (post Covid) and the much higher cost of living in and around Cambridge (which was unattractive to the few drivers that were in the market). We have now been able to attract drivers more readily and retain them, and this has enabled the service to cancel the schemes and start to realise savings from doing so.
23. The Council also regularly reviews colleague benefits and support and has introduced an employee assistance programme including counselling and 24-hour support, access to a health cash plan and wellbeing online portal. We also continue to review our policies for both hybrid and flexible work practice to support colleagues in their work life balance. However, these measures alone were not adequate in addressing the recruitment and retention challenges faced by the Council.
24. As the Waste and Planning Services are both shared services with Cambridge City Council, it is important that the information contained within this report is also shared with, and submitted to, Cambridge City Council for consideration and approval vis-à-vis these two services. This is scheduled for their Strategy and Resources Committee on 25 March.

Details

25. In September 2022, Cabinet agreed to carry out an initial three-month trial of a four-day week for desk-based colleagues, with a commitment that a trial for waste colleagues and facilities would be carried out later due to the longer planning period required. Following independent assessment of data from the initial trial, Cabinet agreed in May 2023 to undertake a 12-month trial of a four-day working week and carry out a three-month trial in late summer/autumn for waste. The desk-based trial is due to finish at the end of March 2024.
26. The Council embarked on a four-day week trial – where officers are expected to carry out 100% of their work, in 80% of the time for 100% of the pay – to help attract and retain talented colleagues in an incredibly competitive local employment market. The Council was finding it could not compete on salary alone and colleagues, often in specialist roles such as Planning, were leaving for better pay and terms and conditions in the private sector.

27. Council services continued to be provided for the same hours as previously, except that the Customer Contact Centre extended its hours one evening a week, to enable customers to access the Council outside normal office hours.
28. Officers on their non-working day (or non-working hours for part time colleagues) due to a four-day week working practice are not allowed to take up other paid employment during this time.
29. Before the initial trial was announced in September 2022, the Council identified 22 roles that were being covered by agency staff. This was because the Council was not able to recruit to the roles permanently. The cost of agency workers covering them was around £2 million a year.
30. As things currently stand – of those 22 posts, 10 have been recruited to with permanent colleagues, two posts have been deleted and as part of our continued transformation work (which is expected to bring further savings of £2 million), a further 10 have been subsumed into other roles or are externally funded. We have judged it best to only include the 10 roles that were covered by agency, and have now been recruited to permanently, in the cost reduction calculation in this report.
31. During the trial, we have also identified other hard-to-fill roles that were filled by agency at the beginning of the trial and have been successfully filled permanently (such as two Business Analysts). However, because these were not on the original list of 22 roles, we have not included them in the savings. Appointing to these two posts permanently (on fixed term contracts) rather than employing agency staff resulted in an annual reduction of £32,000.
32. During the trial the Council was using projections for potential savings. However, the actual saving from employing the 10 colleagues permanently rather than using agency cover is £434,000 (period between 2 September 2022 to 31 December 2023).
33. As the 10 roles were filled at different points in time during the trial period, the cost reduction for each varies. The earlier the post is filled the greater the contribution over the trial period. If all 10 roles were filled with permanent colleagues for an entire year the cost reduction amounts to £483,000.
34. As the Council is the employing authority for shared waste and planning services, shared with Cambridge City Council, the figures quoted include both the South Cambridgeshire and Cambridge City elements.
35. It is important to note that the Council's agency spend still fluctuates due to the need to bring in agency workers to carry out short term programmes where permanent colleagues are not required. For example, this includes employing temporary staff to support the Council's commitments under the Homes for Ukraine scheme and time limited Planning work that is funded by a developer.
36. Quarterly performance reports have continued to be presented to Overview and Scrutiny Committee, and Cabinet, throughout the trial in the same way as before it commenced. This will continue as business as usual to monitor performance.
37. When announcing the trial, Cabinet said it could be stopped at any point if there was a concern over performance. At any point during the trial, or at any point during any continuation of a four-day week working practice, the Council's Chief Executive would

make Cabinet aware of any concern and a public performance report would be presented to councillors at the relevant committee.

38. Regular reports have been provided to Employment and Staffing Committee throughout the trial, and performance data is reported quarterly to Cabinet and Overview and Scrutiny Committee where requested. The latest report was presented to Employment and Staffing Committee in November 2023.
39. On 3 November, the Council received a Best Value Notice from Government relating to the four-day week trial. The Notice required the Council to provide 5 years of annual historical data and weekly data returns to Government through a portal. A further request was received on 29 December for new data sets. All of the data submitted to the Government is published on the Council's [website](#).

Desk-based trial next steps

40. The performance data collected during the trial will need to be analysed and assessed post-March 2024. This will be presented to Council no later than in July.
41. The Bennett Institute for Public Policy at the University of Cambridge independently reviewed the Council's data from the initial 3-month trial. They approached the Council to offer their expertise in this area for free. They looked at data from 18 different key areas, covering performance in Planning, Housing, Transformation, Human Resources and Corporate Services and Finance.
42. The Bennett Institute said that nine out of the 16 areas monitored showed substantial improvement when comparing the trial period from January to March to the same period in 2022. The remaining seven areas monitored either remained at similar levels compared to the same period the previous year or saw a slight decline. They noted however that not a single area of performance fell to a concerning level during the trial.
43. The latest data will be analysed by Professor Brendan Burchell, Professor in the Social Sciences from the University of Cambridge, and his team.
44. Alongside the analysis of the performance data, the Council will also undertake a further Health and Wellbeing survey of colleagues. Two surveys have already taken place, one in August 2022 which provided a baseline before the trial was announced, and the second in April 2023, which showed an improvement in colleagues' health and wellbeing. A summary dashboard of the survey of all colleagues can be found in **Appendix B**.
45. The Council will undertake a consultation, in line with the Best Value Duty for Local Authorities. For this consultation to be transparent and comprehensive, it will be important for all implications of any longer-term changes to the working practices of the Council to be understood. This includes any aspects of service delivery, financial and staffing matters.
46. We do not have a timescale for when the Government will provide the information regarding potential financial levers they have consulted on. However, the Government's consultation stated any financial measures could be from 2025-26 onward. As this is the case, the Council would expect, at the latest, to be provided with information regarding the Local Government Financial Settlement for 2025-26 before the end of 2024. However, information regarding the outcome of the Government's consultation could be provided earlier.

Aligning working hours

47. As mentioned above, in September 2022 Cabinet authorised a three-month trial of a four-day week for most desk-based colleagues, whereby people were expected to complete 100% of their current work, in 80% of the time, for 100% of the pay. In May 2023 Cabinet further authorised an extended trial which is currently ongoing to the end of March 2024.
48. Full time colleagues taking part in this office-based trial are generally contracted to work for 37 hours. This means that, under the four-day week trial arrangements, their normal working hours are 80% of this or 29.6 hours (sometimes rounded up to 30 hours in reports). For colleagues who were working part time before the trial, their working hours for the trial are also 80% of their contracted hours.
49. In May 2023, as well as agreeing to an extended trial for office-based colleagues, Cabinet also agreed that an initial three-month trial of a four-day working week be undertaken by the waste service. Analysis of work demands undertaken before this trial identified that the service could likely be delivered effectively within 4 days if waste colleagues worked 32 hours a week, (86.5% of contracted hours) and the trial was approved on that basis.
50. It has always been the intention and expectation that once the initial waste trial was completed - and the required working hours in the waste service confirmed – then hours between waste and office-based colleagues would be harmonised. The initial 3-month waste trial is now complete, and management of the waste service has confirmed that the 32-hour model (86.5% of contracted hours) is needed for the service to operate effectively. It is therefore recommended that from 1 April 2024, the office-based trial adopts the 32-hour model of the four-day week and all colleagues across the Council have working hours that are 86.5% of their contracted hours, until such time as any further decision is taken by Council.
51. This proposal not only ensures that the trials are operating in a fair and equitable way, but also recognises that some colleagues in the desk-based trial are already working slightly more than the expected 29.6 hours. This was referenced in the wellbeing survey reported to Cabinet in May 2023 where 28% of colleagues responding to the survey indicated that they worked additional hours per week. Of those working more than the expected 29.6 hours per week, 53% worked an extra 2-3 hours, roughly the same as the 32 hours now being proposed. Adopting the same approach to hours for all colleagues also ensures that the Council is operating in a legal and safe manner.
52. Before the trial began many colleagues were working more than the 37 hours expected to ensure tasks were completed as required. Most colleagues recouped this time using the flexitime system, but the People Team were aware of some colleagues unable to recoup the hours as they had exceeded the 37 hours that scheme allowed to be accumulated. Under a four-day week model, time is not recorded in this way and colleagues work with their manager to ensure early morning, evening or weekend working time can be recouped at another time.

The Waste Trial

53. Due to growth in the number of households served, collection rounds have expanded at a significant rate since they were last reviewed in 2017/2018 and are forecast to increase further, resulting in the need to review and optimise routes. Local Land Property Gazetteer data shows that between December 2022 and September 2023 alone,

approximately 2,500 new Council Tax properties came online, i.e., a significant proportion of the circa 4,000 new properties expected for the period 2023/24 and 2024/25.

54. Reduction, reuse, and recycling are the top priority choices in UK Government policy for waste. The Government has published a recycling target of 64% by 2035 in its Resources and Waste Strategy. This presents a challenge to Waste Collection Authorities due to the stagnation of recycling rates and increased pressure because of impending legislation designed to increase recycling. It is therefore essential that collection services are as efficient as possible, prior to implementing these national changes.
55. In October 2023, the UK government announced the “Simpler Recycling” scheme which now mandates local authorities to collect food waste separately on a weekly basis with effect from April 2026; and requires businesses / non-municipal premises to arrange for the separate collection of recyclables and food waste from April 2025. These two policies alone will require a significant level of additional waste collection resource input and operational enhancements by Greater Cambridge Shared Waste Service (GCSWS).
56. Consolidating routes prior to the introduction of national legislation to eliminate avoidable waste and increase recycling rates will improve operational effectiveness and productivity by re-balancing existing collection rounds. It will enable the service to better accommodate past growth and future-proof waste collections to accommodate new growth.
57. The trial, and current ongoing collection arrangements, have ceased Monday waste collections. This is expected to contribute to an increase in recycling rates due to less confusion for residents when collections coincide with bank holidays, many of these take place on Mondays. A reduction in overtime incurred by bank holiday catch-up work will result in fewer commutes to work and shorter vehicle journeys.
58. Muscular-skeletal injuries are more common for waste operatives than desk-based colleagues due to the physical nature of the work. A four-day collection service increases rest days and continuing this working pattern will also more fully test whether this increases wellbeing and reduces sickness levels and injuries by consolidating the number of days colleagues commute and work. It should also increase recruitment and retention rates and reduce the reliance on agency staff to operate the service.
59. Noting these challenges, Cabinet endorsed a three-month trial in May 2023 to assess whether a four-day week would be operationally effective for the service. The trial itself was not expected to address recruitment and retention issues (as the time frame was too short) but was designed to see whether performance could be maintained and whether health and wellbeing improved. If both outcomes were positive, this would indicate that a longer period of working in this way could be considered viable, at which point recruitment and retention could be properly measured.
60. The route optimisation exercise conducted showed that GCSWS could deliver the service based on operational crews working 32 hours over four days (with drivers working an additional two hours, to inspect their vehicles and fuel up etc before / after rounds). This working pattern was deemed to be the most appropriate to balance the wellbeing of crews and resource requirements of moving towards a four-day week. Vehicles were not required for the initial trial, but should the working pattern become permanent two additional vehicles would be required. The trial began for domestic waste collections on 18 September. To date there has not been any negative impact on service delivery or

performance. A more detailed summary of performance during the trial can be found in **Appendices C, D, E, and F.**

Options

61. Cabinet could decide to continue four-day week working practices until information is provided by the Government regarding potential future financial levers they might impose on councils using this working practice, as announced in their Local Government Financial Settlement consultation in December 2023, and a subsequent consultation is carried out, analysed, and formal decision made. Given the positive data reported around performance, and health and wellbeing to date, this is the recommended option.
62. Cabinet could decide that the Council should revert back to five-day working weeks for all colleagues while the results of the desk-based and waste trials are being analysed and information is being provided by Government regarding potential financial levers. This is not recommended due to the amount of disruption to residents and colleagues, and the additional costs this would incur to reorganise bin collection rounds. Members should also note that there is a significant lead in time needed for collection round changes to be planned and implemented.
63. Cabinet could decide to continue with the waste four-day week trial but revert to a five-day working pattern for desk-based colleagues. Although not the recommended option, this has fewer operational challenges than including waste.
64. Cabinet could decide on an alternative option to address the recruitment and retention challenges for the Council; however, this is not recommended due to the potential for disruption and loss of benefits identified in this report.
65. Cabinet could decide not to align the working hours for desk-based and waste colleagues, if a four-day week working model was to continue. This is not recommended as it would create longer-term inequalities in working practices within the Council.
66. Cabinet could decide to hold a consultation before all the implications of becoming a four-day week employer were known (the financial implications arising from the Government's Local Government Financial Settlement consultation as a key implication). However, this would risk having to consult for a second time once all the implications were understood.
67. Members could decide on an alternative option not identified above.
68. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

Financial

69. The four-day week trial has made savings from recruiting to permanent posts which were previously filled by agency staff, and has incurred some additional costs. The table below shows **known full year costs** for each area:

-	Savings £	Costs £
Reduced agency expenditure	483,000	-
Waste service revenue related to extra rounds*	-	132,000
Discontinuation of recruitment and retention incentives Waste Service	53,000	-
Revenue contribution to two extra vehicles	-	75,000
Additional cleaning staff	-	13,000
Total saving/cost	536,000	220,000
Net saving	316,000	-

* Includes staffing and maintenance for two vehicles and two hours flat pay per week for drivers.

These costs do not include round reorganisation in the Waste Service as this task needs to be completed every few years to ensure collections remain efficient and rounds balanced as the area grows. This was due to be carried out separate to the four-day week trial.

At the time the Council’s budget was being prepared it was not known whether four-day week working would continue beyond the end of March 2024. To ensure any costs, such as from waste services, were factored into the Council’s budget these have already been allowed for as a prudent measure.

There are also savings expected to be realised through reduced sickness absence due to the health and wellbeing benefits to staff from a four-day week model of working. These benefits are particularly expected in roles that are more physical – such as amongst waste crews where musculoskeletal injuries can be more commonplace than in desk-based roles. A reduced overall fuel cost for Greater Cambridge Shared Waste, owing to the route re-optimisation programme and four-day week collection pattern, is also anticipated to deliver savings to the councils.

70. The route optimisation exercise conducted showed that GCSWS could deliver the service based on operational crews working 32 hours over four days (with drivers working an additional two hours – paid at flat rate, to inspect their vehicles and fuel up etc before /

after rounds). This working pattern was deemed to be the most appropriate to balance the wellbeing of crews and resource requirements of moving towards a four-day week.

71. There have not been any capital costs for the three-month trial in Waste as the service has retained existing vehicles due for replacement.
72. Costs for the Waste trial so far have been funded from the service's operational budget underspends for the 2023/24 financial year.
73. The Best Value Notice from Government has required a data lead to be retained to ensure the data requested on a weekly basis could be provided.
74. Costs would be incurred for consultation if this point is reached. While these are not confirmed they are likely to be in the region of £40,000.

Legal

75. The trial, or the proposed extended period of four-day week working, do not require any changes to employee terms and conditions as participation is on a voluntary basis. However, it is recommended that working hours for desk-based and waste colleagues are aligned.
76. The Monitoring Officer has reviewed the Council's responsibilities to consult in line with the Best Value Duty for local authorities and recommends that no consultation is undertaken at this stage owing to the lack of information from Department of Levelling Up, Housing and Communities on the implications of any potential future financial penalties. In the absence of information on the potential future financial penalties, the Council is unable to provide sufficient information for a consultation to be meaningful.

Staffing

77. Two health and wellbeing surveys carried out to date have shown a positive impact the trial has had on employees. There is more detail in the appendices.
78. The results of the future health and wellbeing survey will be presented to members as data from the full trial period is assessed.
79. Colleagues were concerned early in the trial period that the time to carry out training and development would be impacted by a four-day working week. The People team at SCDC has run fewer sessions in 2023 compared to 2022 but average attendance per session was broadly comparable. E-learning course completions went up significantly from 875 in 2022 to 1288 in 2023. This indicates that colleagues are making time for training and development.
80. There is now a need to align hours following the formal trial periods if four-day week working is to continue.

Risks/Opportunities

81. The four-day week trial is referred to in the Council's Strategic Risk Register in three places:

- a. It is listed as a control measure for the Council's Strategic Risk SR03 – Recruitment and Retention - due to the potential for a successful trial to assist with attracting new colleagues to the Council, and to contribute to the wellbeing and satisfaction of existing colleagues, thereby reducing turnover
- b. It is listed as Risk SR30 – that the trial may be stopped prematurely by the government.
- c. It is listed as Risk SR31 – that the trial may be unsuccessful in achieving its aims of solving the recruitment and retention challenge.

82. Operationally, the following risks exist:

- a. there is a risk of continuing a four-day week working model without aligning hours being worked by waste crews and desk-based colleagues. This risk would be eliminated should Cabinet approve the recommendation to align working hours set out above.
- b. There is a risk that people might perceive continuing four-day week working practices without consulting now may mean a final decision has been taken and communications would need to be clear on this point, noting that until the outcome of the Local Government Finance Settlement consultation is published, the consultation is recommended to be delayed.
- c. The longer a four-day week working practice is in place, the more challenging it would be to return to a 5-day working pattern without loss of morale, or a big impact on recruitment and retention.

83. There was a risk associated with launching new bin collection routes. Collections can suffer as crews adapt and the changes bed in. This risk was not realised, and the transition was successful.

Equality and Diversity

84. An Equality Impact Assessment was carried out for the desk-based and waste trials to ensure all impacts were properly captured. The Equality Impact Assessments support the need to align hours if a four-day week working practice was to continue and has not identified any other negative impacts.

Climate Change

85. Evidence from the [Henley Business School](#) suggests that 67% of employees would drive their car less if they were to work a four-day week. Given that the Council already offers significant home-working this approach has already reduced commuting for desk-based colleagues. Depot colleagues under a four-day week model commute to the depot one day less per week.

86. The Council has set targets to reduce the organisation's carbon emissions by 45% by 2025 and by 75% by 2030 and reach net zero carbon reduction by 2050. The route optimisation exercise has resulted in consolidation of journeys and improved grouping of properties for bin collection to reduce mileage and this could make a modest positive impact to the Council's direct / Scope 1 emissions for diesel / fuel usage. The carbon emissions associated with commuting to work have decreased with a four-day week pattern, however commute mileage is not currently monitored within the Council's Scope 3 indirect emissions. This is considered displacement of emissions to non-work-related personal travel rather than a full reduction. It should also be noted that provision of additional non-working time can lead to more sustainable lifestyle choices and reduction on convenience consumption choices which are more carbon intensive.

Health and wellbeing

87. Two Health and Wellbeing surveys have been undertaken by Robertson Cooper, an industry leader in collecting and analysing comprehensive data about employee experiences and comparing an organisation's employees against benchmarked data from 90,000 employees in other organisations (in the public and private sectors). The first survey was conducted pre-trial and included all colleagues, and the second was conducted during the trial and included only colleagues involved in the trial. The results showed there had been a positive impact on wellbeing following the introduction of the four-day week trial.
88. A comparison of the survey results can be found in **Appendix B**.
89. Following the 3 month four-day week trial within the shared waste service, we conducted an in-house health and wellbeing survey to assess the impact of the trial. The results of this survey also suggested the trial had had a positive impact on colleagues' health and wellbeing. A summary of the results can be found in **Appendix C**.

Consultation responses

90. A consultation has been committed to as part of a full assessment of the trial. The planning period in advance of the first trial successfully engaged colleagues and the unions to make changes in the way teams work to deliver this working practice.
91. The work with local Trade Unions for waste services have helped to transition to a four-day week and the smooth introduction of new routes.
92. Further colleague engagement will take place in waste now the new rounds have embedded. This will enable the service to ensure rounds are fully balanced and that colleagues are content with the changes.

Alignment with Council Priority Areas

A modern and caring Council

93. The trials for desk-based colleagues and waste have demonstrated data to show that it is possible to provide services under a four-day week working practice, without jeopardising performance and service delivery. However, a full assessment and analysis is required before any final conclusions can be made.

Background Papers

- [Cabinet meeting on Monday 12 September 2022](#) – Cabinet Members agreed to proceed with an initial three-month trial.
- [Cabinet meeting on Monday 15 May 2023](#) – Cabinet Members agreed to extend the trial for 12 months. At that Cabinet meeting, Members also agreed for waste crews to take part in a 3-month trial. Data from the three-month waste trial will be discussed by Councillors once that three-month trial is completed.

- [Four-day week update to Employment and Staffing Committee, November 2023](#)
– latest data on performance and update on recruitment and retention.

Appendices

Appendix A: Letter received from Government following Local Government Finance Settlement consultation

Appendix B: Robertson Cooper Health and Wellbeing surveys summary

Appendix C: Greater Cambridge Shared Waste Service Health and Wellbeing survey

Appendix D: Performance data on Greater Cambridge Shared Waste Service trial

Appendix E: Greater Cambridge Shared Waste Service customer service data - 18 September to 10 November 2023

Appendix F: Greater Cambridge Shared Waste Service official complaints and compliments data - 18 September to 15 December 2023

Report Author:

Anne Ainsworth – Chief Operating Officer

Telephone: 01954 712920

Cambridge City Council

Record of Officer Urgent Decision

Cambridgeshire and Peterborough Combined Authority- Appointment of the Council's Overview and Scrutiny Committee reserve (substitute) member

Decision taken: To appoint the reserve member for the City Council on the CPCA Overview & Scrutiny Committee.

Decision of: Chief Executive

Reference: 24/OfficerUrgent/SR/01

Date of decision: 1 February 2024

Matter for Decision: To appoint Councillor Cameron Holloway as the City Council's reserve (substitute) member on the Cambridgeshire and Peterborough Combined Authority Overview and Scrutiny Committee.

Any alternative options considered and rejected: None

Reason for the decision including any background papers considered: Normally an appointment by Full Council (which next meets on 15 February 2024), an urgent decision under Section 9 paragraph 2, Council Procedure Rules was necessary to enable the reserve (substitute) member to attend a CPCA meeting before the next Full Council meeting.

Conflict of interest and dispensation granted by Chief Executive: None.

Comments: None

Contact for further information: Robert Pollock, Chief Executive.

Robert.Pollock@cambridge.gov.uk

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank