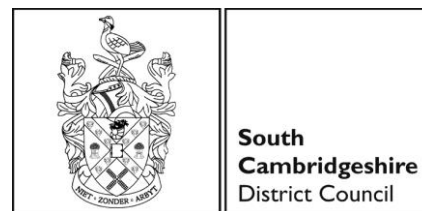


South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

t: 01954 713000  
f: 01954 713149  
[www.scambs.gov.uk](http://www.scambs.gov.uk)



**South  
Cambridgeshire**  
District Council

4 May 2023

To: The Leader – Councillor Bridget Smith Deputy Leader (Statutory) –  
Councillor Brian Milnes  
Members of the Cabinet – Councillors Henry Batchelor, John Batchelor,  
Bill Handley, Dr. Tumi Hawkins, Peter McDonald and John Williams

Quorum: Three, including the Leader or Deputy Leader

Dear Councillor

You are invited to attend the next meeting of **Cabinet**, which will be held in the **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Monday, 15 May 2023** at **10.00 a.m.**

Yours faithfully  
**Liz Watts**  
Chief Executive

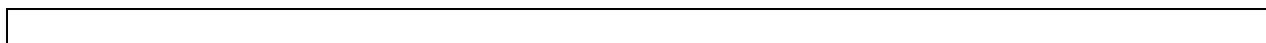
**The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you.**

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## Agenda

	Pages
1. <b>Announcements</b>	
2. <b>Apologies for Absence</b> To receive Apologies for Absence from Cabinet members.	
3. <b>Declarations of Interest</b>	
4. <b>Minutes of Previous Meeting</b> To authorise the Leader to sign the Minutes of the meeting held on Monday, 15 May 2023 as a correct record.	5 - 12
5. <b>Public Questions</b> The deadline for receipt of public questions is 23:59 on Tuesday, 9 May 2023. The Council's scheme for public speaking at committee meetings may be inspected here:  <a href="#">Public Speaking Scheme</a>	

<b>6.</b>	<b>Issues arising from the Scrutiny and Overview Committee</b>	<b>13 - 16</b>
<b>7.</b>	<b>Street Naming and Numbering Policy</b>	<b>17 - 44</b>
<b>8.</b>	<b>Oxford to Cambridge Pan Regional Partnership</b>	<b>45 - 50</b>
<b>9.</b>	<b>Results of Four-Day Week Trial and Next Steps</b>	<b>51 - 158</b>
<b>10.</b>	<b>Collection Changes - The future of waste collections</b>	<b>159 - 176</b>
<b>11.</b>	<b>Cambridge Water Draft Water Resources Management Plan 2024 - Consultation Response</b>	<b>177 - 192</b>
<b>12.</b>	<b>Response to the Department for Levelling Up, Housing and Communities Technical Consultation on the Infrastructure Levy</b>	<b>193 - 226</b>



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### **Security**

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- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

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If a member of the public interrupts proceedings at a meeting, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared. The meeting will be suspended until order has been restored.

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# Agenda Item 4

## South Cambridgeshire District Council

Minutes of a meeting of the Cabinet held on  
Monday, 20 March 2023 at 10.00 a.m.

PRESENT: Councillor Bridget Smith (Leader of Council)  
Councillor Brian Milnes (Deputy Leader)

Councillors:	Henry Batchelor	Lead Cabinet Member for Environment
	John Batchelor	Lead Cabinet Member for Housing
	Bill Handley	Lead Cabinet Member for Communities
	Dr. Tumi Hawkins	Lead Cabinet Member for Planning
	Peter McDonald	Lead Cabinet Member for Economic Development
	John Williams	Lead Cabinet Member for Resources

Officers in attendance for all or part of the meeting:

Andrew Francis	Elections and Democratic Services Manager
Peter Maddock	Head of Finance
Jonathan Malton	Cabinet Support Officer
Keira Mbye	Democratic Services Officer
Jeff Membery	Head of Transformation, HR and Corporate Services
Rory McKenna	Monitoring Officer
Liz Watts	Chief Executive

Officers in attendance remotely for all or part of the meeting:

Anne Ainsworth	Chief Operating Officer
Heather Jones	Assistant Director Planning and Building Quality GCSP & 3CBC
Lesley McFarlane	Development Officer, Health Specialist
Duncan Vessey	Head of Ermine Street Housing

Councillor Anna Bradnam was in attendance in the Council Chamber:

Councillor Dr. Richard Williams was in attendance remotely.:

### 1. **Announcements**

There were no announcements.

### 2. **Apologies for Absence**

There were no apologies for absence.

### 3. **Declarations of Interest**

There were no declarations of interest.

#### **4. Minutes of Previous Meeting**

Cabinet authorised the Leader to sign, as a correct record, the minutes of the meeting held on Monday, 6 February 2023.

#### **5. Public Questions**

There were no public questions.

#### **6. Issues arising from the Scrutiny and Overview Committee**

Councillor Anna Bradnam, Scrutiny and Overview Committee member expressed concerns raised at Scrutiny regarding the data on dry recycling and composting in the Shared Waste and Environment (ES418) report.

It was noted, Councillor Henry Batchelor, Lead Cabinet Member for Environmental Services and Licensing would raise the above concerns with Shared Waste and Environment.

#### **7. Quarter 3 Performance Report**

Cabinet received the Performance Report for quarter three of 2022-2023.

Councillor Brian Milnes, Deputy Leader and Lead Cabinet Member for the Environment presented the report and thanked the Senior Policy and Performance Officer for their work.

After a short discussion, Cabinet, reviewed the KPI results and comments on Appendix A. No recommendations for actions were made.

#### **8. Cost of Living - Options to Continue Support**

Cabinet received the Cost of Living Support next steps report.

Councillor Bill Handley, Lead Cabinet Member for Communities introduced the report and thanked the Project Officer for Cost of Living and all officers in the Community Team for their effective delivery of the report and project.

It was noted, the current package of support for the cost-of-living crisis was due to end by the end of March 2023 whilst the cost of living continued to have a major impact on residents, hence the proposals set out in the report to extend a range of support to residents in the district.

Councillor Anna Bradnam noted Scrutiny had been provided with the requested evidence and was happy to support the proposal.

Cabinet **approved** the priorities and funding set out in paragraphs 29 – 36, and £206,000 funding set out in paragraph 38 to continue to support South Cambridgeshire communities during the ongoing cost-of-living crisis.

## 9. **Compliance Policy**

Councillor Dr. Tumi Hawkins, Lead Cabinet Member for Planning introduced the report and thanked officers for their work.

It was noted, South Cambridgeshire District Council and Cambridge City compliance policy had been combined which would improve how breaches were reported and managed.

Members and officers were encouraged to read through the register of enforcement action available through the public access system.

Councillor Henry Batchelor noted the policy had been taken to Planning Committees at both South Cambridgeshire District Council and Cambridge City and changes had been made to the original draft.

Councillor Anna Bradnam asked if it had been brought to the attention of Joint Development Control Committee, the Assistant Director Planning and Building Quality confirmed it had not been to the Committee but emphasised it had been sent to every member.

It was confirmed that the new policy would be circulated to Parish Councils.

Cabinet **approved** the recommendations that South Cambridgeshire District Council adopted the unified Greater Cambridge Shared Planning Compliance Policy.

## 10. **Confirming Arrangements for the Four-Day Week Trial and Next Steps**

Councillor John Williams, Lead Cabinet Member for Resources introduced the report.

Councillor Anna Bradnam enquired how members communications were being monitored, the Chief Executive, confirmed that phone contacts were monitored through the relevant customer contact centre performance indicators, but explained that emails had not been monitored previously as it was difficult to do so. Officers were required to provide an alternative contact on their out of office emails, to which there had been positive feedback from members.

It was confirmed that, two reports had been presented to each of the Employee and Staffing Committee, and Strategy and Resources Committee in Cambridge City, with a third going to the Strategy and Resources Committee next week.

Cabinet confirmed the arrangements for consideration of the Four-Day Week Trial as set out in the report.

#### 11. **2022/2023 Revenue and Capital Budget Monitoring (Quarter 3)**

Cabinet received the Revenue and Capital Budget Monitoring report for quarter three 2022-2023.

Councillor John Williams introduced the report and thanked the officers for keeping in line with the budget and noted the outcome was expected to be in line with the forecast.

Councillor Bridget Smith, Leader of Council, thanked the officers and the Finance team for their hard work and.

Cabinet

(a) **Noted** the 2022/23 revenue position against the revised revenue budget to date and the action taken to address the underlying issues.

(b) **Noted** the latest Capital Programme 2022/23 position.

#### 12. **Investment Strategy**

Cabinet received the Investment Strategy report.

Councillor John Williams introduced the report and explained the reason for the changes were because of a change to borrowing rules which resulted in the council having to refocus the Investment Strategy to exclude borrowing for commercial purposes alone.

It was noted, the revised Investment Strategy would help continue to deliver growth within the district and ensure the council continued to receive income to support essential front-line services.

Cllr Williams corrected a recent statement he had heard relating to the Council's debt interest repayment levels and noted that the vast majority of these payments related to the Housing Revenue Account. The total cost of borrowing apart from this was approximately £0.5m and Cllr Williams noted that South Cambridgeshire District Council had acted in a prudent and cautious way and made good investments over the years which had enabled them to receive a good income from Ermine Street and commercial investments.

Councillor Bridget Smith thanked Councillor John Williams for the clarification on the misinformation on what was spent on servicing loans.

Councillor Peter McDonald, Lead Cabinet Member for Economic Development



commented that the loan to value ratio was good and residents should feel assured.

Councillor Anna Bradnam raised an anomaly in the table 8.4.1 - Debt to Net Service Expenditure (NSE) Ratio on Page 132.

The Head of Finance clarified that the table should read £22.865m and the ratio should read 24.8%.

Scrutiny and Overview requested training for members on Investments and Cabinet confirmed that this would be very useful

Councillor Bridget Smith thanked the Head of Finance and the Chief Operating Officer for the report.

Cabinet **Considered** the report and, **recommended** the updated Investment Strategy attached at **Appendix A** to Council.

**13. South Cambs Limited t/a Ermine Street Housing Business Plan Update 2022/23 - 2031/32**

Cabinet received the South Cambs Limited trading as Ermine Street Housing: Review of Business Plan 2022/2023 to 2031/2032 report.

Councillor John Batchelor introduced the report and noted the social value that Ermine Street added to the organisation, emphasising their work with the Housing Service, vulnerable groups, refugees and asylum seekers.

Cabinet was reminded of the original objective to deliver 500 homes over a 5-year period, 2016/2017 to 2020/2021, noting the achievement in 2021/2022 within the £100 million budget.

Councillor John Williams supported the work of the company to ensure it contributed to the council's housing strategy.

Councillor Bridget Smith thanked the Head of Ermine Street Housing, the team at Ermine Street Housing and Councillor John Batchelor for providing social and environmental value and pride.

Cabinet was satisfied with the request and **noted** their capacity as shareholder, the Ermine Street Business Plan for the period 2022/2023 to 2031/2032.

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**The Meeting ended at  
10.40 a.m.**

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## **South Cambridgeshire District Council**

Appendix to the minutes of a meeting of the Cabinet held on  
Monday, 20 March 2023 at 10.00 a.m.

### **6. Issues Arising from the Scrutiny and Overview Committee**

Response to comments from the Scrutiny & Overview Committee on Tuesday, 28 February 2023.

For KPI ES418 in the 2022/23 Q4 report there will be a breakdown of the recycling rate to show % from organic recycling (green bin) and % from mixed dry recyclables (blue bin) to give further analysis. Two new KPIs will be included in quarterly reporting from Q1 in 2023/24, these will be a measure of overall material collected at the kerbside in kgs per household, and the second new KPI will be focused on residual waste (black bin) kgs per household to track impact of campaigns to reduce residual waste.

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# Agenda Item 6



**South  
Cambridgeshire**  
District Council

**Report to:** Cabinet 15 May 2023

**Lead Cabinet Members:** Councillor Bill Handley, Lead Cabinet Member for Communities

**From:** Councillor Stephen Drew, Chair of the Scrutiny and Overview Committee  
Councillor Graham Cone, Vice-Chair of the Scrutiny and Overview Committee

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## Update from Scrutiny and Overview Committee

### Purpose

1. This report is to inform Cabinet about relevant discussion among members of the Scrutiny and Overview Committee at their meeting on 28 March 2023 and ask it to endorse suggestions contained in paragraphs 7 and 8.

### Homes for Ukraine project status and future challenges

2. The Chair and Vice-Chair had specifically requested an opportunity to review this topic and the Committee as a whole was impressed by how the Cabinet and lead officers had responded to the significant challenges posed by such a large project.
3. Committee members noted
  - the recognised but diminishing risk of homelessness as a result of the financial initiatives put in place by the Council and additional resources made possible by support from central government.
  - the variety of options put in place to manage the gap between local housing allowance and local rents, including a buddy scheme allowing Ukrainian guests jointly to seek alternative accommodation, and support from central government enabling the Council to purchase housing for such guests.
  - the good co-ordination between the team supporting Ukrainian guests and the Council's existing housing advice and homelessness service.
  - that central government was supporting the financial implications of increasing demand on existing staff and supported the Council's efforts in employing extra resource regarding the longer-term moving-on

project including the duty to support those guests faced with homelessness.

4. Committee members were reassured to hear that Ukrainian guests seeking Council housing were subject to the same process as other South Cambridgeshire residents.
5. The Lead Cabinet Member for Communities assured the Committee that South Cambridgeshire District Council would continue to do everything it could to support its residents be they permanent or refugees.
6. Committee members were pleased to see the alignment between the many achievements of the Ukrainian guests project and the Council's priorities.

#### **Suggested actions for Cabinet to endorse**

7. **The Scrutiny and Overview Committee emphasises the need to document the considerable number of positive lessons learned, including the benefits of a well-structured and corporate approach.**
8. **Noting that feedback from hosts had been limited so far (possibly because the support from South Cambridgeshire District Council had exceeded expectation) the Scrutiny and Overview Committee nevertheless encourages Cabinet and officers to continue the excellent two-way communication with hosts to seek more feedback and ensure that support remains appropriate and focussed.**

#### **Report Author:**

Ian Senior – Scrutiny and Governance Adviser  
Telephone – 01954 713028

**Report to:** Cabinet 15 May 2023

**Lead Cabinet Members:** Councillor Henry Batchelor, Lead Cabinet Member for Environment

**From:** Councillor Stephen Drew, Chair of the Scrutiny and Overview Committee  
Councillor Graham Cone, Vice-Chair of the Scrutiny and Overview Committee

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## Update from Scrutiny and Overview Committee

### Purpose

1. This report is to inform Cabinet about relevant discussion among members of the Scrutiny and Overview Committee at their meeting on 25 April 2023 and ask it to endorse suggestions contained in paragraph 5.

### Collection Changes - The future of waste collections

2. The Scrutiny and Overview Committee considered this topic in the context of
  - a. round optimisation;
  - b. past and future housing development;
  - c. legislative changes; and
  - d. the trial of a four-day-week waste collection service subject to receiving approval from Cambridge City Council as this Council's partner in the Greater Cambridge Shared Waste Service (GCSWS).
3. Having explored various aspects of the report with officers and the Lead Cabinet Member for the Environment, Committee members noted with approval
  - the engagement of consultants ISL and industry-recognised software called Routesmart for analyses and modelling
  - data mapping including an in-cab system that collects local data such as vehicle stops, driving behaviour, and vehicle miles per gallon
  - the ability to identify the ranges of distinct types of vehicles so that they can be deployed in the most effective way given the length of routes
  - the focus on waste reduction and home composting
  - support from refuse crews and from Trades Unions for the trial
4. Committee members emphasised the need

- to make sure that the options for introducing a four-day-week for the GCSWS were fully assessed so that the one adopted would best suit the type of work undertaken by staff
- for the Council to continue to support behavioural change among its residents so that GCSWS was well-placed to begin the separate collection of food waste once mandated by central government to do so
- to monitor the new arrangements in terms of both health and wellbeing.

### **Suggested action for Cabinet to endorse**

5. **The Scrutiny and Overview Committee notes that long-term injury is most common among waste collection operatives and recognises how difficult it is to monitor what people do on non-working days but urges Cabinet and officers to do their best to identify whether injuries result from activities during the four GCSWS working days, especially in light of possible increased workloads.**

### **Report Author:**

Ian Senior – Scrutiny and Governance Adviser  
Telephone – 01954 713028



# Agenda Item 7



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Councillor Dr Tumi Hawkins, Lead Cabinet Member for Planning	
<b>Lead Officer:</b>	Stephen Kelly, Joint Director of Planning and Economic Development	

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## 3CBC Street Naming and Numbering Policy

### Executive Summary

1. Members will be aware that a review of the street naming and numbering function for 3C Building Control has been undertaken. The aim is to create a unified approach across the three partner Councils.

The objectives are to create an effective and efficient service which is valued by Members, communities and the public.

The review included combining the existing policies of Cambridge City Council, Huntingdonshire District Council and South Cambridgeshire District Council into one unified policy for 3C Building Control.

### Key Decision

2. No

The decision was first published in the March 2023 Forward Plan.

### Recommendations

3. It is recommended that the unified 3CBC Street Naming and Numbering policy is adopted.

### Reasons for Recommendations

4. To provide an updated policy for Street Naming and Numbering matters for 3C Building Control.

## **Details**

5. 3C Building Control is now responsible for Street Naming and Numbering for all 3 Councils - Cambridge City Council, South Cambridgeshire District Council and Huntingdonshire District Council. Following the transfer of the function from 3C ICT to 3C Building Control, in 2021, the team have been reviewing all of the processes and ways of working. This has resulted in the alignment of all three separate policies into one to use going forward and to publish on the website.

The amendments to the Policy are minor and in effect align the three policies into one more concise Policy. We have contacted our Councillors at each Council and have received their approval to the Policy. Legal have been consulted and also given their approval.

Approval has been received from Huntingdonshire District Council and Cambridge City Council.

## **Options**

6. There are two options;
  - To remain with the status quo of different policies for each Council.
  - To adopt a single unified policy for the 3C Building Control Street Naming and Numbering service.

## **Implications**

7. There are no significant implications.

## **Consultation responses**

8. This does not require any consultation, as this is limited to aligning the three policies into one unified policy for street naming and numbering.

## **Background Papers**

None.

## **Appendices**

Appendix A: 3C BC Street Naming Policy FINAL (31.10.22)

### **Report Author:**

Heather Jones  
Assistant Director Planning & Building Quality

Telephone: (07712) 239246

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**3C Building Control  
Address Management Policy**

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# **3C Building Control**

## **Street Naming & Numbering Policy**

### **Contents**

1. Introduction
2. Purpose of Policy
3. Legal Framework
4. Street Naming and Numbering Charges
5. National Land & Property Gazetteer (NLPG)
6. Operational Guidance
7. Street Naming & Numbering in the Absence of Payment of Fees
8. Street Nameplates
9. Postcodes
10. Claims for Compensation
11. Performance Monitoring
12. Policy Review
13. Contact Details
14. Cross Boundary Development Sites & Joint Working Arrangements

#### Appendices:

Appendix A - Legislation

Appendix B - Distribution List

Appendix C – Community Governance Review

Appendix D - Details of Proposed Level of Charges

Appendix E – Street Name Specification

# **3C Building Control Naming and Numbering Policy**

## **1. Introduction**

- 1.1 3C Building Control (3CBC) is a local authority shared service, for South Cambridgeshire District Council, Huntingdonshire District Council and Cambridge City Council and is responsible for the administration of the street naming and numbering process (SNN) on their behalf, to ensure that all properties in the area are officially addressed. The address of a property is becoming a very important issue. Organisations such as the Royal Mail, Emergency Services, delivery companies, as well as the general public need an efficient and accurate means of locating and referencing properties.
- 1.2 New Street names supplied will need to be accepted by 3CBC and will be subject to a consultation process with the appropriate Ward/ Parish/Town Councillors (referred to as Councillors from here on), primarily to avoid duplication or confusion arising from use of similar names in close proximity, but also fitting with the Naming Conventions found in Item 6.3.
- 1.3 New addresses and amendments to existing addresses are registered by Royal Mail when notified by 3CBC. Postcodes are allocated by Royal Mail and allocation is made in conjunction with the official addresses initiated by the 3CBC.

## **2. Purpose of Policy**

- 2.1 This policy provides a framework for 3CBC to operate its SNN function effectively and efficiently for the benefit of all residents, businesses and visitors within the shared service geographical area. It will also act as a guide for developers when considering new names for streets and give assistance to Councillors.
- 2.2 The Policy defines:
  - (i) Legal framework for operation of the Street Naming and Numbering service.
  - (ii) Protocols for determining official street names and numbers.
  - (iii) Recommendations to prevent confusion by duplicating or using similar names to any already in use

## **3. Legal Framework**

- 3.1 The Legislation under which naming and numbering is carried out by 3CBC:
  - Adopted policy of:
  - Sections 17-19 Public Health Act 1925 (naming of streets and alteration and indication of street names)
  - By association:

- Town Improvement Clauses Act 1847 (street naming and property numbering provisions)
  - Sections 64 and 65 of the Town Improvement Clauses Act 1847 (street numbering)
  - Section 21 Public Health Acts Amenity Act 1907 (alteration of street name)
- 3.2 Adoption of Sections 17 and 18 of the Public Health Act 1925 and Sections 46 and 65 of the Town Improvement Clauses Act 1847 causes Section 21 of the Public Health Acts Amendment Act 1907 automatically to cease to apply. Adoption of section 19 of the 1925 Act however causes the street naming provisions in the Town Improvement Clauses Act 1847 to cease to apply. Relevant extracts are shown in Appendix A.
- 3.3 Where possible marketing or developer names should not be used if they duplicate or are similar to an existing name already used in the area.

#### **4. Street Naming and Numbering Charges**

- 4.1 The Power to charge falls under Section 93 of the Local Government Act 2003. This sets out that a local authority, and therefore 3CBC as their shared service provider, may charge for discretionary services. Discretionary services are those services that an authority has the power but not a duty to provide. An authority may charge where the person who receives the service has agreed to its provision and the charge must not exceed the cost of providing the service.
- 4.2 Therefore the 3CBC cannot charge for street naming services (Section 17 Public Health Act 1925 since the duty to provide this service is not discretionary), but it can charge for elements of the naming and numbering function (which are a discretionary service) by virtue of Section 64 and 65 of the 1847 Act coupled with Section 93 of the 2003 Act.
- 4.3 For Street Naming and Numbering these charges cover:
- Consultation and liaising with other external organisations such as Royal Mail, and Emergency Services (as a non-statutory element of naming of streets).
  - The Naming and Numbering of new properties (including conversions).
  - Alterations in either name or numbers to new developments after initial naming and numbering has been undertaken.
  - Notifications to those organizations listed in Appendix B
  - Confirmation of addresses previously issued.
  - Challenges to existing official names, numbers or addresses held within the street naming and numbering records.
- 4.4 These charges are to be paid prior to any changes of address being made to a property. Changes made without contacting 3CBC, will not be officially recognised and will not be registered with services and organisations listed in Appendix B.



4.5 The Scale of Charges for Street Naming and Numbering can be found in Appendix D.

4.6 Fees and charges applicable for the street naming and numbering service/s will be annually reviewed during the 3CBC budget setting process and publicised through the Shared Service Council's agreed communication channels including the website.

## **5. The National Land and Property Gazetteer (NLPG)**

5.1 The NLPG is the addressing solution for local authorities and increasingly so for its partners. Local Government has invested heavily in creating the NLPG and is committed to using the NLPG for all of its addressing requirements and services.

5.2 The NLPG is the definitive address list that provides unique identification of properties and conforms to the British Standard, BS7666:2006. The NLPG covers the whole of England and Wales and contains more than 30 million residential, business and non-mailing addresses and is now marketed commercially.

5.3 The NLPG is a comprehensive and continually updated database, created by those with local knowledge in each local authority, the body with legal responsibility for street naming and numbering of property. As local authorities are the originators of addressing information an address dataset, developed and maintained at source by users of the data, will inevitably have the highest level of currency and completeness.

5.4 The three Councils provided for by 3CBC is committed to this initiative through its own Local Land and Property Gazetteer (LLPG) which, together with the other local authorities in England and Wales, makes up the NLPG. Street naming and numbering is the one of the most important source of address change intelligence for the Council's LLPG and therefore NLPG.

## **6 Operational Guidance**

### **6.1 Street Naming Legislation**

6.1.1 A person who creates a new street has the right to propose a name for that street (Section 17 of the Public Health Act 1925). They are required to give notice to the 3CBC of the proposed name and 3CBC has one month in which to object. In order to comply with current legislation, an acknowledgement and holding notification letter will be issued to the person(s) proposing any new street name(s) prior to the consultation process-taking place.

6.1.2 Until the expiration of one month or where 3CBC has objected to the proposed name, it is not lawful for the proposed name to be used and any person contravening this provision will be liable to a penalty not exceeding Level 1 (currently set at £200) on the standard scale of fines within Section 37 Criminal Justice Act 1982 and will also incur a daily penalty not exceeding £1.

- 6.1.3 If 3CBC (on behalf of interested parties) objects to the proposed street name, it must send written notice of objection within one calendar month. The developer may appeal to the Magistrate Court within 21 days after the serving of the notice of objection.

## **6.2 Street Naming Procedural Guidance**

- 6.2.1 Official naming and numbering, or alterations to current official addresses, will not be issued until such time as the appropriate Building Regulation application has been deposited and works have commenced, where reasonably practical.
- 6.2.2 On a regular basis, a review of Building Regulation applications will be undertaken. Any application with new properties (both residential and commercial) will be identified and layout plans will be studied/requested to establish whether any new street is created. These will require naming and numbering should the development proceed.
- 6.2.3 For any development identified, the developer will be contacted, requesting suggested street names are submitted along with the appropriate fee. 3CBC will inform the developer of the number of new street names required, this will include the request for several additional alternative names should any objection be raised to a proposed name.
- 6.2.4 The proposed street name(s) will be sought from the developer, but should the developer not put forward any suggestions, 3CBC in conjunction with Councillors will seek suitable name(s). Any such name(s) will be forwarded to the developer for their comments.
- 6.2.5 If neither the developer of the new street/s nor the Councillors can suggest name(s) then the 3CBC will allocate a name for the street(s).
- 6.2.6 When suggested names are received from the developer, a check of the suggestion(s) will be undertaken to ensure the name(s) are within the guidelines of the naming conventions.
- 6.2.7 If suggestion(s) are found to fall outside of the Naming Conventions set out in Item 6.3, then a written objection will be sent to the developer, informing of the reasons, together with a request for a further suggestion(s).
- 6.2.8 If the suggestion is found to be within the naming conventions, the proposed name(s) will be forwarded for consultation where applicable to Fire Service and Royal Mail, Parish/Town Councils, Ward councillors. Note - Any objection should be made by 3CBC within one calendar month of receipt, therefore timescale of 14 days will be given to the above consultees for the consultation period and 3CBC should receive any objection within this time period.
- 6.2.9 If an objection is received from a consultee and found to be valid, a formal

written objection will be sent to the developer, informing them of the reasons along with a request for further naming suggestion(s).

- 6.2.10 If no valid objections, or reply are received from the consultees within the consultation period, a confirmation letter (in lieu of notice of adoption) of adoption of street name will be sent to the developer.
- 6.2.11 Numbering of the new streets will be carried out as per the Numbering of Properties Conventions as Item 6.6. All properties on newly named streets will be allocated numbers.
- 6.2.12 The initial installation and costs of street nameplates for all new developments is the responsibility of the developers. It is expected that street name plates will be provided prior to the first occupation of the development. The developer should consult with 3CBC or in the case of Cambridge City projects the Streets and Open Spaces department with regards to suitability of the proposed street name plate locations. A signage specification can be found in Appendix E. For any newly adopted streets the maintenance of the nameplate will become the responsibility of 3CBC. (See section 8)
- 6.2.13 If a scheme is to be developed in phases, the naming and numbering scheme will be issued for only the released phases.
- 6.2.14 Where a naming and/or numbering scheme is issued, the Local Authority will inform those bodies listed on Appendix B.
- 6.2.15 3C Building Control will adopt the ISO:2015 Quality System for Street Naming and Numbering. This will include performance standards.

## **6.3 Naming Conventions**

- 6.3.1 Wherever practicable a new street(s) with 5 or less properties and where the new street cannot be further extended, will be numbered into the primary road in which they are accessed. Experience has shown that roads with few houses are not well known and become difficult to locate.
- 6.3.2 Where a new road is an extension of an existing road, it will not be allocated a new street name and the properties will be numbered into the existing road.
- 6.3.3 Where a development includes several new roads, a theme for these roads will be requested. The developer may put forward any suggestion for the theme to 3CBC to be considered. Once a theme has been agreed between 3CBC and Councillors the developer will be requested to provide suggested name(s) within this theme.
- 6.3.4 Developers are encouraged to preserve any historic link to the land which they are developing, e.g. field names the land may be previously known as, or previous property names located on site such as farm names or any other associated historic link.
- 6.3.5 Where no historic link to the land can be established for the use of a street name, the developer will be encouraged to have a historic link to the locality.
- 6.3.6 The use of a name, which relates to that of a living person(s), will not be adopted and the use of a forename and surname will not be encouraged.
- 6.3.7 The name of a street should not promote an active organisation.
- 6.3.8 Street names should not be difficult to pronounce or awkward to spell. Names that could give offence will not be used. Names that could encourage defacing of nameplates will be avoided.
- 6.3.9 New street names will not be acceptable where they duplicate or are similar to an existing name already in use within the ward, town or village.
- 6.3.10 Street name suffixes are not always essential, but if used must be descriptive of the road e.g. "Road", "Street" or "Drive" to indicate a thoroughfare and "Court" or "Close" to indicate a cul-de-sac.
- 6.3.11 The following is a list of possible suffixes, it is not exhaustive and sometimes other description words are more appropriate:
- Avenue, Chase, Circle, Close, Court, Crescent, Croft, Drive, Drove, End, Field(s), Garden(s), Green, Grove, Hill, Lands, Lane, Lawns, Mews, Paddock, Parade, Park, Path, Place, Ridge, Rise, Road, Row, Square, Street, Terrace, Vale, Valley, View, Villas, Walk, Way.
- 6.3.12 Where an existing road is dissected by the construction of a new road, we may choose to rename either or both parts of the existing road,

however, consultation with the appropriate Parish/Town Councillors will be undertaken.

- 6.3.13 The LLPG is maintained according to BS7666 which ensures all data input nationally is standardised. The LLPG captures basic land and property units (BLPUs) for each building within the district and, for a number of land parcels where requested.

For each address, a unique property reference number is assigned (UPRN) and addressing information is added (LPI). All or part of the information captured about each BLPU is then available for users of the LLPG as required.

Please note that BS7666 stipulates that punctuation characters shall not be used within the address details, entered into the LLPG. Although this means that characters such as apostrophes cannot be used within the LLPG, this does not prevent them from being entered into other databases such as the Royal Mail. A valid postal address, therefore, can still include punctuation marks. However, where possible punctuation will not be used in street names and naming will be used in such a way as to avoid punctuation to align with BS7666.

- 6.3.14 We reserve the right to object to any suggested name deemed to be inappropriate.

## **6.4 Property Numbering Legislation**

- 6.4.1 Section 64 and 65 of the Town Improvement Clauses Act 1847 gives 3CBC acting on behalf of the three Local Authorities the ability to number the properties and ensure that occupiers of dwellings and other buildings in the street mark the buildings with such numbers as approved.

- 6.4.2 In addition, where an occupier fails to display the appropriate number within one week from receiving notice from 3CBC, they may be liable to a penalty not exceeding Level 1 (currently set at £200) on the standard scale of fines Section 37 Criminal Justice Act 1982. 3CBC may also choose to mark the properties with number(s) as per the official numbering scheme and reclaim the costs from the occupier.

## **6.5 Numbering Procedural Guidance**

- 6.5.1 Official naming and numbering, or alterations to current official addresses will not be issued until such time as the appropriate Building Regulation application has been deposited. The numbering or renumbering of properties will be carried out in a similar way to that outlined in street naming (6.21 and 6.22)
- 6.5.2 The appropriate fee for numbering of properties will need to be received by the 3CBC before any numbering scheme is issued.
- 6.5.3 Where a naming and/or numbering scheme is issued, 3CBC will inform those bodies listed on Appendix B

## **6.6 Numbering Conventions**

- 6.6.1 A new through road will be numbered with odds on the left-hand side and evens on the right-hand side, working from the centre of the city/town/village.
- 6.6.2 A cul-de-sac will be numbered consecutively with number 1 of the left working in a clockwise direction, unless the cul-de-sac can be extended in the future.
- 6.6.3 Additional new properties in existing streets that are currently numbered will always be allocated a property number.
- 6.6.4 Private garages and similar buildings used for housing cars and similar will not be numbered.
- 6.6.5 A proper numbering sequence shall be maintained. Normally, in the interest of equality and diversity no numbers will be omitted from the numbering sequence, although should a strong preference be expressed, comments would be taken into consideration. Once numbered, the 3CBC will not normally re-number properties. 3CBC will only renumber a property where it can be shown that there are consistent delivery problems or issues with emergency services.
- 6.6.6 Buildings (including those on corner sites) are usually numbered according to the street in which the main entrance is to be found. The manipulation of numbering, in order to secure a “prestige” address, or to avoid an address which is thought to have undesired associations, will not be sanctioned.
- 6.6.7 If a multiple occupancy building (i.e. flats) has entrances in more than one street, each entrance will be numbered into the appropriate road.
- 6.6.8 We will use numbers followed by letter suffixes where there are no alternatives and to avoid the renumbering of other properties in the existing street. For example, these will be used where infill properties are built, and insufficient numbers are available. Wherever possible infill properties requiring a suffix will be given the property number before the infill to maintain a proper numbering sequence.
- 6.6.9 Where a property has a number, it must be used and displayed. Where a name is given to a property together with its official number, the number must always be included. The name cannot be regarded as an alternative to the number.
- 6.6.10 All property numbers should be visible from the highway. This may mean numbers being displayed on posts, gates or fences (and not necessarily the door of the property) to aid easy identification of the property, particularly in the event of an emergency.
- 6.6.11 If open space or undeveloped areas exist along a length of road, it is usual to leave spare numbers.

- 6.6.12 No two buildings in one street may have the same number.
- 6.6.13 Where two or more properties are combined to form one single property, the property will usually be numbered using one of the existing numbers. This will normally be based on the location of the main entrance.
- 6.6.14 Flats will be numbered with their own separate number into the street where possible.
- 6.6.15 Annexes to buildings e.g. granny flats or ancillary accommodation, will be given the prefix “The Annex” wherever possible. The rest of the address will be the same as the parent property e.g. The Annex, 1 High Street.
- 6.6.16 Moored Houseboats will form part of the Council’s LLPG, which in turn forms part of the National Land and Property Gazetteer. 3CBC will only allocate an official address and inform Royal Mail where we have an operational requirement to do so, or we believe the property is being used for permanent residency in the area and therefore subject to Council Tax. This will assist any emergency response and create a unique record for each property for future use. Such addresses will have to meet Royal Mail’s requirements for secure delivery points.
- 6.6.17 For any dwelling accessed internally through a commercial premise, the accommodation will be given a prefix to match the accommodation type i.e. The Flat. The rest of the address will be the same as the parent property, e.g. where a flat above a public house and is only accessed internally, its address will be The Flat, Name of Public House, Street Number and Name.
- 6.6.18 When numbering a single building with multiple dwellings, numbering will start at the principal entrance with number one and be numbered sequentially in a clockwise manner from the ground floor up. The block may be allocated a name where there are insufficient numbers available within the existing street numbering scheme. Where possible it is recommended that the flats should be numbered directly into the number scheme of the road rather than being prefixed ‘flat’. (e.g. It is preferable to number 4 flats as numbers 1 to 4 High Street rather than Flats 1 to 4, 1 High Street).

## **6.7 Renaming and Renumbering of Streets and Buildings**

- 6.7.1 Renaming of a street and renumbering of buildings is very time-consuming process and may cause costs or disruption to individual occupiers and owners and wherever possible will be avoided. Hence, it is usually only done as a last resort i.e. renaming of a street is normally only considered if consistent problems occur for the Emergency Services and the renumbering of properties is only considered when infill etc. is so great, that numbers to the new properties cannot be allocated. The existing street may then be subject to a renumbering scheme.
- 6.7.2 Where an order for renaming of an existing street is made, 3CBC will

display notices at each end of the street or part of the street affected under Section 18 of The Public Health Act 1925 and they must remain in place for at least 1 month before an order changing the name can be made. Any person aggrieved by the intended order may within 21 days after the posting of the notice appeal to the Magistrates Court. If an appeal is made to the Magistrates Court 3CBC must wait until that appeal is heard.

- 6.7.3 It should be appreciated that changing a street name or renumbering properties can cause a great deal of inconvenience for residents. 3CBC are therefore, reluctant to make changes without good reason. Before making any changes, we will consult with all residents affected by the proposals. It is unlikely that 3CBC would proceed with a proposal unless two thirds of the residents support the change.

The renaming of a street involves a legal process that gives any resident who may object the right to appeal to a Magistrates Court. The Council may require residents requesting a change of street name to pay the Council's cost for the process.

- 6.7.4 Where any order for renaming of a street is made, the Councillors will be consulted.

- 6.7.5 Where an order for renaming of a street is made the proposed name must follow the naming procedures and must also fall within the naming conventions.

- 6.7.6 Where renumbering and/or renaming is involved, as much warning as is practicably possible will be given. The notice to occupiers will give a specific date on which the new naming or new numbering comes into effect, which will be at least 4 weeks from the date of the notice.

- 6.7.7 Where a re-naming and/or re-numbering scheme is issued, 3CBC will inform those bodies listed in Appendix B.

- 6.7.8 Where councils undertake a Community Governance Review this may impact on Street Naming and Numbering and any associated costs with changes required following a Community Governance Review will be the responsibility of the homeowner. (See Appendix C)

## **6.8 Property Naming**

- 6.8.1 The owner (not tenant) of a property may request the addition, amendment, or removal of a name for their property. An application form should be completed and returned to 3CBC along with the appropriate fee.

- 6.8.2 3CBC cannot formally add, amend or remove a property name where the property is in the process of being purchased, that is, until the exchange of contracts, although guidance of the acceptability of a name may be given.



- 6.8.3 A check will be made by 3CBC to ensure that there is no other property in the locality with the registered or similar registered name. Under no circumstance will a replicated name in the locality be allowed.
- 6.8.4 Under no circumstances will a name that is offensive, or that can be construed as offensive, be allowed.
- 6.8.5 If a proposed property name is refused, then the owner will have the option to provide further suggestions or retain the current address.
- 6.8.6 Where a property has a number, it is not possible to replace the number with a name. The name cannot be regarded as an alternative.
- 6.8.7 Where an amendment to a property name is carried out, 3CBC will inform those bodies listed in Appendix B.

## **7 Street Naming and Numbering in the Absence of Payment of Fees**

- 7.1 The 3CBC will remind developers of new properties of the need for an official address and the process to follow. Preparation of new addresses will not commence until the appropriate fee has been paid. If payment of fees is not received within 3 months of a completion date, the 3CBC may allocate official addresses for emergency services purposes with no further consultation. If the developer or owner requests amendment to the allocated naming or numbering, at a later date, the standard street naming and numbering processes and the current fees and charges will apply.
- 7.2 In this case internal notifications will be made for the three Authorities business purposes only, but no external notifications will be made, or Postcodes allocated to the properties.
- 7.3 If payment of fees is not received in relation to adding, amending or removing an existing property, the name will remain unchanged, and no internal or external notifications made.

## **8 Street Nameplates**

- 8.1 When referring to nameplates under the control of 3CBC this is for South Cambridgeshire and Huntingdonshire District Councils only. Nameplates will be erected and replaced as required, taking into account logistical constraints, financial restraints and the requirement.
- 8.2 Where a street is approached only from one direction only one nameplate will be erected, and this will face the direction of approaching traffic. Where a road can be approached from both directions, nameplates on either side of the junction will be erected. Nameplate(s) will also be erected at any junction or entrance onto the street.
- 8.3 The sole purpose of a street name plate is to identify a street and is non-directional. A street name plate has to be used in conjunction with clearly

visible numbering.

- 8.4 No through roads and cul-de-sacs are identified with a 'T'. Only in exceptional circumstances would "leading to" "directional arrows" or "property numbers" be included on a street name plate.
- 8.5 Requests for "No through road" symbols to be added to street nameplates, will only be considered when erecting new nameplates. If the need for a no through road symbol arises and the street nameplate is not in need of replacement, then the request should be forwarded to the Highways Division of Cambridgeshire County Council.

Any questions relating to the provision of street name plates for Huntingdonshire District Council and South Cambridgeshire District Council should be referred to: [snn@3csharedservices.org](mailto:snn@3csharedservices.org)

- 8.6 The nameplates will be as per the nameplate specification. (See Appendix E)

**Note**

For new sites. Approximate locations are given on a plan to the developer with list of street nameplates required and our specification. The developer then orders and erects the street nameplates.

**9 Postcodes**

- 9.1 An important element of addressing is the Postcode. The Postcode allocation is the responsibility of Royal Mail and identifies a number of postal delivery points and a postal town as defined by Royal Mail. 3CBC is not responsible for allocating these codes.  
Royal Mail will allocate a postcode on receipt of the official naming and numbering scheme from 3CBC, but the postcode will be held in "reserve" (the not yet built file) until Royal Mail is notified by either the developer or owner that the property is occupied.
- 9.2 Royal Mail does not publish on its website addresses that are not completed and/or occupied. This means that in certain cases addresses that have been officially allocated and issued by 3CBC may not, for a while, be visible to anyone using the Royal Mail website to validate an address. This may also mean that other organisations using the Royal Mail address database (Postcode Address File) will also not be able to validate addresses.
- 9.3 3CBC is not liable or responsible for third parties updating their databases with address information.
- 9.4 Developers, owners and tenants should be aware that their properties may not have the same postcode as the surrounding or existing properties.
- 9.5 Confirmation letter issued to developer once post code issued by Royal Mail.

## **10 Claims for compensation**

- 10.1 3CBC is not liable for any claims for compensation arising directly or indirectly from the naming of streets, re-naming of streets, numbering or renumbering of properties, renaming/renumbering of properties.
- 10.2 The property developer must not give any postal addresses, including the postcode, to potential occupiers, either directly or indirectly (for example via solicitors or estate agents) before the official naming and numbering scheme has been issued by the 3CBC. The three Councils will not be liable for any costs of damages caused by failure to comply with this.

## **11 Performance Monitoring**

- 11.1 The street naming and numbering team will either send written adoption or objection of the proposed street name(s) to the proposer within one calendar month of receiving the proposed street name(s).
- 11.2 All requests for property name changes will be dealt within one calendar month. However, to provide the best service to our customers, we will aim to turn requests around within 10 working days, wherever possible.
- 11.3 We will notify LLPG in the appropriate Local Authority and inform the bodies listed on the distribution list (Appendix B) within 10 working days of a naming and/or numbering scheme being issued, wherever possible. We aim to respond to all Street Naming and numbering enquiries within 10 working days, wherever possible.

## **12 Policy Review**

- 12.1 This policy will be reviewed every three years or sooner if a major change in the process is required through the introduction of new legislation for example. Charges will be reviewed on an annual basis during the Council's budget setting process and publicised through the Council's normal communication channels including the website.

## **13 Contact Details**

All applications and correspondence must be electronic and therefore no postal address is provided.

Telephone: 0300 772 9622

Email: [snn@3csharedservices.org](mailto:snn@3csharedservices.org)

Website: [www.3csharedservices.org](http://www.3csharedservices.org)

**14 Cross Boundary Development Sites – Joint Arrangements with Neighbouring Authorities (Cambridge City Council and South Cambridgeshire District Council)**

- 14.1 In circumstances where development sites have been identified on the boundaries between Councils it will be necessary to work with the neighbouring Local Authority, in order to achieve logical street naming and numbering schemes.

The following paragraphs set out the joint working arrangements between Councils for those developments' sites, which lie, on the boundary between the Council areas.

Any site which crosses the boundaries is to be discussed at an early stage within the 3CBC Technical support team. A list of street names for each single development site will be then compiled from suggestions made by local Resident's Associations or Council's. The combined list will then be forwarded to Royal Mail and Cambridgeshire Fire and Rescue Service for consultation. A final list of suitable names will then be compiled and issued to councillors for approval.

If a new community is involved, we may need to liaise with them over suitable names along with the Town/Parish council. We would ask that they provide a list of names in order of preference and provide a large choice.

In the event, that a list of street names cannot be agreed following the consultation process, the final decision will rest with the appropriate Joint Development Control Committee.

Once a list has been determined this will be used to assign names to new streets within the development area. This will be carried out within the 3CBC Technical Support Team.

In respect of naming streets after people within a specific authority boundary the use of the full name will be considered. This may not apply to streets within the areas administered by neighbouring authorities. (Should names be generic rather than specific in light of changing opinions)

A numbering schedule will be issued for properties addressed by 3CBC within the joint development working area.

## **APPENDIX A: Legislation**

### **Section 64: Town Improvement Clauses Act 1847 Houses to be numbered and streets named**

“The commissioners shall from time to time cause the houses and buildings in all or any of the streets to be marked with numbers as they think fit, and shall cause to be put up or painted on a conspicuous part of some house, building, or place, at or near each end, corner, or entrance of every such street, the name by which such street is to be known; and every person who destroys, pulls down, or defaces any such number or name, or puts up any number or name different from the number or name put up by the commissioners, shall be liable to a penalty not exceeding [level 1 on the standard scale] for every such offence”.

### **Section 65: Town Improvement Clauses Act 1847 Numbers of houses to be renewed by occupiers**

“The occupiers of houses and other buildings in the streets shall mark their houses with such numbers as the commissioners approve of, and shall renew such numbers as often as they become obliterated or defaced; and every such occupier who fails, within one week after notice for that purpose from the commissioners, to mark his house with a number approved of by the commissioners, or to renew such number when obliterated, shall be liable to a penalty not exceeding [level 1 on the standard scale], and the commissioners shall cause such numbers to be marked or to be renewed, as the case may require, and the expense thereof shall be repaid to them by such occupier, and shall be recoverable as damages.

### **Section 17: Public Health Act 1925 Notice to urban Local Authority before street is named**

- “1) Before any street is given a name, notice of the proposed name shall be sent to the urban authority by the person proposing to name the street.
- 2) The urban authority, within one month after the receipt of such notice, may, by notice in writing served on the person by whom notice of the proposed name of the street was sent, object to the proposed name.
- 3) It shall not be lawful to be set up in any street an inscription of the name thereof:
  - a) until the expiration of one month after notice of the proposed name has been sent to the urban authority under this section; and b) where the urban authority has objected to the proposed name, unless and until such objection has been withdrawn by the urban authority or overruled on appeal; and any person acting in contravention of this provision shall be liable to a penalty not exceeding [level 1 on the standard scale] and to a daily penalty not exceeding [£1].

- b) Where the urban authority serves a notice of objection under this section, the person proposing to name the street may, within twenty-one days after the service of the notice, appeal against the objection to a Magistrates court”.

### **Section 18: Public Health Act 1925**

#### **Alteration of name of street**

- 1) The urban authority by order may alter the name of any street, or part of a street, or may assign a name to any street, or part of a street, to which a name has not been given.
- 2) Not less than one month before making an order under this section, the urban authority shall cause notice of the intended order to be posted at each end of the street, or part of the street, or in some conspicuous position in the street or part affected.
- 3) Every such notice shall contain a statement that the intended order may be made by the urban authority on or at any time after the day named in the notice, and that an appeal will lie under this Act to a petty Magistrates Court against the intended order at the instance of any person aggrieved.
- 4) Any person aggrieved by the intended order of the local authority may, within twenty-one days after the posting of the notice, appeal to a Magistrates Court”.

### **The Local Government Act 2003**

Brought about new devolved powers for Local Authorities, these included giving Councils new powers to trade and charge for non-statutory services if they are Best Value Authorities (Section 93 of the Act) Authorities, if charging for discretionary services, have a duty to charge no more than the costs they incur in providing the service. The aim is to encourage improvements to existing services and develop new ones that will help to improve the overall service they provide to the community, not to make a profit.

## **APPENDIX B:**

### **Distribution List for Street Naming and Numbering Information**

#### **Internal:**

Environmental and Community Health  
Waste Management  
Council Tax/Business Rates  
City Development (only CCC)  
Land Charges  
Local Land and Property Gazetteer (LLPG)  
Development control/Planning

#### **External:**

Address Development Royal Mail  
Highways – Cambs County Council  
Land Registry  
Valuation Office Agency  
Cambridge Water or Anglian Water  
Ordnance Survey  
Street Lighting – Cambs County Council  
Cambridgeshire Fire and Rescue  
Cambridgeshire Constabulary  
Cambridgeshire Ambulance Service  
Open Reach New Sites  
British Gas/Transco  
Parish/town council (not CCC)

## APPENDIX C:

### Community Governance Review

A community governance review (CGR) looks at the whole or part of an area to consider:

- The creation, merger, alteration or abolition of parishes
- The naming of parishes and the style of new parishes
- The electoral arrangements for parishes, such as the ordinary year of election, council size, wards, and numbers of councillors
- The grouping or de-grouping of parishes

[The law](#) allows Local Government Authorities to use a review to assess and make changes to community governance within their area. The government's website has [guidance about carrying out a community governance review](#).

The review makes sure that local governance is effective and convenient, and that it reflects the identities and interests of local communities.

The recommendations of any review must:

- Improve community engagement
- Bring communities closer together
- Create better local democracy
- Result in more efficient delivery of local services

A review can be:

- In response to changes in population - for example, if there is a major new housing development
- Triggered by a petition presented to the local authority.

The national guidance expects that the core of the community governance review process, from the publication of terms of reference through to the Reorganisation Order, can be completed within one year. As part of the review a full consultation takes place involving parishes, ward members and other local stakeholders.

Under certain circumstances within CGRs boundary changes will take place, in those instances there may be implications on street naming and numbering. The Sustainable Communities team responsible for CGRs at South Cambridgeshire District Council commit to contacting the *generic team email* with notification of each CGR that is underway with as much notice as possible so that preparatory work can be put into place by X team.



## APPENDIX D:

### 3CBC Street Naming & Numbering Charges

#### From TBC

#### Street Naming and Numbering Charges from [TBC](#).

The naming and numbering of streets and buildings within the three-authority area is the responsibility of 3CBC. 3CBC is the only organisation with the authority to name and number new or to amend existing streets and properties.

The purpose of street naming and numbering is to ensure that any new or amended street, building name and/or property numbers are allocated in a logical and consistent manner. The address of a property is becoming a very important issue. Organisations such as the Royal Mail, Emergency Services, delivery companies as well as the general public need an efficient and accurate means of locating and referencing properties. The Royal Mail will **not** allocate a postcode until they receive official notification of new or amended addresses from the 3CBC.

From [TBC](#) 3CBC will charge for the provision of Street Naming and Numbering.

There are 6 types of charges that apply for the Street Naming and Numbering services:

- Addition/Amendment/Removal of property names (both for residential and commercial properties)
- New development on existing street (numbering of properties only required)
- New development to include naming of new streets (naming of streets and numbering of properties)
- Renumbering of scheme following developers re-plan of site layout (after the notification of numbering issued)
- Confirmation of official address allocated by Huntingdonshire District Council
- Challenge/request/revision to existing street naming and numbering schemes.

## STREET NAMING AND NUMBERING CHARGES

3CBC will introduce charges for its Street Naming and numbering Services from **TBC**. **These charges are not subject to VAT.**

Category	Charge
Existing Property – Name Change/Renaming, Name added to Numbered Property	£50.00 £40.00
<b>Numbering of New Properties:</b>	
1 Property	£50.00
2 – 5 Properties	£100.00
6 – 10 Properties	£150.00
11 – 25 Properties	£200.00
26 – 50 Properties	£250.00
51 – 100 Properties	£400.00
101 + Properties	£500.00 plus £10.00 per additional plot
Division of Properties	same as “numbering of new properties” (And based on number of properties created including the original)
Confirmation of address to solicitors/ conveyancer’s/ occupiers or owners	£40.00
New Developments – amendments to street names and numbering after developer redesign (following first notification of numbering scheme issued)	£200.00 plus £10.00 per plot
Renaming of existing streets, following request	Price on application (Street nameplates to be recharged separately)
Issue of address following demolition and reconstruction	£50.00 if address differs from that initially allocated
Additional Street Nameplates over and above statutory requirement	Price on application

These charges have not been reviewed since 2011.

Please note, if the developer does not use 3C Building Control and utilises a private company, then an additional charge will be levied, to be advised on application.

For advice on payment contact 3C Building Control – [snn@3csharedservices.org](mailto:snn@3csharedservices.org)

## Appendix E : Street Name Plate Specification

<b>Rationale:</b>	98% recycled plastic, no delamination, no scrap value, polyethylene easy wipe, UV resistant for 10 years
<b>Plates:</b>	3mm Stabilised impact resistant polycarbonate with legends applied directly to the reverse side.
<b>Plate depth:</b>	150mm plus (can be easily adjusted)
<b>Lettering height:</b>	90mm Kindersley – primary text (e.g. Main name) 50mm Kindersley – 'LEADING TO' (secondary text) 50mm Kindersley – secondary text (Maximum letters per line- 13 in 90m Kindersley)
<b>Lettering colour:</b>	Black
<b>Border size:</b>	12mm (can be varied)
<b>Border colour:</b>	Black
<b>Background colour:</b>	White non reflective
<b>Reverse colour:</b>	Black
<b>Symbols:</b>	No Through Road Symbol to be 140mm deep, printed and reverse laminated (required for every cul-de-sac)
<b>Construction:</b>	25 to 30 mm thick 95% recycled plastic board with one-piece construction, screwed to posts with 50mm x M6 stainless steel security screws
<b>Finish:</b>	Non-reflective, anti-graffiti film
<b>Fixings:</b>	Stainless steel security screws, 6mm x 200mm steel retaining pin
<b>Supports:</b>	Solid 80 x 80 mm – 1500mm long with bevelled tops
<b>Support finish:</b>	Recycled plastic
<b>Support colour:</b>	Black

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# Agenda Item 8



**South  
Cambridgeshire  
District Council**

<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Councillor Bridget Smith (Leader of the Council)	
<b>Lead Officer:</b>	Liz Watts, Chief Executive	

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## Oxford to Cambridge Pan Regional Partnership

### Executive Summary

1. Proposals for a locally led Partnership for the Oxford to Cambridge region have been formally approved by government. The Partnership's role will be to champion the region as a world leader in research and innovation in hi-tech, high-performance technology and manufacturing, acting to achieve environmentally sustainable and inclusive growth. It will strengthen cross-boundary collaboration among its partners to focus on tackling the issues that matter to the people who live and work in the region.
2. In light of the importance of this partnership to the Council, a report was taken to the Council meeting on 21 February 2023, and at that meeting Council voted to support Cabinet in confirming its membership of the Pan Regional Partnership.
3. This report therefore formalises the council's position through a Cabinet decision to join the Pan Regional Partnership.

### Recommendations

4. It is recommended that Cabinet confirms its membership of the Oxford to Cambridge Partnership as it becomes formally recognised and funded by Government as a Pan-Regional Partnership (PRP) and the appointment of the Leader as the Council's representative on the PRP.

### Reasons for Recommendations

5. South Cambridgeshire District Council supports partnership working locally, across Cambridgeshire, and beyond as there are real benefits to be achieved through potentially more efficient working, effective delivery at scale as well as access to additional funding and strength in working with and influencing central Government.
6. The Oxford to Cambridge region is an area of economic success and will continue to be so. It has been the consistent view of the Council to try its best to positively influence that growth and seek the greatest benefits for our communities. By

working with other sector partners, as well as key stakeholders who directly influence that economic growth but who also seek to gain benefits for our local natural environment, we can benefit from sharing best practice, learning and also engage directly with those who have the most influence on our places and people. For these reasons it is recommended the Council continues to not only remain as a local partner, but to actively engage and where beneficial to the district, to lead wider partnership activity.

## Details

7. On 18<sup>th</sup> January 2023, Secretary of State Rt Hon. Michael Gove MP endorsed the proposition to set up a pan regional partnership for the Oxford to Cambridge geography.
8. The overall purpose of the Oxford to Cambridge Partnership will be to champion the Oxford to Cambridge region as a world leader of innovation and business, acting on shared interests in delivering environmentally sustainable economic growth that brings benefits to communities now and in future.
9. The Partnership will strengthen cross-boundary collaboration so that joint working is locally-led and focused on the issues that matter to people who live and work in the region. The Partnership will define the outcomes it seeks to achieve but it does not have delegated authority or any formal or legal decision-making powers from any of its partner members.
10. Currently, the priorities of the Partnership are focussed on supporting delivery of clean, green and inclusive economic growth as well as delivering increased environmental gain and benefits from this growth for our communities now and in the future.
11. Government endorsement of the Partnership unlocks the opportunity of up to £2.5million for the remainder of the current Spending Review period (to 2024/25), with £500k *in year* to support activity to deliver:
  - an Investment Prospectus & Atlas
  - a significant Environment Programme, including:
    - Nature Recovery Strategy Support
    - Minerals & Waste Restoration Environmental Gain
    - Regional Energy & Water Strategy Scoping)
  - a Data Observatory & Innovation Network.
12. The Partnership is not a formal committee in Local Government terms but as a condition of gaining Government support and funding, it is required to have the following:
  - a constitution which includes clarity on governance, membership, openness and transparency, which sits as part of a wider performance and assurance framework which covers financial and risk management
  - a committed work programme which builds on the Partnership's consensus in terms of priorities, objectives and expected outcomes

- a representative Board from across the Partnership including an Independent Chair.

13. A Shadow Board is in place to oversee an initial partnership programme and agree governance and funding arrangements. The Shadow Board will be in place until the initial conditions and milestones have been met (i.e. constitution in place, Independent Chair selected). It is anticipated the Board will meet outside of shadow form by June 2023.

14. Members of the Shadow Board are:

- Cllr Barry Wood, Leader Cherwell District Council sitting as Interim Chair of the Shadow Board.
- Cllr Susan Brown, Leader of Oxford City Council, representing the Future Oxfordshire Partnership as current Chair
- Cllr Pete Marland, Leader of Milton Keynes City Council, representing the Central Area Growth Board as current Co-Chair
- Cllr Richard Wenham, Leader of Central Bedfordshire Council, representing the Central Area Growth Board as current Co-Chair
- Cllr Anna Smith, Leader of Cambridge City Council and currently Acting Mayor, representing the Cambridgeshire and Peterborough Combined Authority
- Professor Alistair Fitt, Pro-Vice Chancellor Oxford Brookes University representing the Arc Universities Group as current Chair
- Peter Horrocks CBE, Chair of SEMLEP, representing Chairs of LEPs and Business Boards and, sitting as interim Chair of the Economy Sub-Group.
- Cllr Bridget Smith, Leader South Cambridgeshire District Council sitting as interim Chair of the Environment Sub-Group
- To be confirmed, Representative from England's Economic Heartland

15. Once fully operational, there will be three main layers to the governance model: an overarching Plenary group, which includes all partners, that will meet at least annually; a main Board which will oversee governance, work programme delivery and communications; Sub-Groups which are themed groups (currently economy and environment) which focus on specific project delivery. All groups will be supported by a small operational team as well as an Accountable Body.

16. The Oxford to Cambridge Partnership Board will succeed the shadow board to oversee the work and operations of the Partnership, as agreed by its members. Representation on this Board will include:

- An Independent Chair;
- One Chair from each of the member Growth Boards or equivalent sub-regional groups (plus an additional Co-Chair from the Central Area Growth Board);
- One Chair representing each of the Board's Programme Sub-Groups;
- One Chair each from the main constituent stakeholder groups: one on behalf of all Local Enterprise Partnerships, one of behalf of the Arc Universities Group, and one from England's Economic Heartland.

- A minimum of two Independent Stakeholders (NEDs) as selected by the Board
- Senior Government representatives (whilst the Board is in receipt of core Government funding).

17. Cherwell District Council is currently the Accountable Body for the Partnership. Such a body is required for the Partnership given direct public funding from partners and Government. This role involves the Council having oversight and responsibility for ensuring proper governance, financial and risk management is in place and operational.

## **Options**

18. Members could decide not to be part of the PRP, which would risk losing the ability to positively influence collaboration across this geography and the access to resulting additional funding, to the detriment to the communities of South Cambridgeshire.

## **Implications**

19. 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**

20. The Oxford to Cambridge Partnership currently has transition funding of £250,000 from Government with access to a further £250,000 this year plus local partner contributions. This money is being committed to support the transition programme of delivery, recruitment of the Chair and to support a small transition team until the Partnership is formally set up.

21. There is commitment from Government for access to a further £2,500,000 over the next two financial years, subject to business case being agreed. As part of accessing this funding local contributions are required, both in officer time and in cash contributions. This financial year's contribution was £4,000. This contribution has been provided for within the Council's 2023/24 proposed budget.

### **Legal**

22. The PRP constitution is being drafted which will set out the principles and rules governing it. There will also be a formal partnership agreement between the partners.



## **Risks/Opportunities**

23. As stated in 'Options' above, there is a risk that not joining the partnership will result in loss of funding and influence for the Council.

## **Climate Change**

24. The priorities of the Partnership are focussed on supporting delivery of clean, green and inclusive economic growth as well as delivering increased environmental gain and benefits from this growth for our communities now and in the future. The implications of supporting the Partnership would be to benefit from a wider, strategic approach to delivery of its sustainable, climate impact reducing priorities.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

25. This is a key workstream of the PRP.

### **Being green to our core**

26. This is a key workstream of the PRP.

## **Background Papers**

[ox\\_cam PRP for Council Feb 2023.pdf \(moderngov.co.uk\)](#)

## **Report Author:**

Liz Watts – Chief Executive  
Telephone: (01954) 712926

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# Agenda Item 9



<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Cllr John Williams, Lead Cabinet Member for Resources	
<b>Lead Officer:</b>	Liz Watts, Chief Executive	

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## Results of the Four-Day Week Trial and Next Steps

### Executive Summary

1. The Council undertook a three-month trial of a four-day week (4DW) for all desk-based colleagues between January and March 2023. Data collected regarding the success of the trial has been collated and analysed and is set out in this report. Overall, the trial was deemed to be a success and an extension of a further year is recommended, to test whether a 4DW can positively impact recruitment and retention issues faced by the Council.
2. A trial for colleagues in the Waste Shared Service is considered as a separate item under this Cabinet agenda.

### Key Decision

3. Yes – the trial has potential to deliver savings for the Council.

The key decision was first published in the April 2023 Forward Plan.

### Recommendations

4. It is recommended that:
  - Cabinet **approves an extension of the trial up until March 2024**, in order to assess the impact on recruitment and retention, with regular reports on progress being submitted to Employment & Staffing Committee during 2023/24 and a final report to Cabinet and Council at the end of the extended trial period.

- Cabinet **notes the position of Cambridge City Council regarding the Shared Planning Service trial extension** (to be provided on 11 May, but not available at the time this report was published) and, should the City Council agree to proceed with the trial extension, Cabinet ensure equivalent reporting arrangements are established in order to provide Cambridge City Council with appropriate oversight arrangements regarding the Shared Planning Service.
- Cabinet **approves a three-month trial for Facilities Management** colleagues at South Cambs Hall, with a report being presented to Employment & Staffing Committee at the end of the trial.

## Reasons for Recommendations

5. The three-month desk-based trial has been successful, and it is therefore important to test whether a longer trial will impact recruitment and retention at the Council.

## Details

6. Our success as a Council depends on our people. The recruitment and retention challenges facing councils (and the private sector) across the country are well known<sup>1,2</sup> and South Cambridgeshire District Council has suffered from significant recruitment issues (particularly in some areas of the Council's services).
7. The most recent Retention and Turnover report to Employment & Staffing Committee<sup>3</sup> noted that in the three quarters up to December 2022, the number of vacancies that the Council successfully filled was less than 60%.
8. Recruitment costs are not limited to advertising and going through the recruitment process. When taking into account the time spent inducting/training new employees to reach a level of full productivity in the role, estimates by Oxford Economics are that filling a role costs on average £30,614<sup>4</sup> - making the case for addressing the recruitment challenge very clearly.
9. Last Autumn we invited all colleagues to take part in an independent and externally run Health and Wellbeing survey, immediately before the 4DW trial was announced. We were aware – anecdotally – that some colleagues felt stressed and were struggling at work. The survey provided us with baseline data which confirmed the anecdotal evidence (more detail below).

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<sup>1</sup> [Changing trends and recent shortages in the labour market, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

<sup>2</sup> [Labour Market Outlook: Autumn 2022 \(cipd.co.uk\)](https://cipd.co.uk)

<sup>3</sup> [Turnover Q3 2022-23 ESC Report.pdf \(modern.gov.uk\)](https://modern.gov.uk)

<sup>4</sup> [How much does staff turnover really cost you? | HRZone](https://hrzone.com)

10. Across the council, colleagues reported physical health at a level rated as 'caution' and mental health at a level rated as 'risk'<sup>5</sup>.
11. The survey also rated people's intention to leave as slightly higher when compared to other organisations.
12. In August 2022, a total of 23 agency staff were employed to cover vacancies at a 12-month cost of £2,065,000. The wage bill for permanent employees in the same roles would have been approximately 50% less, resulting in potential savings of close to £1,000,000 if the 4-day week improved recruitment to the extent that these roles could be replaced by permanent employees. It was noted, however, that a 3-month trial might not be long enough to see a significant change in this area.
13. Noting these challenges, the Cabinet decided to undertake a three-month trial to assess whether a 4DW could provide a solution. 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 trial could be considered viable, at which point recruitment and retention could be properly measured.
14. From a management perspective, it is important to understand that value for money can be achieved in several ways: effectiveness (maximising the outcomes by producing the right outputs), organisational productivity (optimising a combination of inputs – labour, capital, technology – to generate the required outputs) and budget efficiency (obtaining inputs in a cost-efficient manner). As will be seen throughout this report, and in the appendices, the 4DW has the potential to contribute across all of these areas.

### **What was the experience of the trial and what was the key learning?**

15. There were two parts to the trial: the three-month planning period (October – December 2022) and the trial itself (January – March 2023). Over this period a significant amount of transformation took place in the organisation, which was almost exclusively led by employees within their teams. There has been considerable learning to date, both in terms of the implementation of the trial and the ways by which colleagues increased their productivity. Some of these experiences are set out in detail at **Appendix 1**.

### **What was the outcome of the trial?**

#### **Performance**

16. The Council's usual suite of key performance indicators was the first measure used to assess whether the trial had been successful or not. A successful trial would show that performance across the KPIs had been maintained. The Council

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<sup>5</sup> (when compared to the general population of employees from across the public and private sector who had completed the survey over the last five years – 90,000 employees).

enlisted the support of the Bennett Institute for Public Policy at the University of Cambridge to ensure robust and independent analysis of the data.

17. The data is set out at **Appendix 2a**, including the standard 'red/amber/green' analysis, a time series analysis (which shows historical data for each KPI and trends in the data) a Statistical Process Control analysis which identifies outliers based on averages from past data, and a Regression analysis (which controls for seasonality).
18. Overall one can conclude that performance has been broadly maintained, as can be seen on Table 2 of Appendix 2a.
19. March data for the contact centre was slightly worse than January and February, but the Bennett Institute data set analysis demonstrates that the performance is within normal levels compared to the average over time (and it is also worth noting that a billing error caused by another precepting council generated a very significant number of calls that were unplanned for).
20. There was only one red indicator, % of undisputed invoices paid in 30 days. This has been further analysed and refers to a number of invoices relating to the Shared Waste Service, which wasn't involved in the trial. There is therefore no concern related to this KPI and the 4DW.
21. Noting that some performance is not captured by the KPIs, the research team at the Bennett Institute also carried out qualitative interviews with a range of stakeholders, including councillors and managers, to understand in more detail how the trial had impacted performance, and whether there were any issues that should be addressed. These are also set out at **Appendix 2b**.

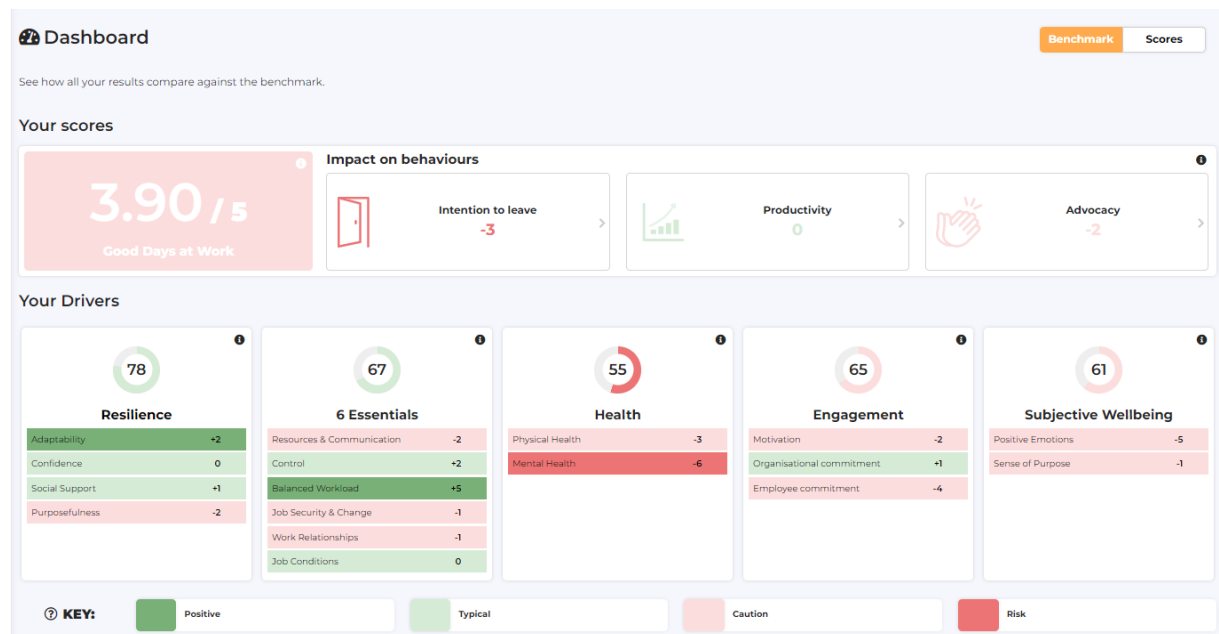
## **Health and Wellbeing**

22. The Health and Wellbeing survey was 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).
23. The response rate to the survey in August 2022 was 45% and in April 2023 was 67%.
24. When comparing the outcome of the survey in April 2023 compared to the outcome of the survey in August 2022, the results of the 4DW are overwhelmingly positive, as can be seen by a simple snapshot of the two dashboards<sup>6</sup> below (pre-trial and post-trial).

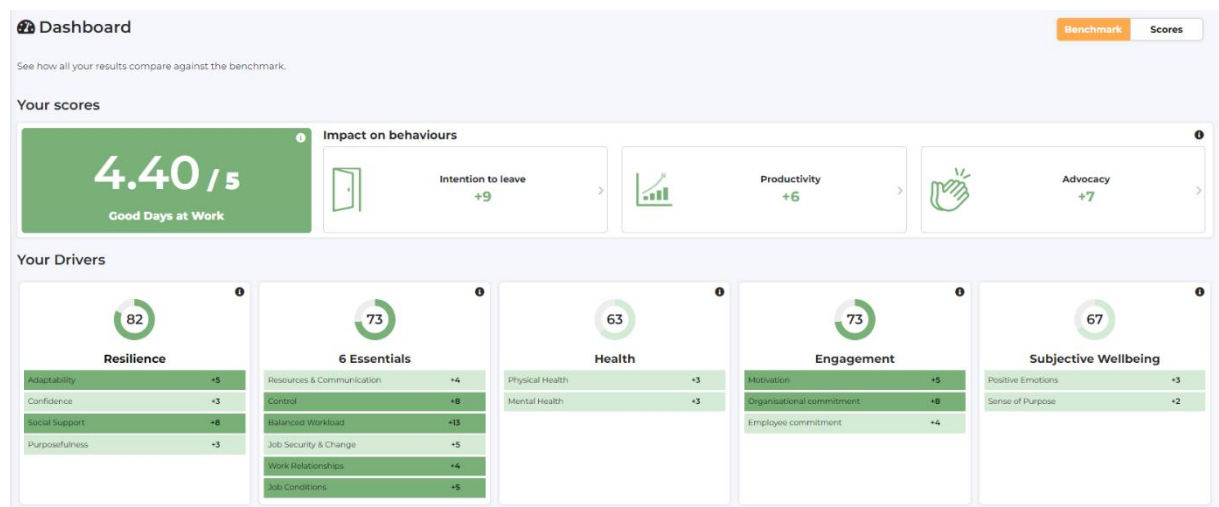
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<sup>6</sup> The scoring on these dashboards is explained at Appendix 4

## August 2022 data (pre-trial):



## April 2023 data (post-trial):



25. A detailed report by Robertson Cooper is set out at Appendix 3.

26. The April 2023 survey asked several 4DW specific questions which were not asked in the August survey. These have provided some interesting insight into colleague's experience of the trial, set out below.

27. 88.5% of respondents said they would like SCDC to move permanently to a 4DW, 10% didn't know and 1.5% said they wouldn't support this. During the last few weeks, the project team has run a number of workshops for colleagues who have struggled with the 4DW, to ensure that those who want to continue are fully supported to do so. However, it is entirely acceptable that some colleagues have

personal reasons why they no longer wish to be in the trial, and these colleagues will have the option to simply revert to their previous working pattern.

28. 28% of respondents reported that they regularly worked more than 80% of their hours during the trial, with the majority of these respondents reporting that they worked 0-3 hours extra per week. For many officers, workload varies across the year, so there will inevitably be times when officers need to work slightly more hours (in the same way that they did pre-trial). While a 4DW in its 'purest' form expects hours to reduce to 80%, several companies in the private sector trials have adopted different approaches, following their trials. Some have reduced hours but not by the whole 20%. The Waste trial (referred to separately on this agenda) is anticipating a reduction of hours by 16.5% (to 32 hours over four days). At the end of the initial trials across all Council functions, the Council will need to align hours across all employees, once it is clear from the trial data what is achievable and best in terms of service delivery.

29. More consistent negative feedback on the trial has come from some, but not all, part-time workers. Even though their health & wellbeing scores improved between August 2022 and April 2023, they did not improve as much as those of full-time workers. A longer trial would certainly provide more time to investigate the issues (which are not single or straightforward) to see whether and how they can be resolved.

30. The data from the survey will be analysed in further depth over the next few weeks to ensure that any issues can be addressed systematically. Some very broad conclusions are:

- Females seem to benefit more from the 4DW than males. This may be related to caring responsibilities (and having more time to undertake them). The scores for those who claim to have childcare or caring responsibilities have improved dramatically at all levels.
- Also, older employees (50+) benefit over-proportionally from the 4DW, especially in terms of mental health, intention to leave (it reduces significantly), and productivity.
- However, the 4DW seems to create one issue for younger workers (under 25) and for people who have been employed by SCDC for less than one year. The issue is likely exacerbated by hybrid working, so not just a result of the 4DW trial. Both groups of colleagues show a decrease in "Confidence with difficulties" as measured by the statement: *Right now at work I feel confident that I can deal with difficulties when they arise*. This may be related to reduced opportunities for on-the-job training, informal interaction and the transfer of tacit knowledge and it will be important to build in mitigations for this concern should the trial be extended.
- There is a general feeling that the organisation is not using software efficiently, and that there are issues related to slow laptops and systems reducing productivity that, again, need to be analysed as part of the way



forward. There is certainly an opportunity for more ICT training to make sure colleagues are using IT to be as productive as possible.

### **Recruitment and agency staff finance implications**

31. It is expected that improved recruitment because of the adoption of a 4-day week would be able to deliver savings by reducing the Council's reliance on agency staff. In specific circumstances (where staff in Shared Planning are funded through Planning Performance Agreements for example) the Council has a deliberate strategy of employing specialist agency staff. Nevertheless, for other roles where a permanent staff member is the preferred option for delivery, we have seen some progress towards achieving these potential savings during the trial. When considering desk-based staff, a direct comparison with the information contained in the September 2022 report to Cabinet shows that - as of end March 2023 - we currently have 19 agency staff that are covering vacancies (down from 23 in August 2022). A 12-month extrapolation of the cost of these agency workers is £1,792,000 (down from £2,065,000 in August 2022), saving nearly £300k annually. Although it would not be possible to definitively attribute all these savings to the 4-day week trial, it is noticeable that during the trial we have had success in recruiting into previously hard to fill posts, particularly in the Shared Planning Service.
32. During the trial, we have seen an increase in the number of applications received per post; on average we have had 4.8 applications per post, compared with 3.4 in the same period last year. These candidates have also been of a higher standard, and we have been able to successfully appoint to roles we have previously been unable to. For example, we advertised a Planning officer post last summer and received only 1 applicant, who was not suitable for the role. We have recently readvertised and received 9 strong applications with 5 selected for interview all of whom are potentially appointable. We have only been unable to appoint and had to readvertise 1 post during the trial, compared to 6 posts in the same period last year. The applications have generally been deemed good candidates.
33. An extension of the desk-based trial for a further year will allow the Council to fully understand the implications of the 4DW on the recruitment and retention of staff.

### **Customer Data**

34. An online customer survey was introduced at the beginning of October 2022 to help to track satisfaction with SCDC services over an extended period of time. This has provided 3 months of customer satisfaction data prior to the start of the 4DW trial, and 3 months of results during the trial. At this stage, these results provide no conclusive evidence of a change in customer satisfaction since the beginning of the 4DW trial. Similarly, SCDC complaint numbers during the trial period were consistent with the median quarterly number of complaints since the start of the 2018-19 financial year, and a slight reduction from the previous quarter. This will be important data to monitor during the extended trial, should it be agreed.

## **What are the proposed next steps?**

35. As set out in the recommendation, it is proposed that a one-year extension to the current desk-based trial is approved.

### **The Facilities Management Trial**

36. Plans are in place for the first Facilities Management Trial which is proposed to start on 1 June 2023. The arrangements for this trial have been facilitated by a combination of more flexible rotas within the service and by further strengthening the already effective operational cooperation between the Facilities Management team and the Customer Contact Centre team around reception and security arrangements.

### **The Shared Waste Service Trial**

37. Due to the complex nature of the Shared Waste Service, including a number of national policy changes that will impact operations, a separate report sets out the proposals for the Shared Waste Service, and this will be subject to approval by the Cabinet and Cambridge City Council.

## **Options**

1. Members could decide not to extend the trial, although given the positive data around performance, health & wellbeing, and potential for savings, this is not the recommended option.
2. Members could move to become a permanent 4DW employer without an extended trial. This would risk making assumptions about recruitment and retention without any robust data and is therefore not the recommended option.

## **Implications**

38. 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**

39. The trial so far, and the proposed extended trial, will incur no additional cost. It is anticipated that savings will be delivered through reducing agency staff further and reducing the need to spend time and resources on recruitment.

## **Legal**

40. Neither the trial, nor the proposed extension, require any changes to employee terms and conditions as participation will be on a voluntary basis. However, we are in regular and ongoing contact with the East of England Local Government Association to ensure our approach to the trial is fair and legally compliant.

## **Staffing**

41. As set out in the report.

## **Risks/Opportunities**

42. The 4DW trial is of particular relevance to SCDC Strategic Risk SR03 – ‘Recruitment and Retention – technical skills shortages’. This risk has a range of associated impacts, including on service delivery, reputational damage, increased staff sickness and increased expenditure associated with reliance on contractors. As such, it is currently categorised as ‘high risk’ to the organisation (with a current risk score of 16 out of a maximum of 25). The 4DW trial is listed as a control measure for this risk, due to the potential for a successful trial to assist with attracting staff to the Council, and to contribute to the wellbeing and satisfaction of existing staff, thereby reducing turnover.

## **Equality and Diversity**

43. An Equality Impact Assessment was undertaken by the 4DW project team and commented on by the Equality, Diversity and Inclusion group. The summary is as follows: there are no direct concerns arising from the 4DW trial with respect to those employees who have protected characteristics. The Robertson Cooper survey data indicates that in general all of these employee groups saw an increase in their general health and wellbeing as a result of the trial. Further information can be found at Appendix 3 and in paragraph 30 above.

## **Climate Change**

44. Due to the increased level of home-working, it is unlikely that the trial will reduce commuting significantly, since that reduction has already taken place to the extent that it is likely to. However, the provision of additional non-working time could lead to more sustainable lifestyle choices and reduction on convenience consumption choices which are more carbon intensive. This has not been measured in the three-month trial and so there is no data.

## **Health & Wellbeing**

45. As set out in the report.

## Consultation responses

46. Consultation has taken place with members from SCDC and Cambridge City Council, and extensive focus groups have been held with managers and colleagues who asked to join drop-in sessions. Responses are set out in **Appendix 2b**.

47. Unison have been involved throughout the trial, and their comments on the trial are set out below:

*“Our approach was to listen to our members and be responsive to both their hopes and concerns for the trial to try to resolve these positively with the aim for no-one to be left behind in the 4 Day week. We engaged staff and our members by:*

- *Member’s meetings when the scheme was announced (pre-trial)*
- *Surveys and In-depth interviews pre, during (and after trial planned) – over 25% of our membership, reflective of the demographics within SCDC.*
- *One to one conversation via stalls/email/ Teams meetings at South Cambs Hall and Waterbeach Depot*

*Future issues to explore if the trial is to continue:*

- *Some staff have worried that they are not coping with the 4-day week and will be blamed for ‘poor performance’.*
- *We are keen that all staff have a working pattern that works for them.*
- *The Equality Impact Assessment should be able to highlight any differential impacts on staff with protected characteristics that need to be resolved*
- *There needs to be agreement and clarity sought with the unions on the process to change contractual rights – while staff have been willing to trial changes there needs to be a definite time when agreement is sought for changes to be made permanently.*

### **Conclusion:**

*Our members highlighted the benefits of the day off for a better work life balance, managing care responsibilities and finding time for leisure. In the majority of our conversations and the survey we undertook the trial has been welcomed. We will need time to see the Equality Impact Assessment and have time to work through the issues that have arisen in the desk-based trial.”*

## Alignment with Council Priority Areas

### **A modern and caring Council**

48. The trial has shown that it is possible to provide a significant benefit to employees without jeopardising performance. The very positive feedback in the Health &

Wellbeing survey demonstrates that colleagues believe the Council has demonstrated itself to be an exceptional employer.

## **Background Papers**

This report follows the report to Cabinet which approved the three month trial for desk-based colleagues: [Trialling a four-day week at the Council - Report for Cabinet.pdf \(modern.gov.co.uk\)](http://modern.gov.co.uk)

## **Appendices**

Appendix 1: How we ran the trial and what we learned

Appendix 2a: Performance data – quantitative

Appendix 2b: Performance data - qualitative

Appendix 3: Health and Wellbeing data

Appendix 4: Dashboards Explained

## **Report Authors:**

Liz Watts – Chief Executive

Telephone: (01954) 712926

Kevin Ledger – Senior Policy and Performance Officer

Jeff Membery – Head of Transformation, HR and Corporate Services

Chloe Whitehead – HR Business Partner (Transformation)

*Liz Brennan and Maureen Tsentides – Unison ('Consultation' section only)*

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South Cambridgeshire  
District Council's

# Four day week trial:

How we ran the trial  
and what we learned



# Contents

What we've done and why	3
Productivity	4
A snapshot of key learnings	5
The non-working day	6
Checking-in	7
Drop-ins	8
Guiding Principles	9
External support	10
A project team	11
Part time colleagues	12
Communication with colleagues	13
Councillors	14
What some colleagues have said	15





# What we've done and why

**In January 2023, South Cambridgeshire District Council became the first UK Council to trial a four-day week for desk-based colleagues. Approximately 450 colleagues took part in the trial.**

Generally, the over-riding aim of a four-day week is to attract and keep talented colleagues. Not being able to fill vacant posts – or having to use agency staff to cover permanent roles – is both costly and disruptive to services for residents and businesses. For example, when case officers change during the process of a planning application, it can cause delays and frustration because a lot of context and institutional memory is lost.

Three months is too short a time period to establish whether or not recruitment challenges have been impacted. Instead, the initial phase of our trial has mainly been about testing whether we can maintain performance levels across the organisation and improve the health and wellbeing of colleagues by finding an innovative way of providing them with more free time. These two elements are key to establishing whether a longer trial is viable.

**A four-day week is when colleagues deliver 100% of their work, in 80% of their usual contracted hours, for 100% of their pay.**

# Productivity

**Four-day weeks require everyone to become more productive. We have said since last September when we announced proposals for the trial that it is about colleagues doing all of our work in 80% of our contracted hours.**

It's definitely not about doing less work. It's about working smarter and being more productive at work. Since the start of 2023 and following a detailed three-month planning period at the end of last year, colleagues across the Council have been testing this new way of working.

## The wider context

During times of growing economic and social challenges, the public sector plays an increasingly central role in protecting the wellbeing of residents, finding a path to sustainable economic growth and improving living standards.

Tighter spending controls have contributed to productivity gains in the public sector over the past decade, but cost savings are no longer enough and there must be new ways to achieve productivity improvements.

With that in mind, productivity can be achieved both by reducing the inputs, such as fewer hours worked, and by increasing the outputs, such as by raising the quality of services. While the trial obviously aimed at reducing the input, it simultaneously aimed at improving the output. The goal was to achieve this by ensuring that colleagues are more motivated, focused and committed in the context of the four-day week.

## How individuals became more productive

- Shorter meetings. Sticking to meeting lengths and agendas, and not over-running. Colleagues have become much more confident to challenge lengthy, unfocussed, or unprepared meetings.
- Following the above point, everyone at a meeting is there for a reason, and they know what that reason is.
- Working in the right location for the task being done.
- Getting clarity at the outset of a task by asking the right questions and speaking to the right people.
- Trying new things, failing quickly, learning lessons, and trying again.
- Planning ahead and agreeing on realistic and appropriate deadlines at the start of a piece of work to cut down on urgent and last-minute requests or changes.
- Fewer emails – and carefully considering the number of others being copied into emails.
- Picking-up the phone rather than writing a long email or Teams message.
- Focus time, where you allocate work into a calendar to complete within a certain time rather than leaving it on a 'to do' list.

## How teams became more productive

- Empowering the right people to make decisions.
- Ensuring that the job is being done by the right person at the right level.
- A greater focus on improving what we do and how we do it, in a much more efficient and effective manner.
- Ensuring there is no duplication of effort within teams, where multiple people say, 'but I thought I was doing that.'
- Having the opportunity to challenge existing processes and try new and better ones.

# A snapshot of some of our key learning

What follows in this document is a snapshot of some of our key learning during these three months.

It is in no way an exhaustive list of everything that went well, and everything that went less well. It is however a series of observations based on our experiences, which we hope are useful to those who we know are interested in this topic, and other UK councils who may be considering testing a similar way of working.

The format for each observation is the same; what we did, what we learned and what we would do differently next time.



# The non-working day



## What we did

Based on business need and ensuring adequate cover across every weekday, we asked all colleagues to select Monday or Friday as their non-working day, unless there was a pressing business reason to select another weekday. This gave us 'core days' of Tuesday, Wednesday, and Thursday when colleagues could be confident that meetings can take place.



## What we learned

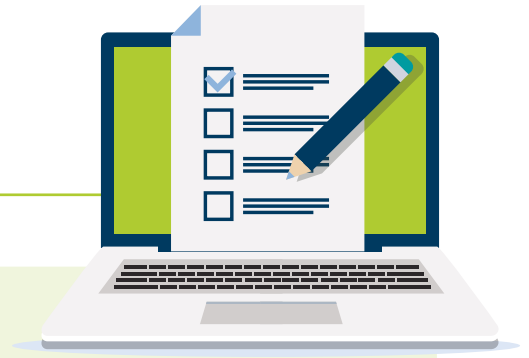
As a result of colleagues taking either a Monday or a Friday as a non-working day, anecdotally we have found that Mondays and Fridays became very productive for those at work. Generally, there are few meetings on Mondays and Fridays which created 'quieter' time and space that was valuable in progressing more focused pieces of work, without distractions. For example, for a colleague who takes a Monday as a non-working day, they may find that their Tuesday can be a little busy as they are catching up, but by the time they get to Friday, and it is time for the other proportion of the workforce to take their non-working day, there is a clear space for work that requires more strategic thinking and focus.

## What we would do differently

The discovery of this 'quieter day' came as a surprise to many colleagues and was not something that we had initially factored into our thinking. Had we known that this was likely to transpire, we would have encouraged colleagues to think about how they structure their week with this in mind.



# Checking-in



## What we did

We hosted an ongoing 'check-in' survey throughout the trial period. This was a simple Microsoft Form consisting of just a few questions that asked colleagues to convey how their week had gone, and how they are feeling, in relation to the four-day week trial.



## What we learned

On average, we received 97 responses per week. We asked six specific questions during the trial. All the scores across every question improved as time passed.

The highest increase score came when we asked people to rate how they feel about the statement "I enjoy my time outside of work more". This scored on average 4.56 (on a scale of one to five, with one being strongly disagree through to five being strongly agree).

The remaining questions captured feedback around whether colleagues had enough time to do the role, how the trial made them feel, whether they think about work on days off, whether they complete work on days off and whether colleagues enjoy time at work more. At the ten-week stage, scores ranged from 3.58 to 4.12 for these questions (on a scale where one was the worst score and five was the best).

## What we would do differently

Whilst the survey initially captured whether the responder was in a management or non-management role, the comments captured indicated that part-time colleagues did have a different experience during the trial. Subsequently, we therefore added a question to establish whether the responder worked a full-time or part-time contract. It would have been useful to have this in-place from the start of the survey.

# Drop-ins



## What we did

We hosted several drop-in sessions during the trial, led by our HR and Transformation colleagues who are part of a cross-Council project team.

## What we learned

We hosted open sessions where colleagues could come and ask any question they had which was related to the trial. These sessions were advertised internally in advance and generally held using Microsoft Teams. They were well attended by colleagues from a range of different departments and of differing grades.

During the sessions we found that most concerns related to teams introducing bespoke arrangements on a more local level, which was outside of the guidance issued corporately, and not necessarily in-line with that corporate steer. We were able to use these sessions to answer questions, clarify expectations and share recommendations where appropriate.

## What we would do differently

As we were keen to ensure that the sessions were as open as possible and all colleagues felt they could ask anything that they like, the conversation was not always relevant to everyone who attended.

Whilst there are benefits to sharing information broadly, we later introduced some sessions that had a specific theme or demographic, to ensure the information discussed benefitted all attendees.



# Guiding Principles



## What we did

Throughout our three-month planning period (October to December 2022) and during the trial itself, we produced a series of short 'Guiding Principles' documents that aimed to answer common and emerging questions and concerns. These evolved over time – with some guidance issued through these documents providing an updated or slightly different steer on a previous topic as we gained further insight into working practices and experience.

## What we learned

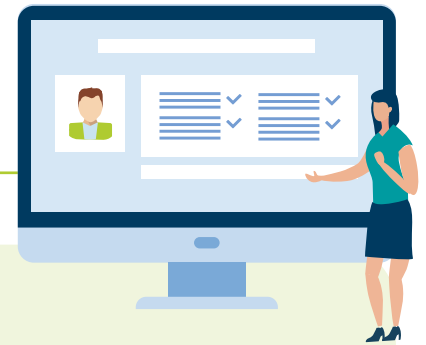
Through the weekly check-in survey referenced earlier in this document, and during the drop-in sessions outlined earlier, we were able to collate ongoing themes related to the four-day week from a wide range of employees. Where it became evident that more formal guidance was required to ensure a unified approach, or information was required to provide clarity, we would produce a new Guiding Principles document. This document was then promptly issued to all colleagues across the Council using a range of internal communications channels. Each document contained approximately six principles in the form of a question and answer, designed to provide further guidance around a particular area or theme.



## What we would do differently

The Guiding Principles have proved to be extremely valuable and provide clarity and reassurance for our teams. The only improvement for consideration would be to clearly communicate that principles are established based on our knowledge and experience at a specific time within the trial, and highlight that amendments may be made, based on availability of more data. Whilst there was no need to change most of our guidance issued in this way, further points of clarification were provided as we progressed through the trial.

# External support



## What we did

We invited the Bennett Institute for Public Policy at the University of Cambridge to support our trial.



## What we learned

The Bennett Institute is committed to interdisciplinary academic and policy research into the major challenges facing the world, and to high-quality teaching of the knowledge and skills required in public service. By working with them, we have been able to ensure that our data is analysed without any risk of bias. This is hugely important given that this is a trial with robust data at its core – such as the full range of key performance indicators that we are using to determine the success or otherwise of Council services during the trial.

Whilst we have completed our own ongoing reviews of the data, we have also been assisted by colleagues from the Bennett Institute to ensure that the findings are supported by independent analysis. The feedback and support provided ensures that we take a broad view of our data and consider aspects beyond the operational matters of the organisation.

## What we would do differently

The Bennett Institute have supported us from the early stages of the trial and have been hugely beneficial to our trial. We would encourage any other Council considering learning from our experiences and trialing this way of working to engage a third-party to provide analytical support at the earliest opportunity to ensure all aspects of the data are considered in full.



# A project team



## What we did

We created a four-day week project team, which still meets on a weekly basis, and contains representation from several key areas, including Leadership Team, HR, Communications, Policy, Transformation, Learning and Development, Union representatives, the Bennett Institute for Public Policy at the University of Cambridge and Cambridge City Council. This Cambridge City Council representation is especially key given that we share several important services, such as Planning and Waste, and their input as the trial developed was critical.

## What we learned

During the planning phase of the trial this working group was created to support and lead on all elements of the Council's four-day week work. The working group has met weekly for six months to discuss a variety of matters including training, the previously mentioned Guiding Principles documents, drop-in sessions, and data analysis. Through the creation of a broad working group, we have been able to address any issues promptly and generally ensure communication has been relevant and timely for colleagues – as well as reactive when needed.

## What we would do differently

As the group developed, we were able to recognise knowledge gaps and invited additional members to the group. Starting with a broader coalition of colleagues at the start may have accelerated some of our progress, although this is hard to quantify without running a future trial.



# Part time colleagues



## What we did

To try and ensure fairness across the board we gave all employees 20% of their weekly working time as non-working time, in-line with the principles of a four-day week. As mentioned elsewhere in this document, for full time employees, this was usually taken as a full day. For part-time employees, this was either taken as a full day where possible, or as part of a day, or resulted in them working their normal days but for shorter periods.

## What we learned

While this approach did allow part-time colleagues to pick an option that fit best with their needs, feedback from them was that they didn't always feel they had as much benefit if they weren't getting a 'full day off'.

## What we would do differently

Another option is for part-time employees to take a full day off every fortnight, instead of taking 20% of their hours each week. This would have been preferable for some colleagues. It would still result in them working the same overall reduced hours, and potentially also could have increased cover options on Mondays and Fridays.



# Communication with colleagues



## What we did

During the three-month planning period at the end of 2022, there was a steady stream of continuously updated advice and guidance, as well as information, provided to colleagues. This included via the 'Guiding Principles' documents mentioned above. This internal communication was vital to help colleagues prepare for the trial. We also ran 'red team' sessions (an incredibly quick way to gather feedback on an idea or something you are thinking of doing) and established a hub on our intranet for employees to exchange hints and tips. Another key internal communication mechanism was the establishment of a 'Champions' group across Council services.

## What we learned

We were always clear that we felt the best ideas for increasing productivity would come from teams themselves – whereas the more corporate guidance on how the trial was going to run was centrally-issued. However, there were some misunderstandings early in the planning period about how some colleagues may be affected – particularly those on part time contracts. The 'Champions' mentioned above were engaged and acted as useful critical friends throughout the process.

## What we would do differently

Along with the centrally issued corporate guidance, an additional idea to consider would have been to encourage even more two-way conversations from an earlier stage. This may have helped the project team clear-up any misunderstandings at an earlier stage. Also, the 'Champions' could have been engaged slightly earlier in the process and been able to act more as trouble-shooters or a 'middle person' for their teams.



# Councillors



## What we did

We held briefings for councillors when the trial was announced, and during the planning period to update them. We reported to committees with progress updates during the trial itself. We aimed to provide a service that would be seamless for councillors, so that (like residents) there should be no impact on them. At the end of the trial, we surveyed councillors and invited them to roundtables led by the Bennett Institute researchers.

## What we learned

The feedback from councillors was generally very positive, with members feeling that meetings with officers tended to be more productive, and time was used sensibly. Councillors also commented positively that officers seemed more motivated and focused.

Many councillors expressed frustration that they weren't briefed about the trial earlier and that they weren't always confident explaining the four-day week to their residents. A number of councillors were concerned about the Waste trial, which they thought was very important, but also more complex to implement.

There was a very mixed picture regarding the accessibility of officers, with some commenting that it had improved (due to clear alternate contacts on email signatures on someone's day off) while others raised concerns that they had struggled to contact the right officer.

## What we would do differently

Members themselves suggested that communications with officers would be easier if they had access to Microsoft Teams, which is something the Council is currently exploring.

# What some colleagues have said

Now I have adjusted to working four days, I am really enjoying it. My time at work is more focused for more of the time, but by organising my time I am getting my work done. My time away from work feels more focused as well and I have had the time to do things I have been wanting to do.

I am finding it much easier to uphold work momentum during my four days at work than I did during a five-day week. It's a sprint rather than a marathon, and I think I am working much more efficiently, simply by having my tasks lined up for the week and maintaining the motivation to tick them off the list.

For the past two weekends, a parent has been in hospital in another part of the country. I have been able to visit them and recover from this during my three-day weekend. I would have had to take time off or start the working week in a poor mental and physical state without the four-day week trial.

The four-day week encouraged me to join our local network of leisure centres to take advantage of their swimming and exercise classes which I'm really enjoying.

I find it difficult to fit all my work in to 30 hours. I enjoy only working four days, but those four days are longer than normal hours.

It is far more of a culture change than I imagined it would be.

Feeling more productive and driven to complete tasks within the four days to be able to reward myself with the extra day off. Weekends feel less pressured and rushed too!

# Need to get in touch?

South Cambridgeshire District Council  
South Cambridgeshire Hall  
Cambourne Business Park  
Cambourne  
Cambridge  
CB23 6EA

✉ [scdc@scambs.gov.uk](mailto:scdc@scambs.gov.uk)

☎ [01954 713 000](tel:01954713000)

[scambs.gov.uk](http://scambs.gov.uk)



REPORT

# South Cambridgeshire District Council four-day work week trial: Evaluation of the key performance indicators

## Authors

Nina Jörden and Ayantola Alayande

Bennett Institute for Public Policy, University of Cambridge, UK

**Date: April 2023**

# South Cambridgeshire District Council four-day work week trial: Evaluation of the key performance indicators

**This report presents the evaluation of the key performance indicators (KPIs) of the first trial of a four-day working week (4DW) in a local authority, the South Cambridgeshire District Council (SCDC). This trial took place from January 2023 to March 2023 and included around 500 desk-based staff from SCDC.**

## Introduction

SCDC has made significant changes to the way it operates as a result of the Covid pandemic, with an increased focus on technology, flexible working and home working, while maintaining a constant focus on meeting service standards for residents and businesses. However, the Council still struggles with recruitment and retention challenges as well as an increasingly difficult financial environment. As a result, new ways of working need to be developed constantly in order to protect services offered to residents and businesses while maintaining a motivated and highly productive workforce. These circumstances have led to the proposal to trial a 4DW at SCDC. The success of the three-month trial will be assessed against two criteria:

- Performance (against the standard set of KPIs and planning service results)
- Health and wellbeing (using an industry standard survey)

To ensure maximum transparency and objectivity, the analysis of the KPIs was outsourced to a team of researchers from the Bennett Institute for Public Policy at the University of Cambridge. This short report is to be understood as an addition to the main report of the SCDC and focuses solely on the analysis of the KPIs.

## The data

Data was collected on 16 standard KPIs as well as two Planning Services Measures, cutting across the services Housing, Transformation, Human Resources (HR) & Corporate Services, Finance and Shared Planning.

Monthly data was collected for 12 of the 16 KPIs for each of the three months of the trial period (January, February and March 2023), and Quarterly (Q4, 2022/23) for the remaining four KPIs.

Table 1 below shows the list of all KPIs examined.

List of all KPIs	Time period	KPI description	Service
AH211	Monthly	Average days to re-let all housing stock	Housing
CC302	Monthly	% of calls to the contact centre resolved first time	Transformation
CC303	Monthly	% of calls to the contact centre that are handled (answered)	Transformation
CC307	Monthly	Average call answer time (seconds)	Transformation
FS102	Monthly	% of Housing rent collected (year to date)	Finance



FS104	Monthly	% of business rates collected (year to date)	Finance
FS105	Monthly	% of council tax collected (year to date)	Finance
FS109	Monthly	% of undisputed invoices paid in 30 days	Finance
FS112	Monthly	Average number of days to process new HB/CTS claims	Finance
FS113	Monthly	Average number of days to process HB/CTS change events	Finance
SH332	Monthly	% of emergency repairs completed in 24 hours	Housing
SX025	Monthly	Average land charges search response days	Shared Planning
AH204	Quarterly	% of satisfaction with repairs	Housing
CC305	Quarterly	% of formal complaints resolved within timescale (all SCDC)	Transformation
FS117	Quarterly	Staff turnover (non-cumulative)	HR and Corporate Services
FS125	Quarterly	Staff sickness days per FTE (full-time employment) excluding SSWS (non-cumulative)	HR and Corporate Services

The two planning services measures examined are:

Planning measures	
Major planning application decisions	SCDC & Cambridge City Council (CCC)
Non-major planning application decisions	SCDC & Cambridge City Council

A couple of important points are worth noting with the data:

- Planning service figures are a departure from the usual KPIs and as such do not have code names nor targets attached. They are also excluded from the RAG (red, amber green) Outlook presented in the analysis sessions. The analysis of Planning figures for this report begins from April 2022.
- Overall, the Council reports on 26 KPIs across six services. However, 10 KPIs have been excluded from the analysis due to the following reasons:
  - Three KPIs: **\*AH230** [Number of households with children leaving B&B (bed & breakfast) accommodation after longer than six weeks], **\*CC314** [% of public hybrid meetings run without issues causing downtime exceeding five minutes] and **\*PN519** (average time to determine validated householder planning applications – in weeks) were only introduced in the 2023/24 financial year, and as such lack enough historical data for comparison.
  - Four KPIs in Shared Planning Services are reported as cumulative figures, over a two-year performance period: **\*PN510** [% of major applications determined within 13 weeks or agreed timeline], **\*PN511** [% of non-major applications determined within eight weeks or agreed timeline] **\*PN512** [% of appeals against major planning permissions refusal allowed] and **\*PN513** [%of appeals against non-major planning permission refusal allowed]. These

KPIs assess performance over a two-year period (October 2021 to September 2023 / April 2021 to March 2023) reported in alignment with the central government's methodology for monitoring local authority planning performance. As such, these data are not useful for monitoring performance of the 4DW and have been excluded. As noted above, alternative Planning Service measures have been included to ensure performance can be measured.

- Three KPIs in Shared Waste Services: \***ES418** [% of household waste sent for reuse, recycling and composting], \***ES408** [% of bins collected on schedule], and \***SF786a** [staff sickness days per FTE - Shared Waste Service only] – all belong to Shared Waste Service, which is currently not part of the trial.
- The analysis for both monthly and quarterly KPI included historical data dating back to April, 2016/Q1 2016-2017 to ensure an overall view of the KPI trends.

## Analysis

### Methodology

Overall, the analysis of the KPIs was structured into four levels.

1. a. First, the status of each KPI is presented in a table format in relation to its target and intervention figures using three colour codes: Red, amber and green.  
b. Planning services results are presented as trended data.
2. The second analysis shows the trended historical data for each KPI up until the last reporting period of the trial. This is also done in two ways: i) Line charts showing full series; ii) Line charts showing the year on year (YoY) comparison of the data (i.e. data for January – March 2023 was compared with January – March of previous years.)
3. The third analysis employs a statistical process control (SPC) to identify outliers based on the averages of all past data for each KPI, allowing to show where performance may have been way above the upper limit or below the lower limit (outliers).
4. The last level of analysis accounts for the seasonality of the data. Here, the attempt is to remove the effect that certain times of the year could specially have on KPI performance, e.g., whether repair requests are higher in winter, which influence how repair KPIs behave differently in winter months versus summer.



## Findings

### 1. a. KPI Status (RAG Outlook)

Table 2 shows the analysis of 16 KPIs. The colour codes, green, amber and red are used to represent the status of the performance against the target and intervention benchmarks. If a KPI is at or above target level, it is coded *green*, while KPIs slightly below the target but above intervention level are labelled *amber* and those below intervention levels are labelled *red*. Both the target and intervention levels are decided by the Council at the beginning of each financial year, considering previous performances and other probable contexts for the coming year.

**For the monthly KPIs, four of 12 achieved 'green' status (met or exceeded target) in every month of the trial – these are:** *Average number of days to process new HB/CTS claims (FS112); average number of days to process HB/CTS change events (FS113); % of emergency repairs in 24 hours (SH332); and average Land Charges search response days (SX025).* **Two KPIs achieved green status in at least two of the three months of the trial,** these are: *% of calls to the contact centre that are handled (answered) (CC303); % of housing rent collected (FS102).* **Four KPIs achieved green status in at least one of the three months of the trial,** these are: *% of undisputed invoices paid in 30 days (FS 109); % of council tax collected (year to date) (FS 105); % of business rates collected (year to date) (FS104); and the % of calls to the contact centre resolved first time (CC302).* **Two KPIs consistently performed below the target across all three months of the trial,** these are: *Average days to re-let all housing stock (AH211), and average call answer time (seconds) (CC307).*

**For quarterly KPIs, three out of four met up with the target points during the trial period, these are:** *% of formal complaints resolved within timescale (all SCDC) (CC305); staff turnover (non-cumulative) (FS 117); staff sickness days per FTE excluding SSWS (non-cumulative) (FS 125).* One KPI – *% of satisfaction with repairs (AH204)* – performed below the target but not below intervention levels.

**Table 2: KPI status (RAG Outlook)**

KPI	2023	January	February	March
Average days to re-let all housing stock (AH211)	Actual	25	27	25
	Target	17	17	17
	Intervention	25	25	25
% of calls to the contact centre resolved first time (CC302)	Actual	81.04	77.78	78.76
	Target	80	80	80
	Intervention	70	70	70
% of calls to the contact centre that are handled (answered) (CC303)	Actual	91.02	91.61	88.01
	Target	90	90	90
	Intervention	80	80	80
Average call answer time (seconds) (CC307)	Actual	139	141	178
	Target	100	100	100
	Intervention	180	180	180
% of housing rent collected (FS102)	Actual	97.66	97.79	97.96
	Target	97.3	97.9	97.7
	Intervention	95.35	95.94	95.75
	Actual	93.8	97.7	98.18

% of business rates collected (year to date) (FS104)	Target	95.5	98.4	86.3
	Intervention	93.59	96.43	84.57
% of council tax collected (year to date) (FS 105)	Actual	95.4	98.2	99.21
	Target	97.8	98.6	88.5
	Intervention	95.84	96.63	86.73
% of undisputed invoices paid in 30 days (FS 109)	Actual	98.74	97.76	95.65
	Target	98.5	98.5	98.5
	Intervention	96.5	96.5	96.5
Average number of days to process new HB/CTS claims (FS112)	Actual	6	10	14
	Target	15	15	15
	Intervention	20	20	20
Average number of days to process HB/CTS change events (FS113)	Actual	4	3	6
	Target	10	10	10
	Intervention	15	15	15
% of emergency repairs in 24 hours (SH332)	Actual	100	100	100
	Target	100	98	98
	Intervention	98	95	95
Average land charges search response days (SX025)	Actual	11.73	9.31	8.73
	Target	12	12	12
	Intervention	15	15	15
	<b>Q4, 22-23</b>	<b>Actual</b>	<b>Target</b>	<b>Intervention</b>
% of satisfaction with repairs (AH204)		92	97	92
% of formal complaints resolved within timescale (all SCDC) (CC305)		86.67	80	70
Staff turnover (non-cumulative) (FS 117)		1.66	3.25	4
Staff sickness days per FTE excluding SSWS (non-cumulative) (FS 125)		1.64	1.75	2.5

However, it is important to take note of current contexts when evaluating the status of some KPIs. For example, while the percentage of council tax collected was below the target for both January and February during the trial, this should not necessarily be confused as 'underperformance' for those months, given that residents shifted their instalments to February and March due to the cost-of-living crisis.

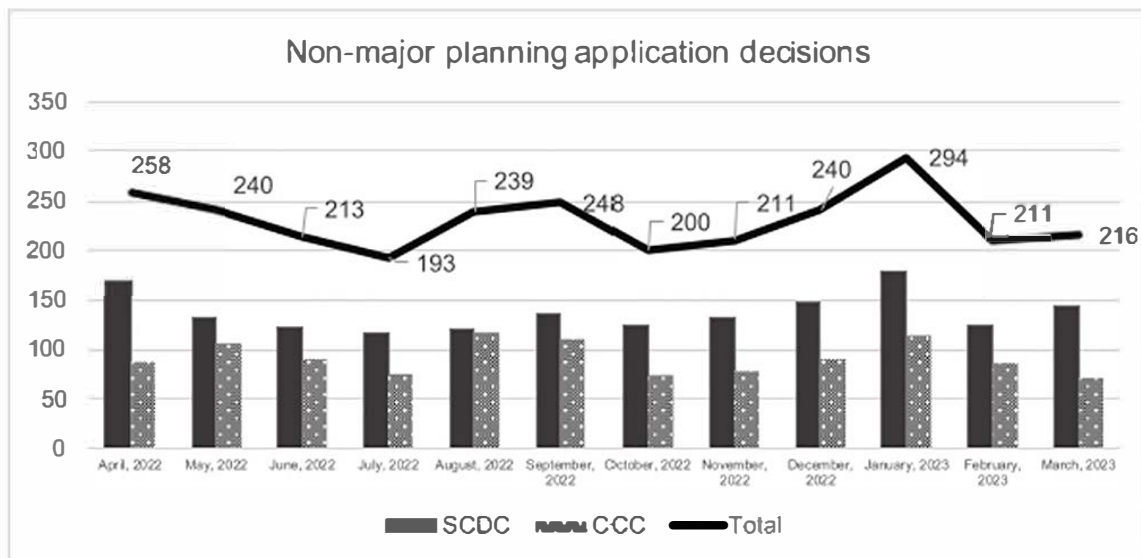
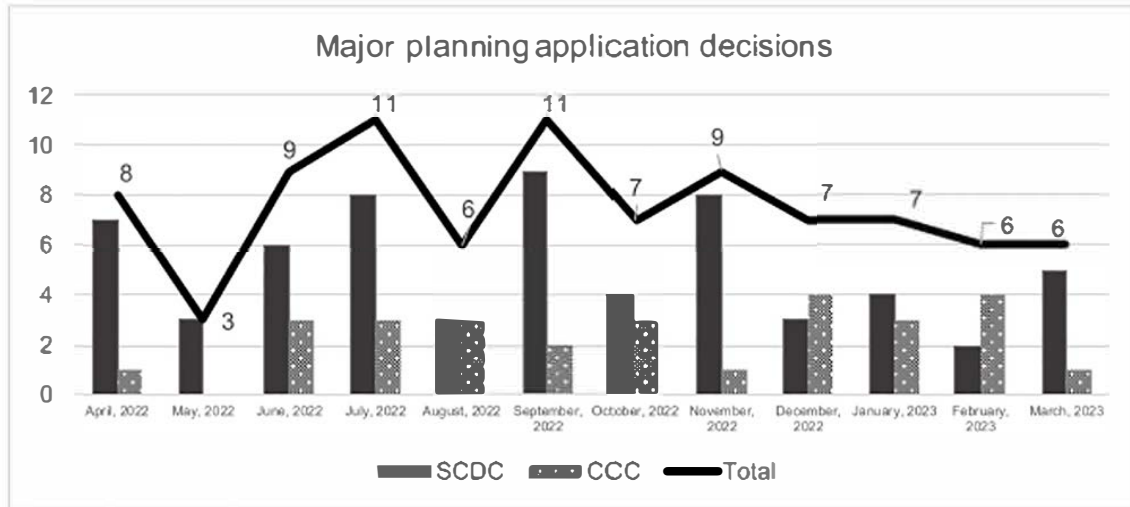
Another important consideration is the historical context/data in assessing the status of each KPI. For example, while the average days it takes to re-let all housing stock (AH211) has consistently tracked as amber or red throughout the trial, there is in fact an improvement on the average performance of this KPI six months before the trial. As such, the next level in the analysis shows the time series of each KPI up until April 2016 or Q1, 2016/17, as applicable.

#### 1. b. Planning performance indicators

Major planning application decisions have remained at normal levels for both the SCDC and the City Council during the trial. Although this is not included in the chart below,

results from January – March of 2021 and 2022 are comparable with what is obtainable in the trial period.

The picture is similar for non-major planning application decisions as well. Planning figures remain within historical range, although the total number of decisions fell between January and February 2023 for both the SCDC and City Council, and further reduced in March 2023 for the City Council only.



**2. Trend: Series**

This analysis shows the historical series for each monthly/quarterly KPI, dating back to the first period the Council began tracking each respective KPI (i.e. April 2016 for most monthly KPIs, and Q1 2016-17 for the quarterly KPIs).

Considering past performances allows for an overall view of each KPI.

This is done in two ways: In the first group of charts for each KPI, KPI performance is shown over all past periods, while the second group of charts shows KPI performance as 'same period previous years' (e.g., Q4 2023 is compared against other Q4s for previous years).

The first set of charts looks at performance for several months prior to the study to see if the KPIs show any deviations from the norm. This is important, given that it is possible for a KPI in 'Month A' of the trial to track below performance in the preceding month, yet such levels of performance may not be out of the ordinary, and have occurred a few times in the past. Using this approach **none of the KPIs show an abnormal performance throughout the trial period.**

In the second set of charts, KPI performance was compared for the period of the trial (January – March 2023) against January – March of previous years. For monthly KPIs, this was done by finding the average of the three months for each year. This allowed to see what performance is usually like for this period across other years, considering that KPIs might behave differently in specific periods of the year. **Overall, none of the KPIs show an unusually low level of performance in that similar levels of performance have occurred in previous periods. A few KPIs with distinct YoY performance levels are worth highlighting:**

- **HB/CTS change event processing days (FS113); New HB/CTS claims processing days (FS112); Percentage of emergency repairs completed in 24 hours (SH 332); and percentage of complaints responded to within timescale (CC305)** all have the highest performance level in the trial period (January – March 2023) compared to January – March of previous years.

The detailed evaluation and graphical representation of this evaluation as well as further interpretation can be found in the Appendix 1.

### **3. Statistical process control (SPC)**

The next step in the analysis is the SPC which helps to show how the KPIs perform compared to the trended average overtime (from April 2016). Importantly, it points out outliers in the data – both special causes for concern and special causes for improvement. The SPC allows to identify statistically significant changes in data. The dotted lines (upper and lower process limits) represent the expected range for data points if variation is within expected limits - that is, normal. Anything outside of the upper or lower limits is considered an outlier.

For analytical purposes, this method is only applicable to six KPIs, as it could only be used for KPIs measured in percentages and excludes cumulative/year-to-date variables.

**Overall, performance across the six KPIs examined under this method either remain at a normal level or show special cause for improvement.**

The detailed evaluation and graphical representation of this evaluation as well as further interpretation can be found in the Appendix 2. In the SPC charts, three key colour codes are important to pay attention to: The silver colour represents normal performance, blue shows special improvement in performance compared to the norm/mean, and orange shows performances of special concern, i.e. way below norm.

#### 4. Regression analysis: Control for seasonality

A very important consideration in this analysis is the role that seasonality plays in the KPI figures; for instance, it is observed that for the KPI CC307 (average call answer time – seconds), call times are often up in March and quite low in December. As such, a comparison of January 2023 performance with the previous month of December would not reflect the true picture of the KPI. The next step in the analysis is to therefore control for this seasonality.

By removing the seasonal component from the data, KPI variables behave the way they would normally behave, leading to the conclusion that the following results are the way they are not because of seasonality, but because of other factors – which may or not be attributed to the 4DW trial.

This analysis also helps to separate the effects that the 4DW has on performance, different from other months.

The effect after removing the seasonality factor is presented for each KPI in Appendix 3.

**When seasonality is controlled for, the KPIs show normal performance**, with only a few cases where the 4DW could have had a slightly negative impact on the KPI averages. A few positive effects are also observed. This impact is often small and negligible, and it should be emphasised that, it is not just the 4DW that has an impact on the KPIs, but possibly other factors that cannot be accounted for in this analysis (such as the cost-of-living crisis in relation to the collection of council tax). Besides, none of these effects was statistically significant.

#### Summary of the findings

Planning decisions have remained at comparably normal levels when compared with both recent data (from April 2022) and earlier planning measures (2020-2021).

For most KPIs, performance is maintained at the level they were shortly before the trial, while some KPIs experience significant improvement compared to recent data. **Nine out of 16 KPIs show substantial improvement when comparing the trial period (January – March 2023) with the same period last year (January – March 2022).** These are: *Average re-let days (monthly) (AH211); average land charges search response days (SX025); staff turnover (non-cumulative) (FS117); HB/CTS change event processing days (FS113); new HB/CTS claims processing days (FS112); percentage of calls to the contact centre resolved first time (CC302); percentage of council tax collected (FS 105); percentage of emergency repairs completed in 24 hours (SH 332); and percentage of complaints responded to within timescale (CC305).*

**The remaining seven KPIs either remain at similar levels compared to same period last year or experienced a slight decline.** These are: *Percentage of satisfaction with repairs (AH204); staff sickness days per FTE excluding SSWS (non-cumulative) (FS125); percentage of business rates collected (FS104); percentage of undisputed invoices paid in 30 days (FS109); percentage of housing rent collected (FS102); Average call answer time (seconds) (CC307); Percentage of calls to the contact centre that are handled (answered) (CC303).*

Importantly however, **there are no serious outliers that require concern**, although a bit more attention to the KPI “Percentage of satisfaction with repairs” could be helpful (see Appendix 3).

While these results are consistently positive and indicate an increase in productivity within SCDC, it should be noted that while the 4DW does not appear to have had a negative impact on service performance, most KPIs are still below pre-pandemic levels. In other words, while

performance levels for many KPIs are not decreasing (and even seem to be improving for some) compared to recent historical data, many KPIs are still struggling to maintain their pre-pandemic performance levels. The key question that arises here is whether it would be useful for the internal performance improvement strategy to also take into account 2017 – 2018 performance levels, rather than just the most recent data when preparing targets and intervention benchmarks.

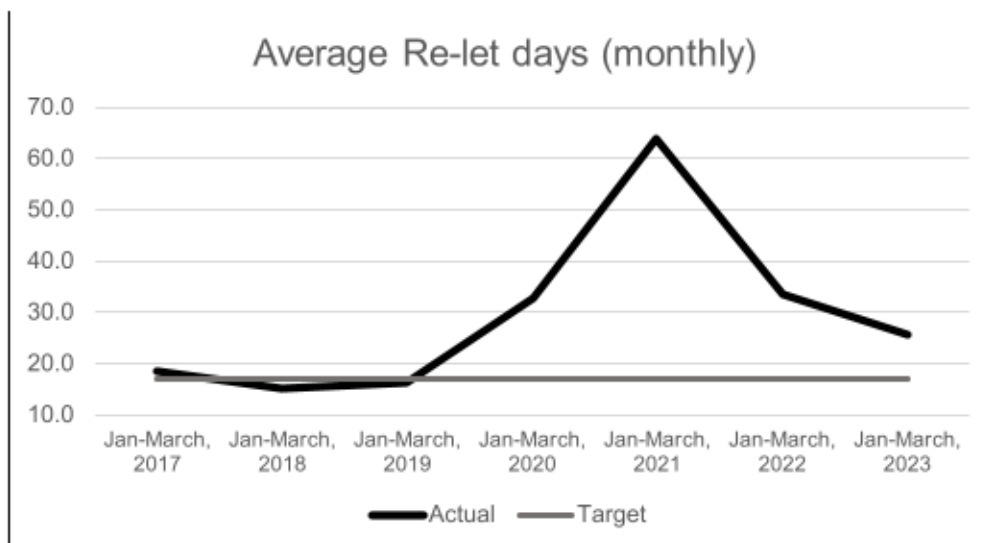
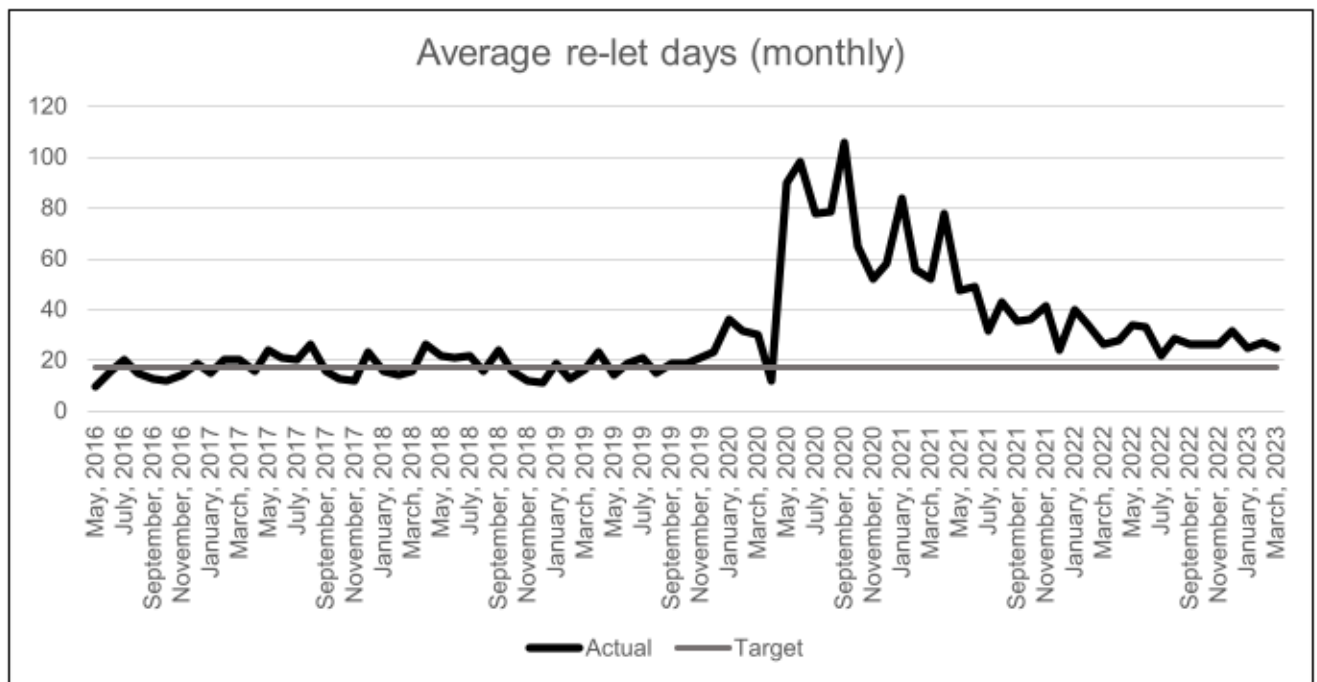


## The data Appendix 1: KPI series

### Monthly KPIs

#### Average re-let days (monthly): AH211

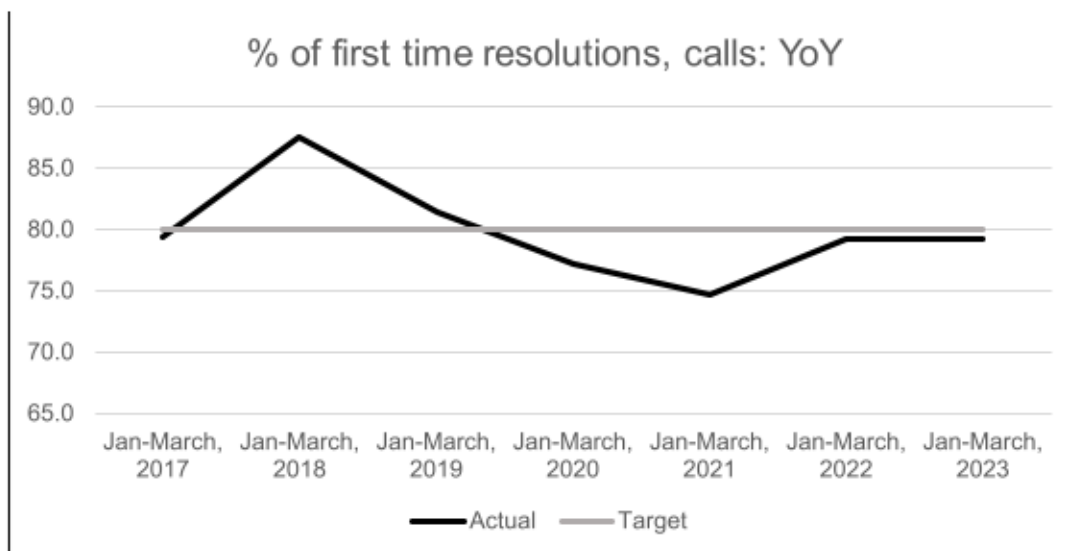
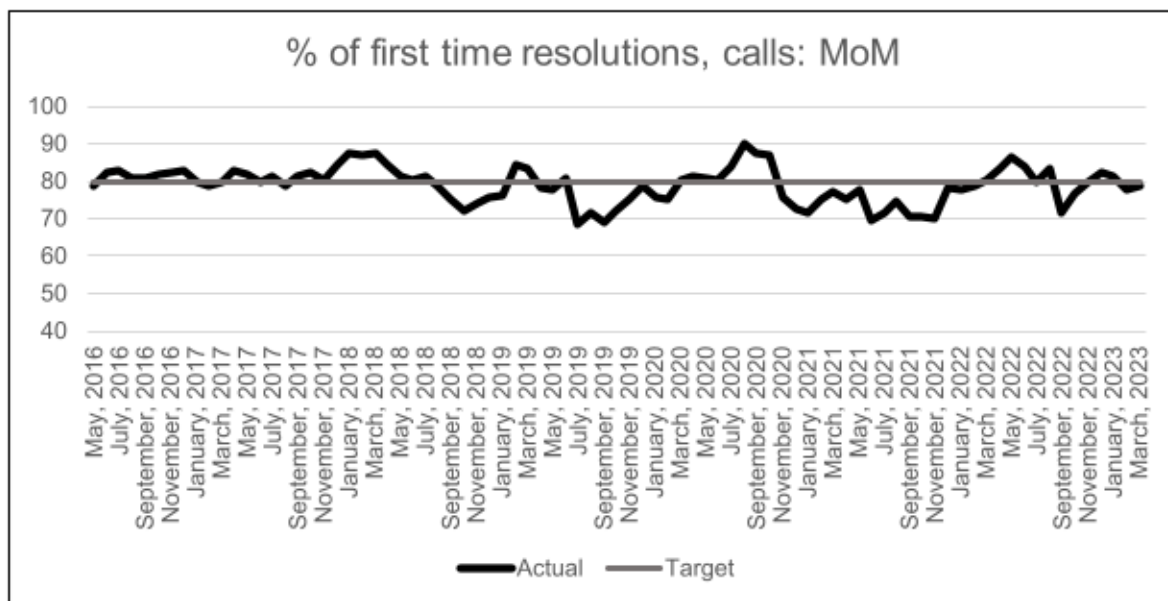
The average monthly re-let days for each of the three months of the trial was well within range for previous period, but still above the target level for each month, and in some cases (e.g., February) above the intervention level. One glaring fact from the data is that performance has yet to return to its pre-pandemic levels. However, the performance for January – March 2023 is still better than same period previous year (January – March 2022)



**Percentage of calls to the contact centre resolved first time: CC302**

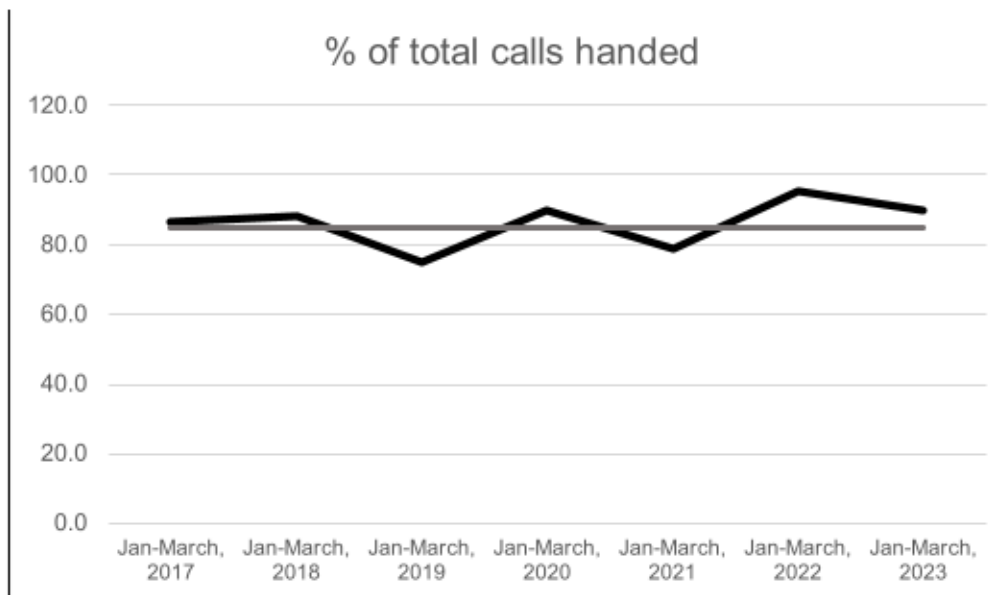
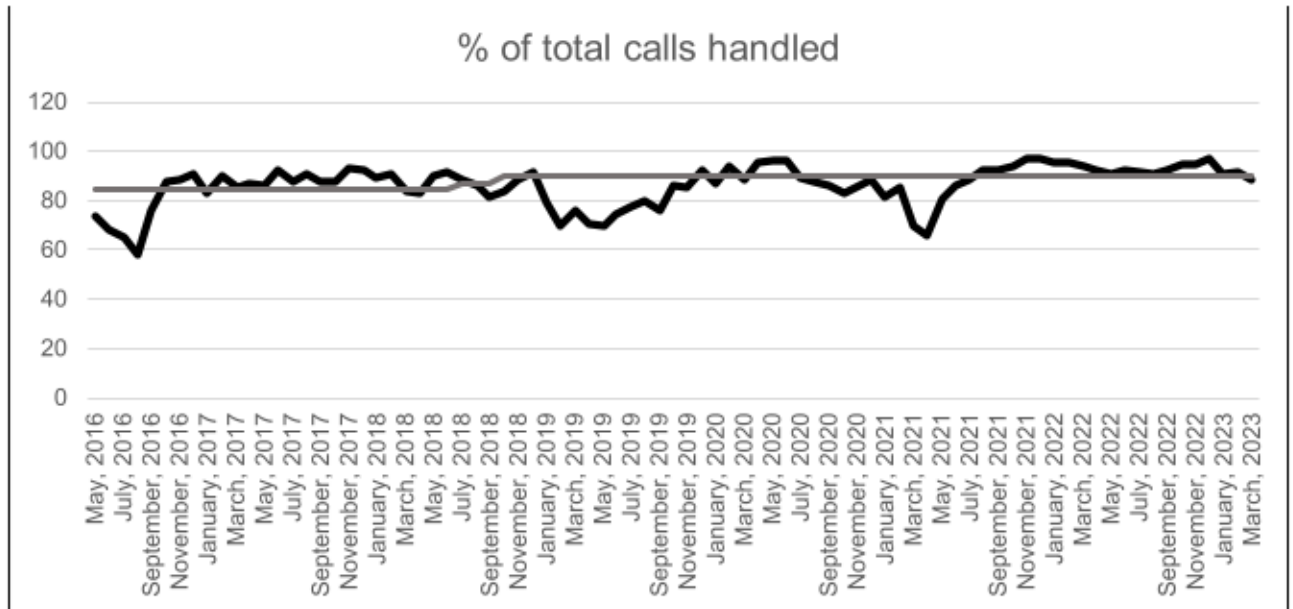
The percentage of first time resolutions for January, February and March 2023 are respectively 81.04, 77.78, and 78.76 percent respectively. Although the performance across the three months of the trial is below that of December and November 2022, this performance level is consistent with what is obtainable in the past. February and March 2023 are slightly below the target, and might require further attention for the next month.

Looking at the year-on-year performance for this target, the combined average of January – March 2023 is the same as the previous year, higher than 2021 and 2020, but is slightly below its pre-2020 levels. It appears this KPI began witnessing a decline during Covid times, and has yet to recover to its pre-Covid levels.



**Percentage of calls to the contact centre that are handled (answered): CC303**

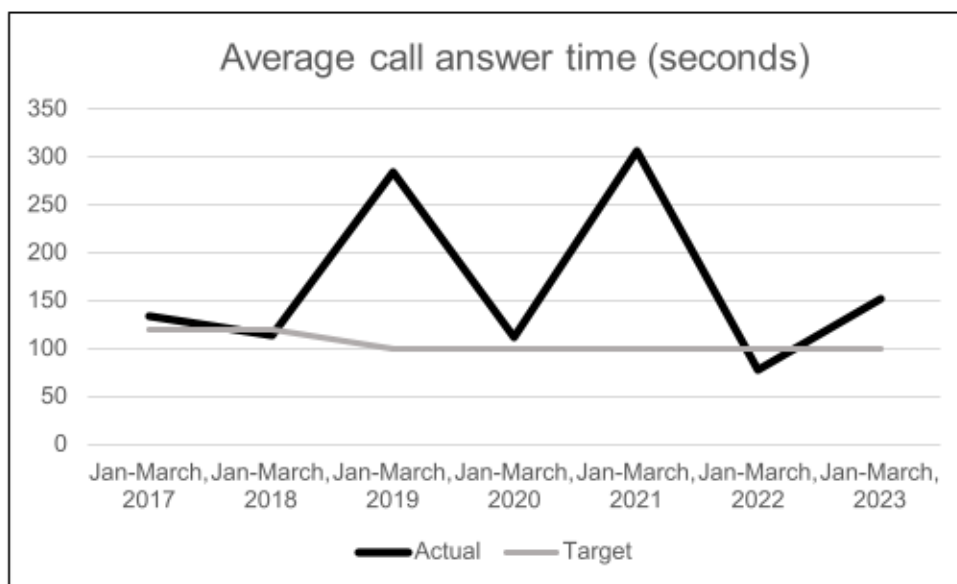
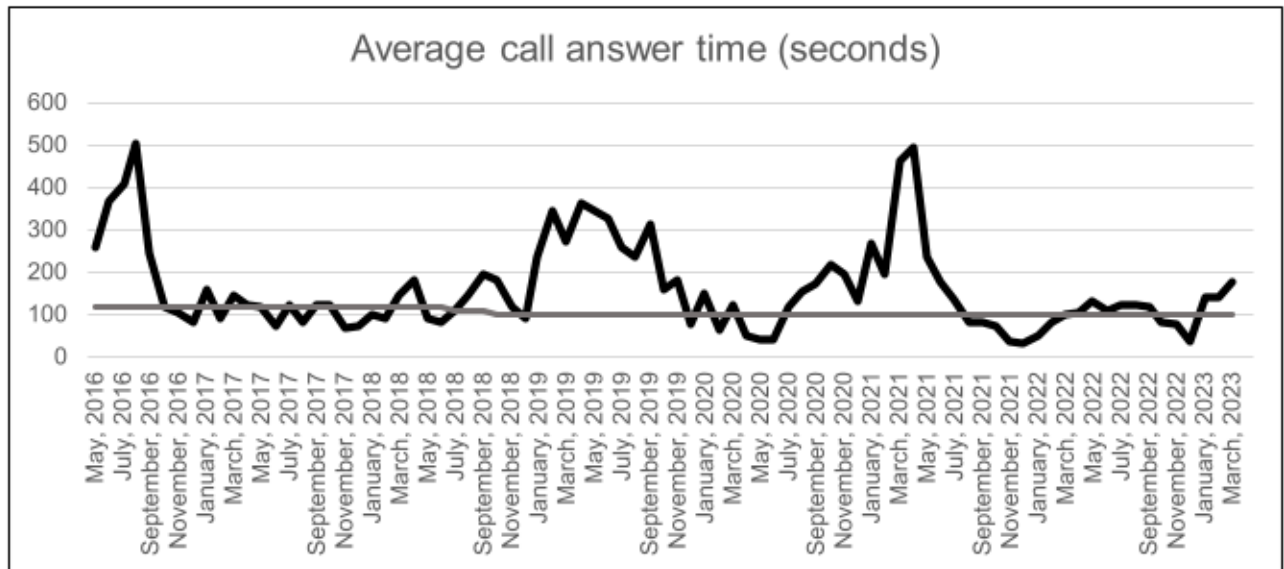
The percentage of calls to the contact centre that were handled for the trial period seems to be slightly below the average performance for six months prior. The same period the previous year (January – March 2022) also had a higher percentage of calls handled than the trial period. This is however nothing extraordinary, as the lowest performance level during the trial (March) is still very much within threshold of the historical data.



**Average call answer time (seconds): CC307**

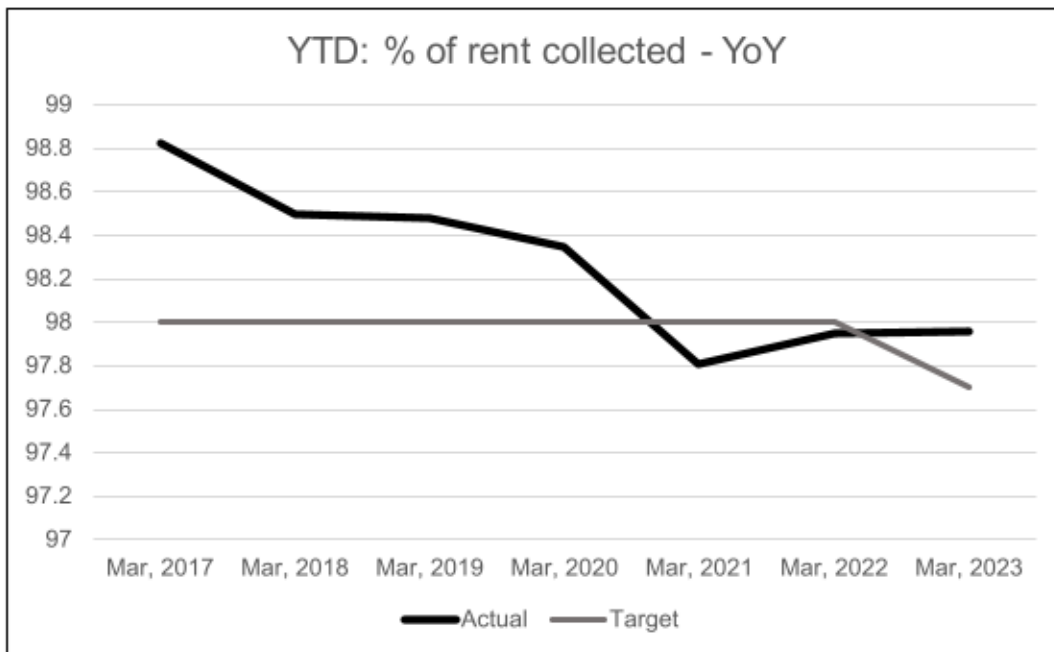
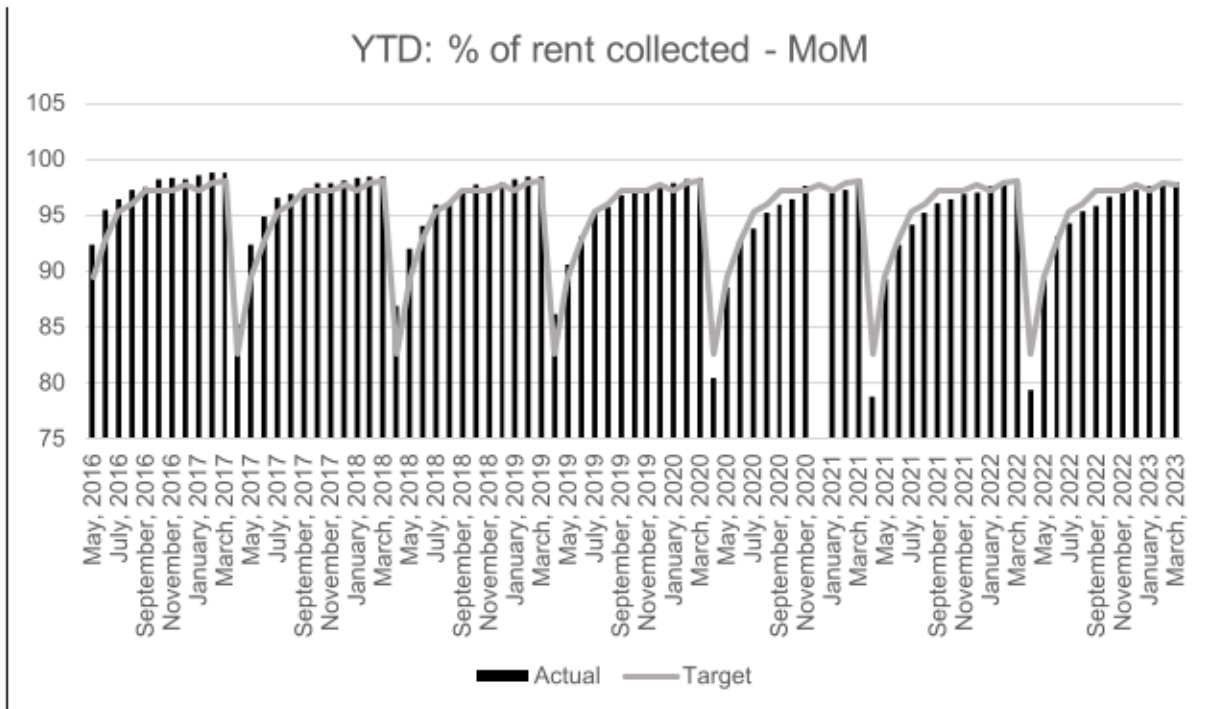
The average call answer time for previous periods has generally been erratic and does not follow a distinct pattern. However, the average call answer time for each of the trial months is

higher than those in at least 18-months before the trial. While this is nothing out of ordinary, further attention should be paid to this KPI during the extension of the trial.



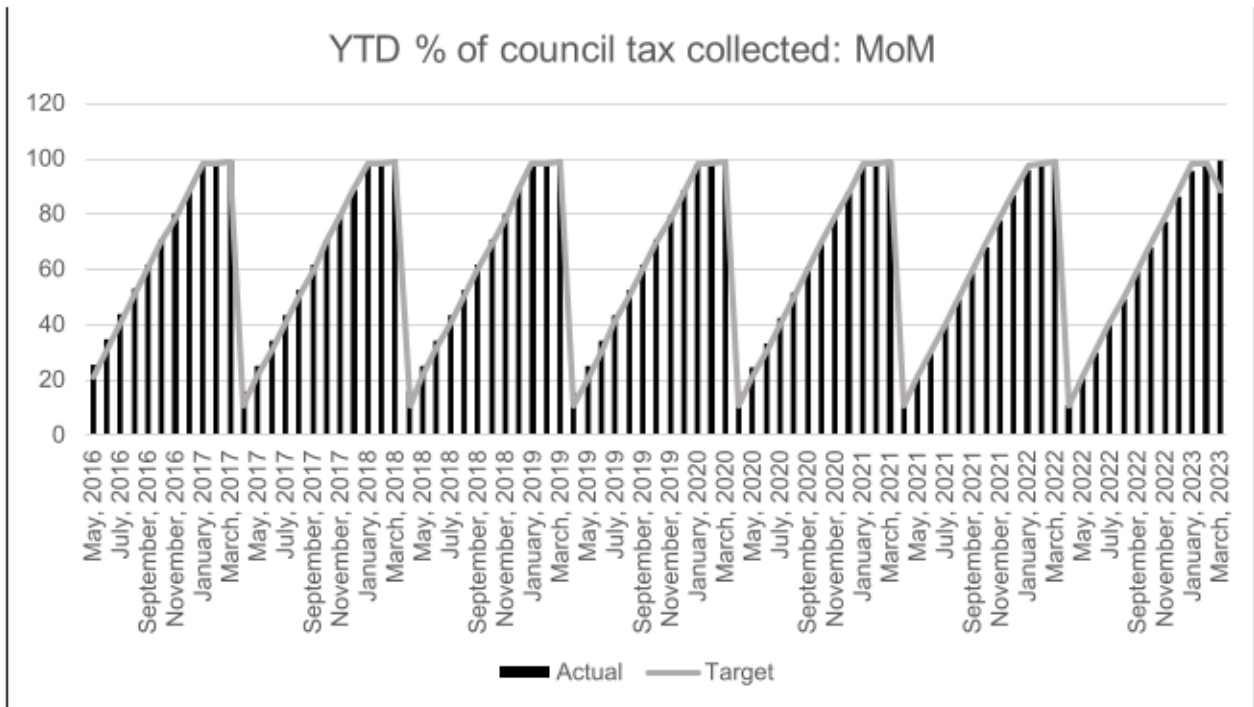
**Percentage of housing rent collected: FS102**

This is a year-to-date KPI, as such, as shown in the first chart below, April represents the baseline during which the data dips in each of the years. The first chart below allows to do a 'same period previous year' comparison, for each month, since one can only capture a single month for the year-on-year chart due to the cumulative nature of the data. Looking at the year-on-year comparison for the cumulative data in March, one can see that the percentage of rent collected has been on the decline since 2017, and March 2023 only saw a slight increase compared with the same period last year. It is clear that the 4DW has not had any impact on the performance level of this KPI. Quite possibly, a number of other factors, such as increased living costs, may be driving down the rate of housing rent collection over the years.



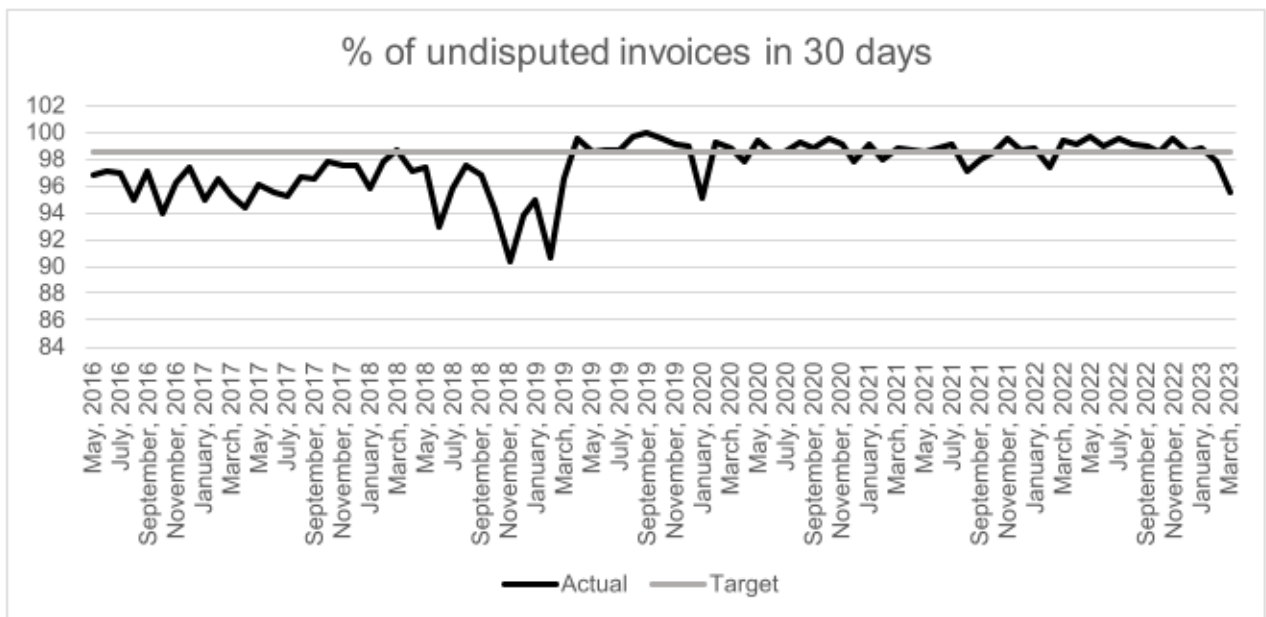
**Percentage of council tax collected: FS 105**

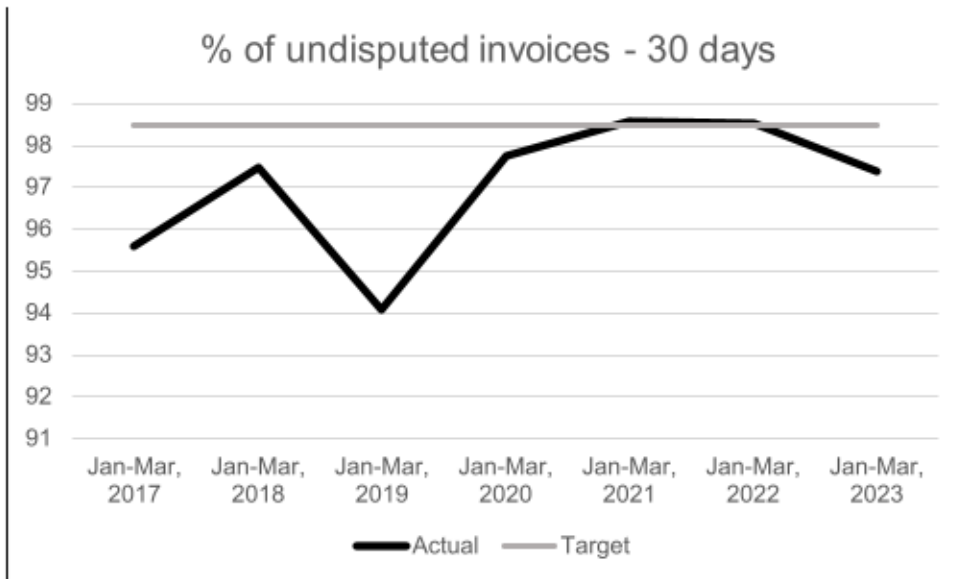
Similar to FS102 above, this is a YTD KPI, and the first chart below shows the YTD council tax collected per month since April 2016. The YTD council tax collected for March 2023 is about the same level as previous years (year-to-year chart excluded).



### Percentage of undisputed invoices paid in 30 days: FS109

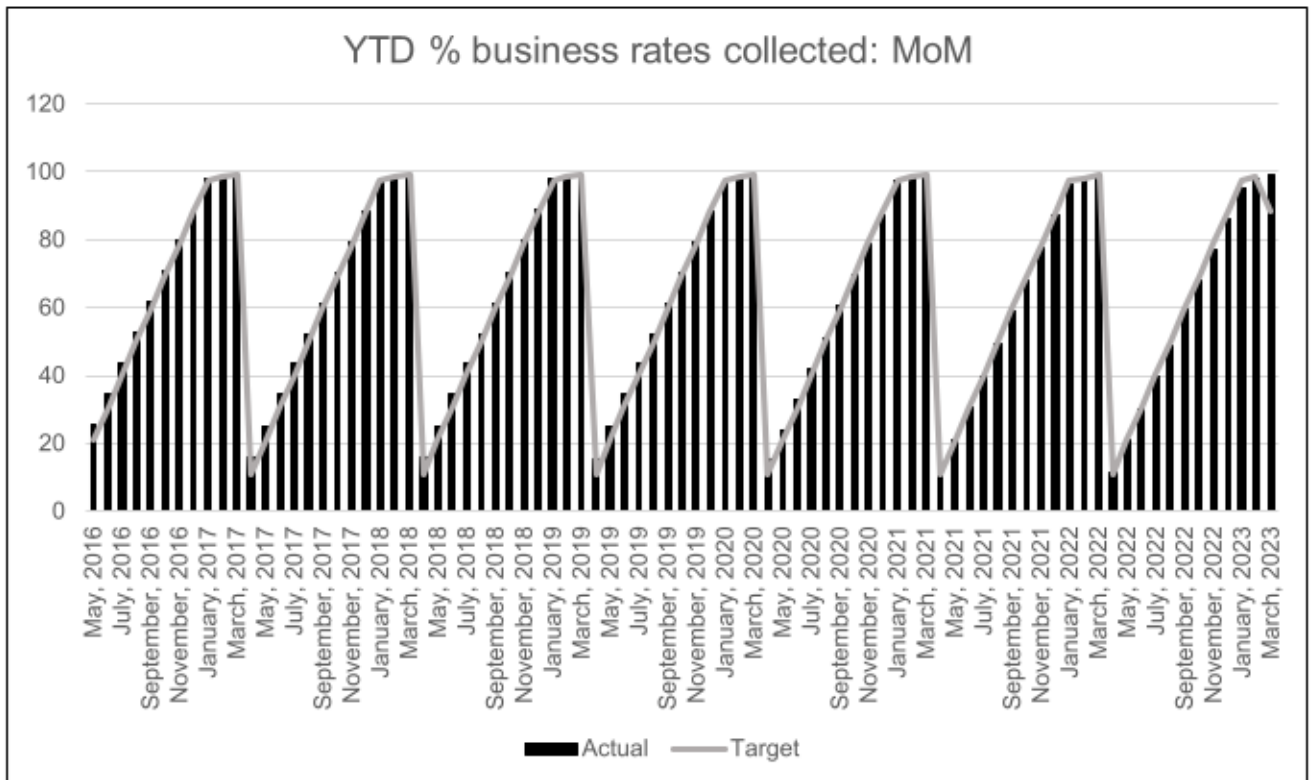
The percentage of undisputed 30-day invoices for the three months of the trial hovers around the average range for previous periods. The year-on-year chart shows that the average percentage undisputed invoices for the trial period (January – March 2023) is slightly below January – March 2022; but this is not concerning as the performance in this period still tracks well above previous years.





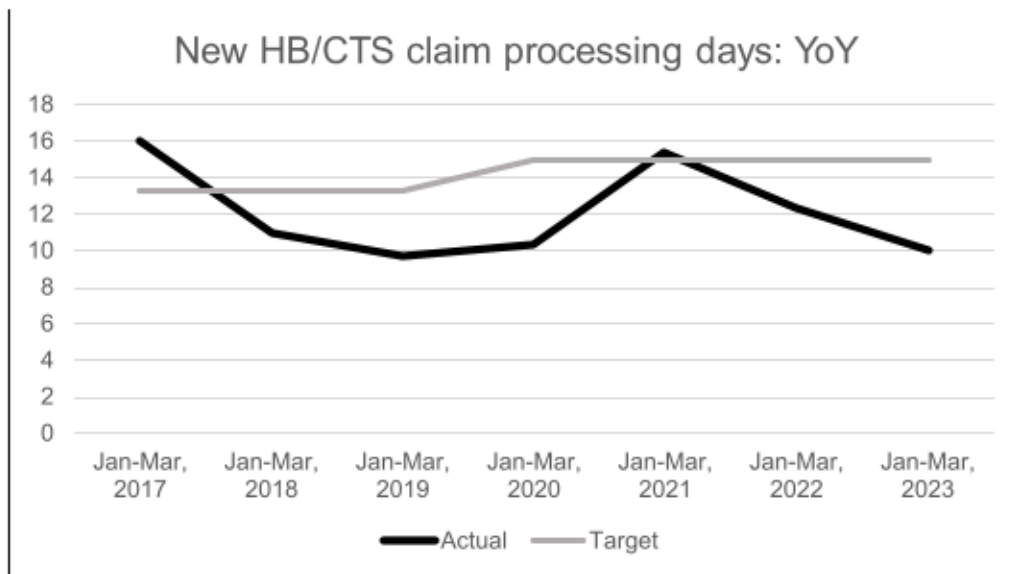
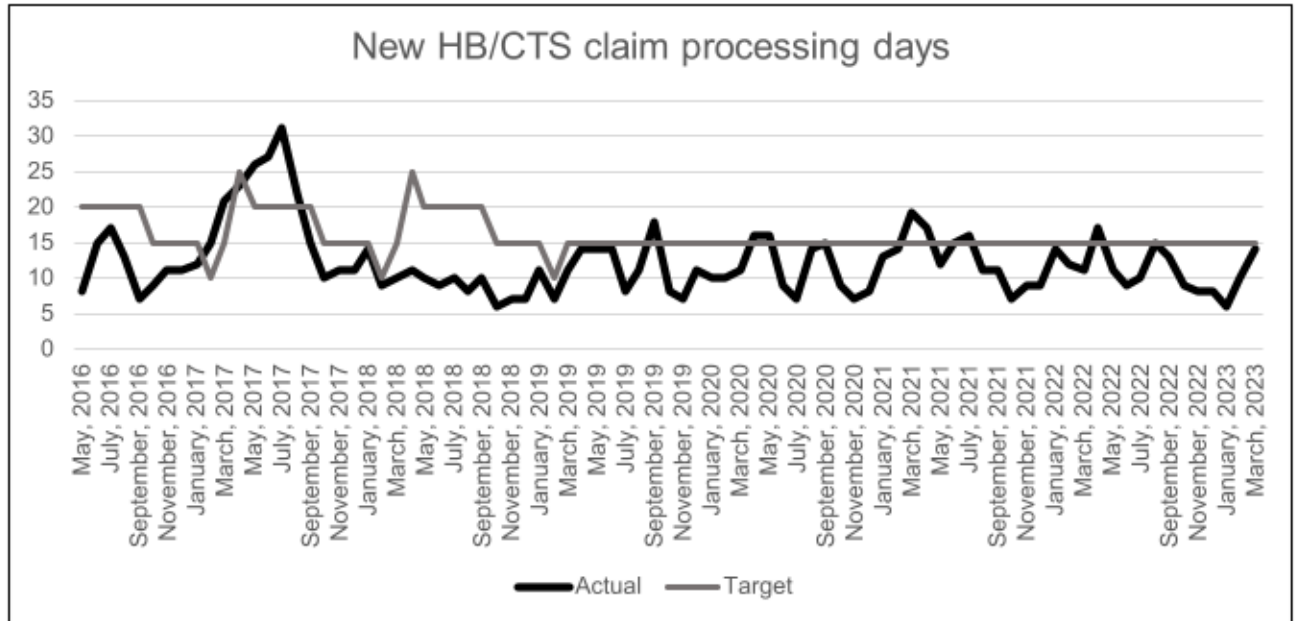
**Percentage of business rates collected: FS104**

Much like the two previous KPIs, FS104 is a year-to-date KPI. The chart below provides a quick scan of YTD business rates per month from April 2016. A year-on-year comparison of March 2023 with the same period during previous years does not show much distinguishable difference, which implies that performance during the 4DW is just as normal.



**Average number of days to process new HB/CTS claims: FS 112**

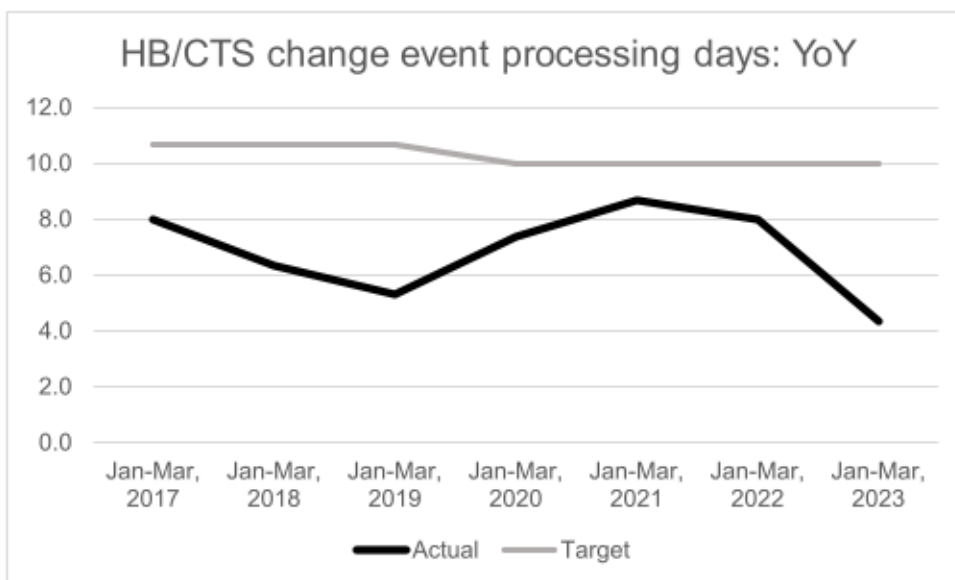
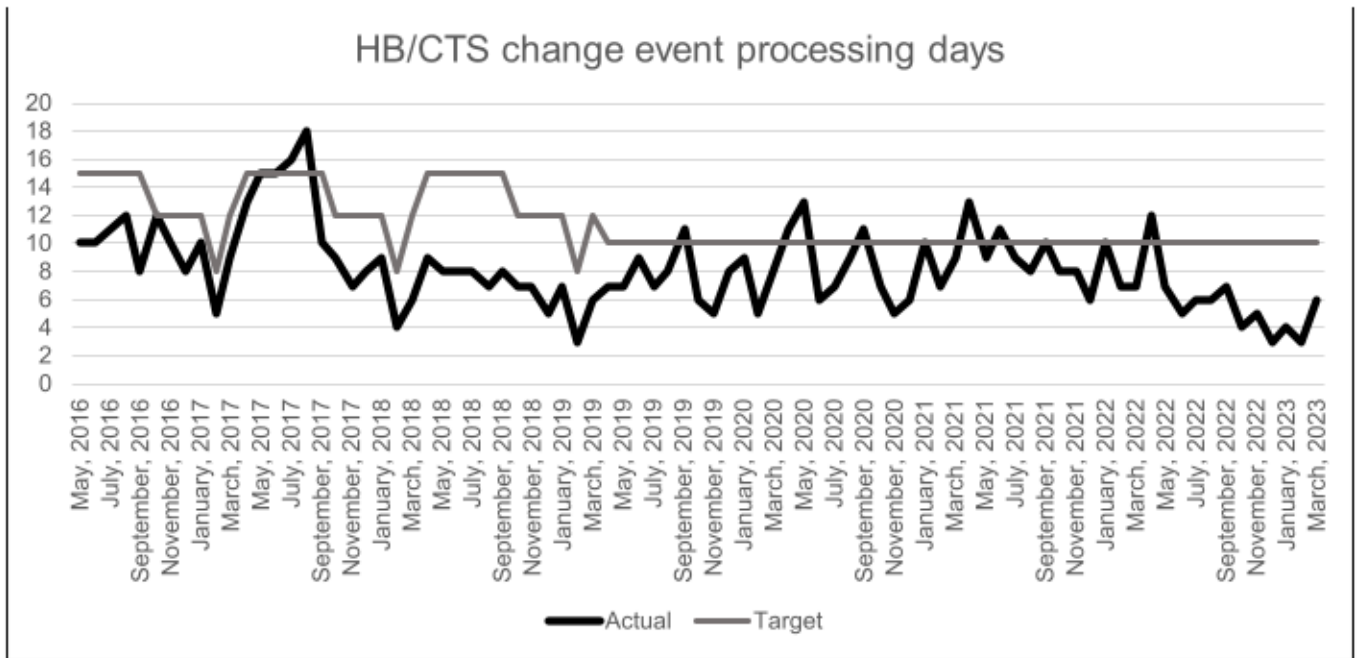
This KPI has consistently tracked above target in the last eight months leading up to the 4DW trial, and continues to meet up target during the trial. The performance during the 4DW period also stands within the range of previous periods. Specifically, the year-on-year comparison actually shows significant improvement for the trial period (January – March 2023) compared with the same period for all previous years.



**HB/CTS change event processing days: FS113.**

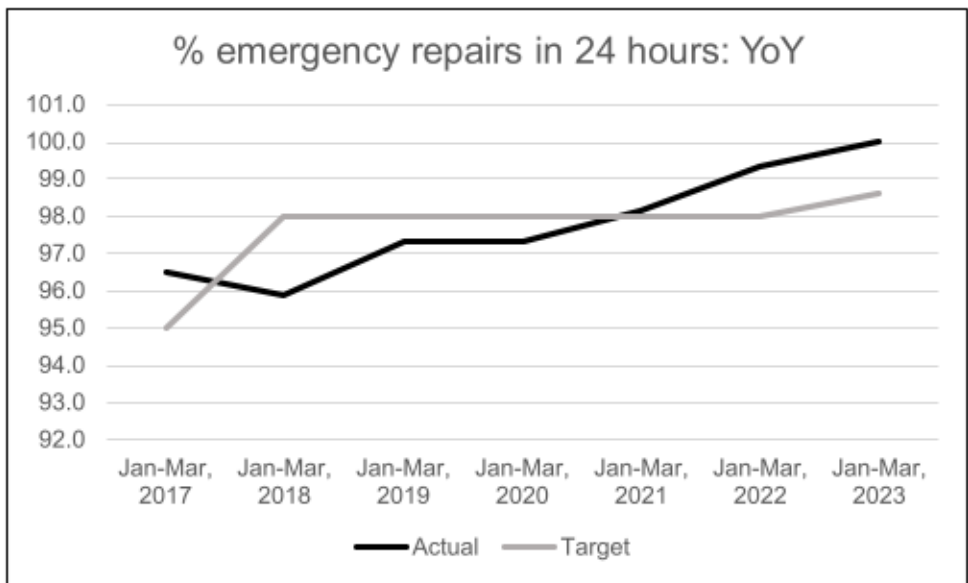
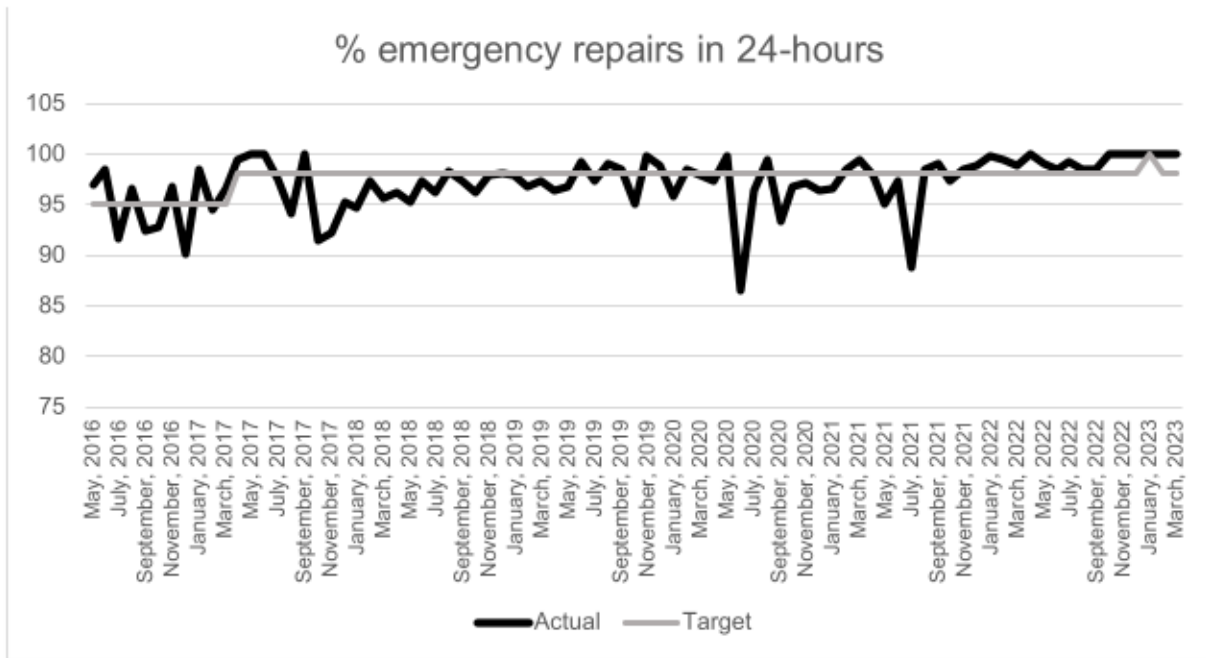
For the 4DW trial, this KPI has consistently performed beyond target and well within range of historical performance. The year-on-year comparison of January – March 2023 with the same period in previous years also shows significant improvement in the KPI.





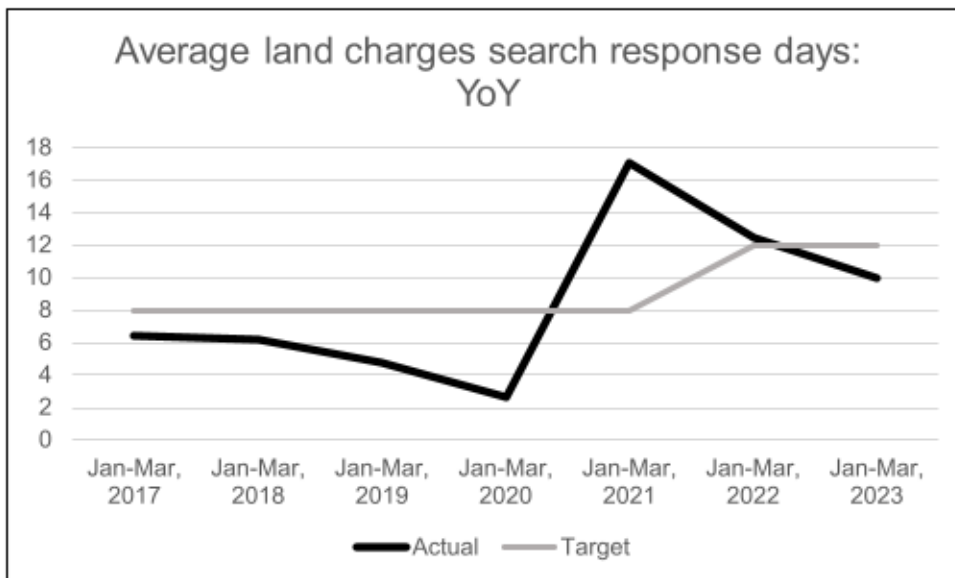
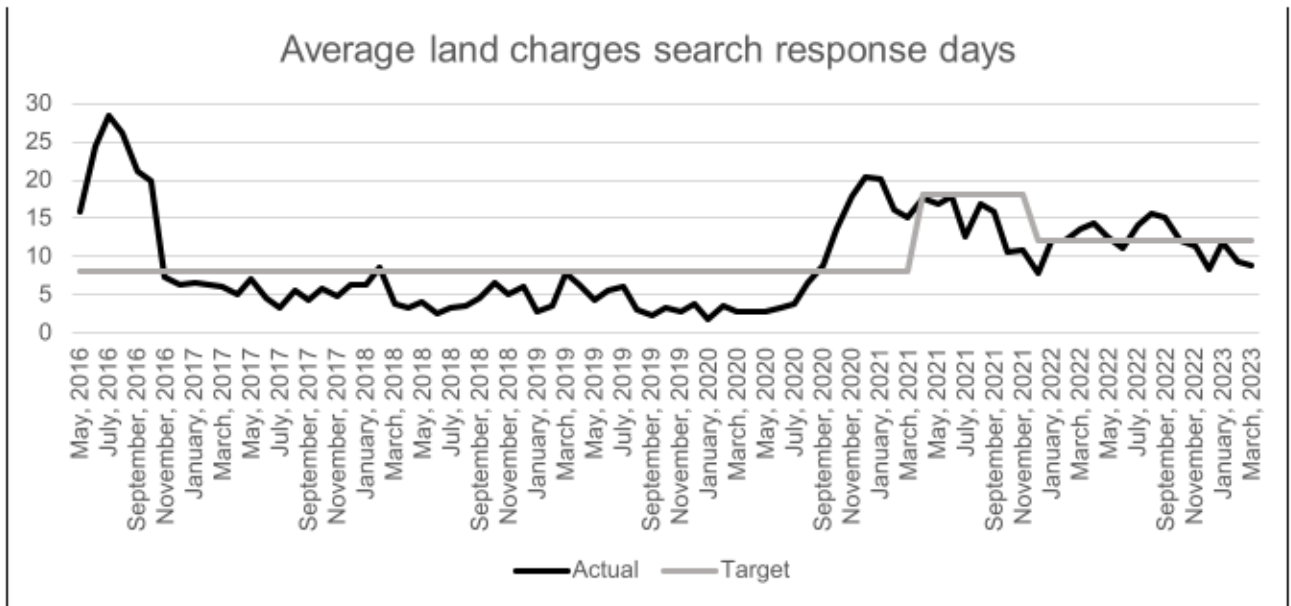
**Percentage of emergency repairs completed in 24 hours: SH 332**

The percentage of emergency repairs completed within 24-hours during the 4DW trial has remained at 100 for each of the trial months, exceeded the target, and tracked above previous months before the trial. The YoY average for the 4DW trial from January – March 2023 is also the highest compared to the same period for previous years.



**Average land charges search response days: SX025**

This KPI performed above the target for each month of the trial. The year-on-year comparison of the trial period within January – March of previous years, shows that performance on this KPI improved significantly compared to the two years before it. An important point however is that since September – October 2020, the average number of response days has increased significantly and has not returned to its pre-Covid levels. Currently, the best performance on this KPI is about eight days, which is far below the average of three to five days in 2018 – 2019. While this is not a 4DW issue, it would be worthwhile to pay attention to improving it in the coming months.

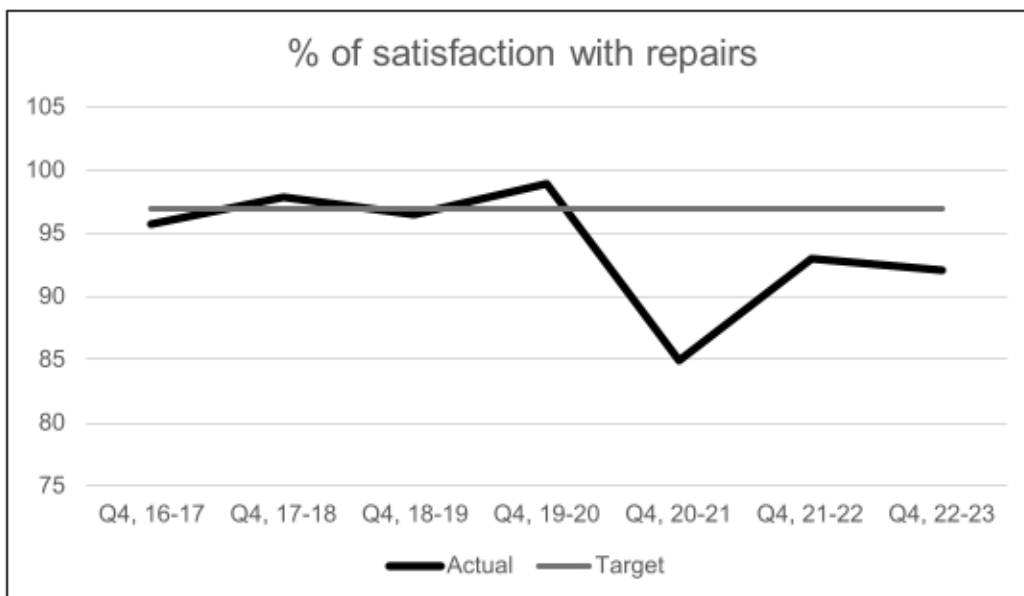
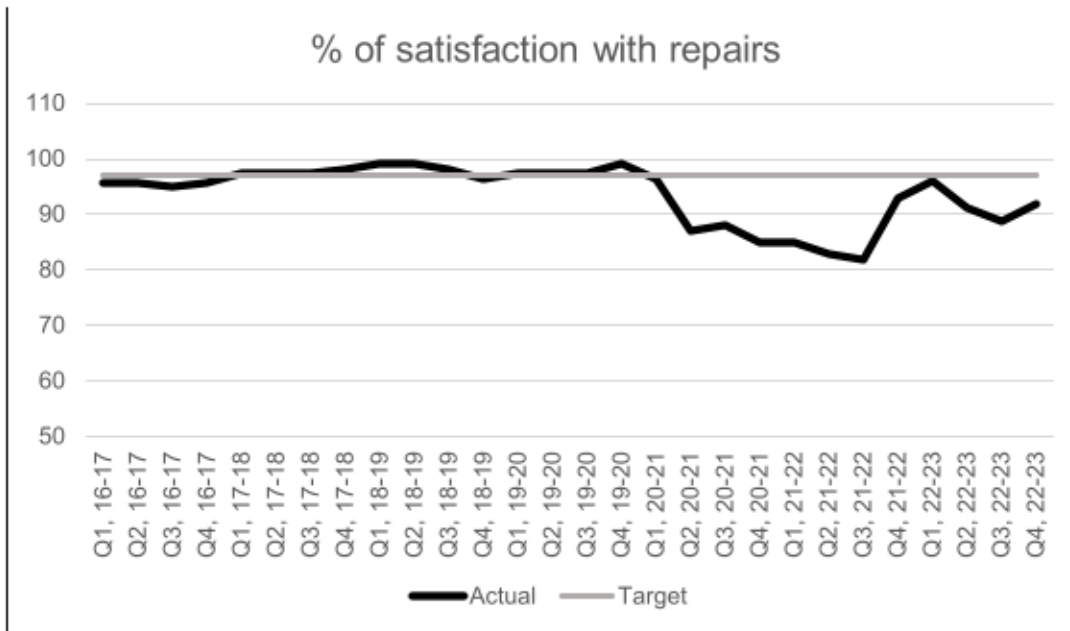


**Quarterly KPIs**

**Percentage of satisfaction with repairs: AH204**

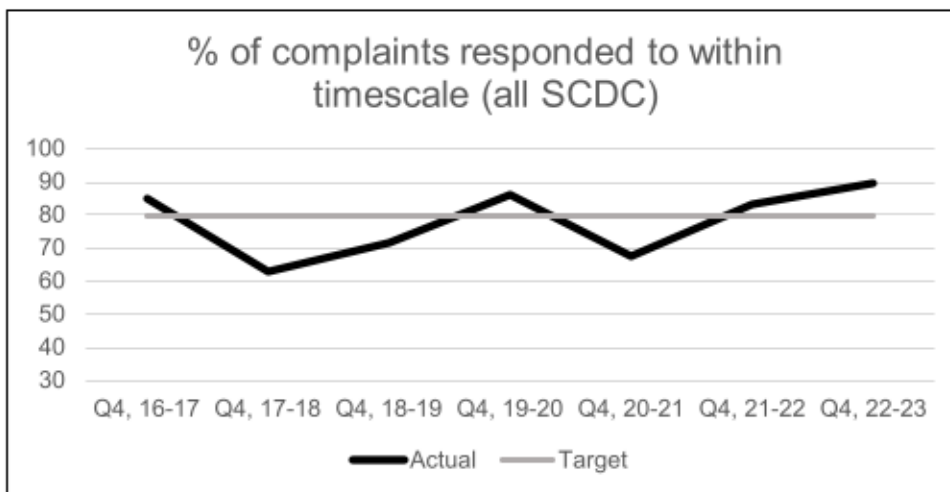
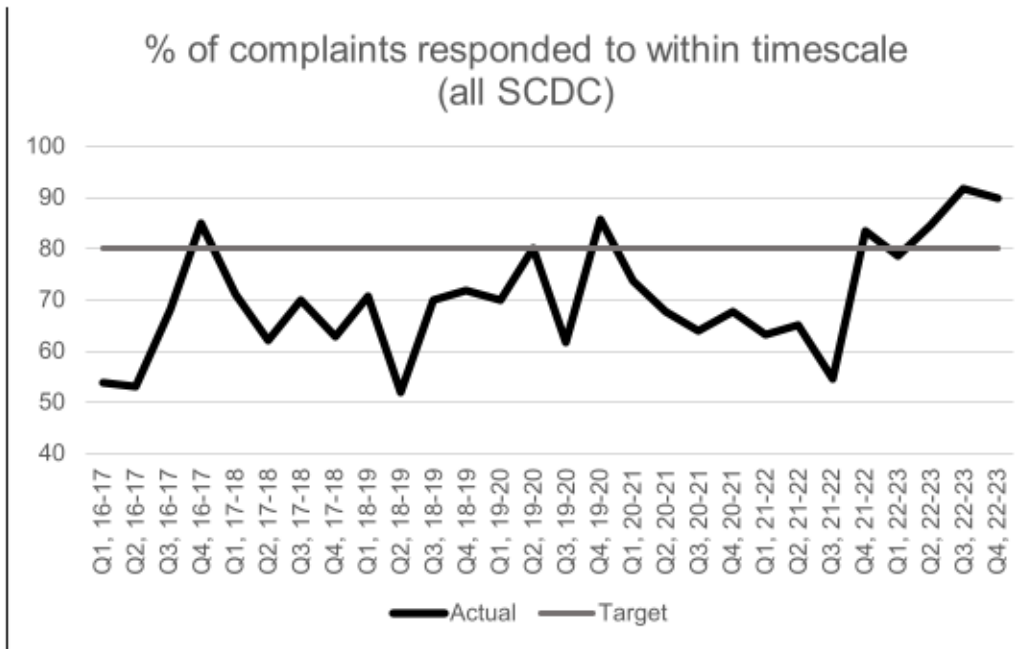
The percentage of satisfaction with repairs increased slightly during the 4DW compared to two Quarters preceding it, although this is still below the target point. However, the year-on-year comparison between January – March 2023 and January – March 2022 shows a slight drop in KPI performance during the trial; it is also the lowest besides the Covid periods (January – March 2020 – 2022).

It is worth noting though that the Council began a new repair contract with Mears, which is expected to “show improvements in service delivery and customer satisfaction”; this should have even better impacts on repair KPIs in the long run.



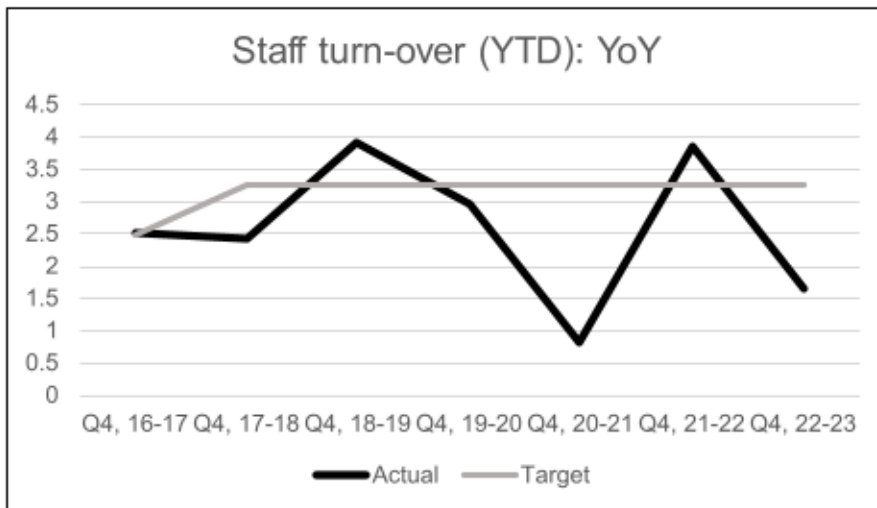
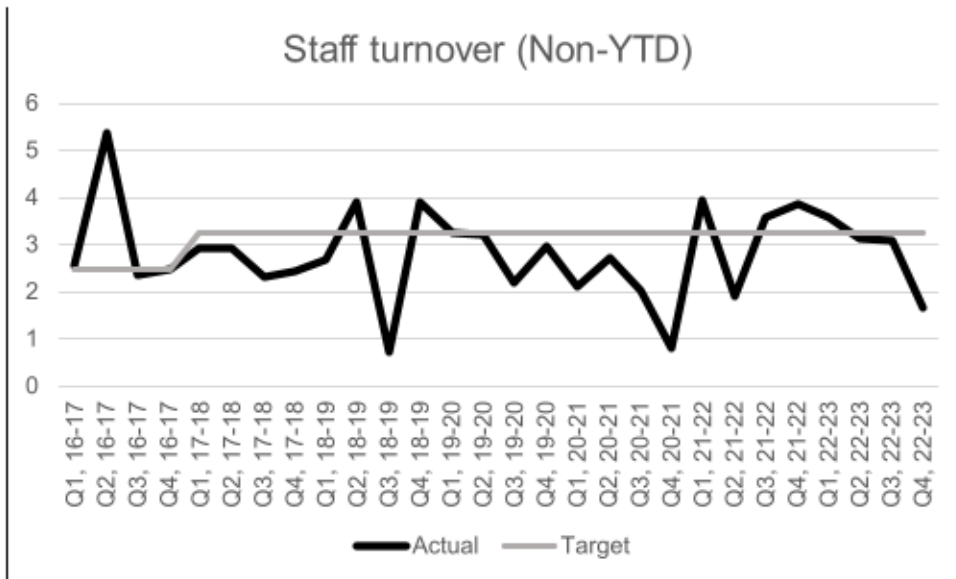
**Percentage of complaints responded to within timescale: CC305**

While this KPI has seen a slight decline during the 4DW (Q4, 2022/2023), compared to Q3 of the same period, it is still above the target and is the second highest performance since the inception of this KPI. The year-on-year comparison clearly shows evidence of this improvement.



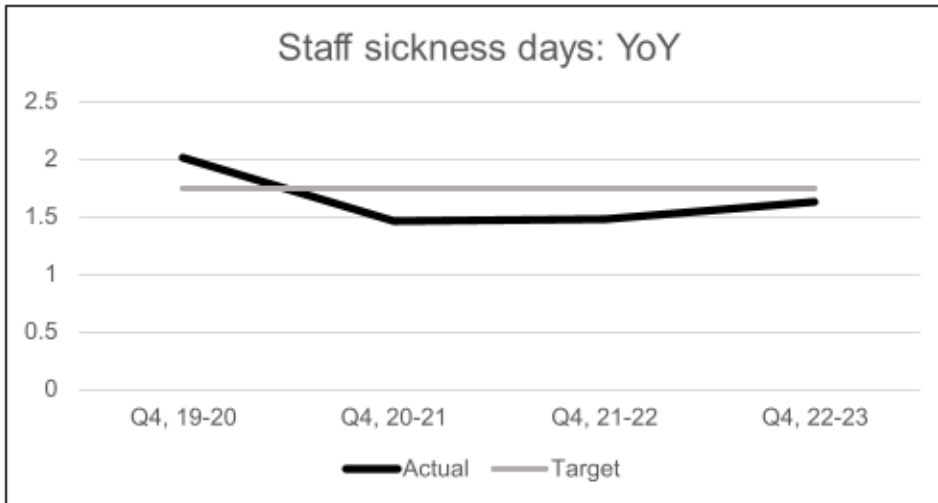
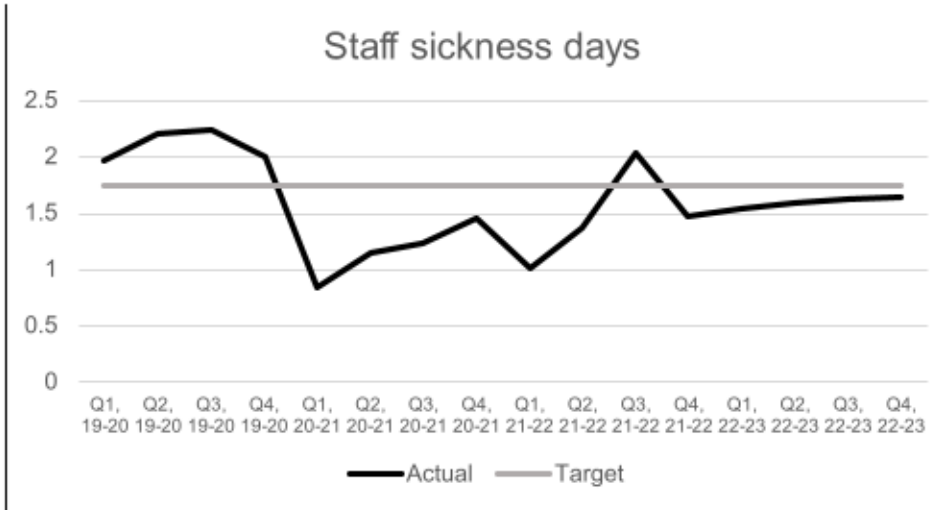
**Staff turnover (non-cumulative): FS117**

Perhaps one of the most significant KPIs for the 4DW trial is ‘staff turnover’. Commendably, the trial period (Q4 2022/2023) shows a significant reduction in staff turnover compared to the last 18-months.



**Staff sickness days per FTE excluding SSWS (non-cumulative): FS125**

Interestingly, staff sickness days during the 4DW seems slightly higher than each of four quarters before the trial. It is also slightly higher than same period (Q4) for 2021/2022 and 2020/2021. However, this figure is within historical range, and may not be connected to the 4DW in any way.

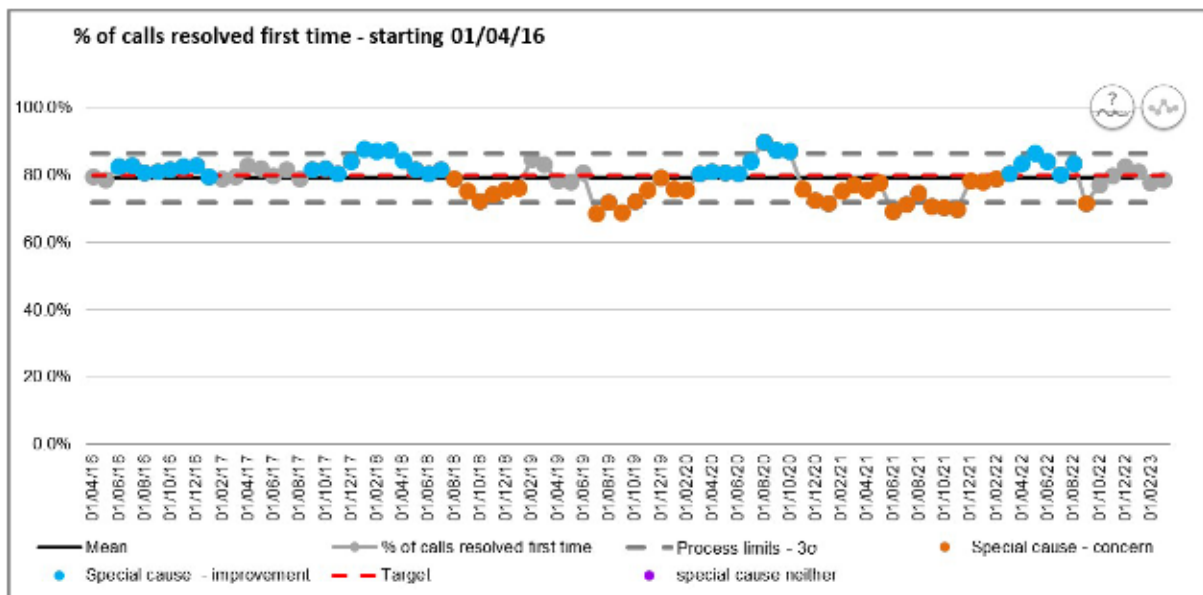


## Appendix 2: Statistical process control (SPC)

In the following charts, three key colour codes are important to pay attention to; the silver colour represents normal performance, blue shows special improvement in performance compared to the norm/mean, and the orange colour shows performances of special concern, i.e. way below norm.

### Percentage of calls resolved first time: CC302

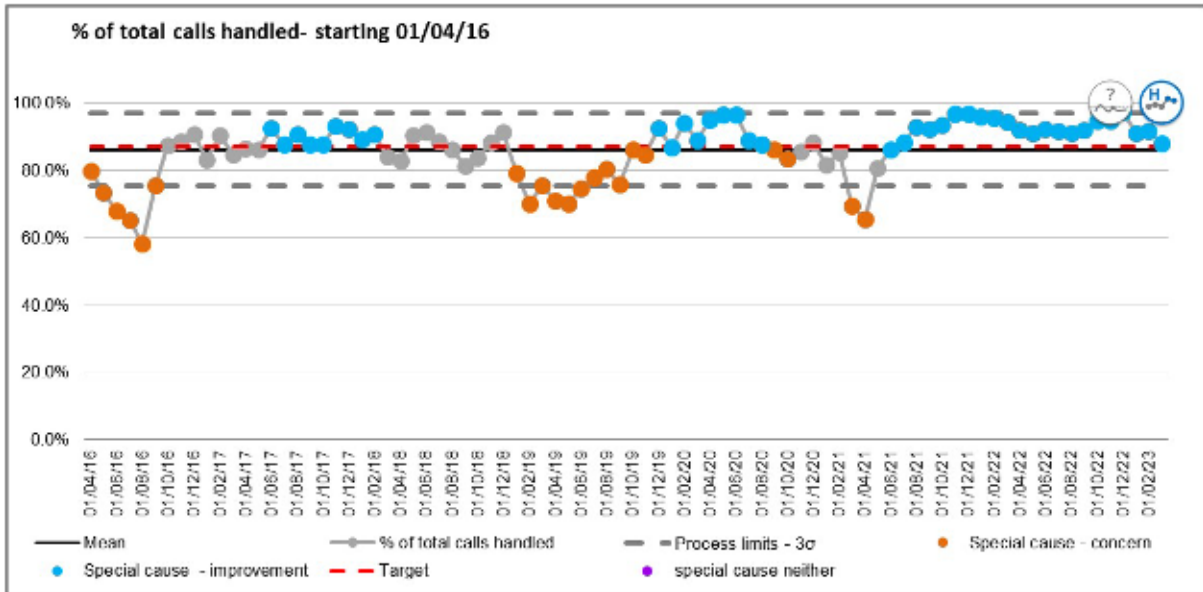
The 4DW trial period (last three points on the data) show normal performance levels compared to the average overtime. From the charts, one can see performances below the norm are mostly clustered around 2018-2019 and Covid times.



### Percentage of total calls handled: CC 303

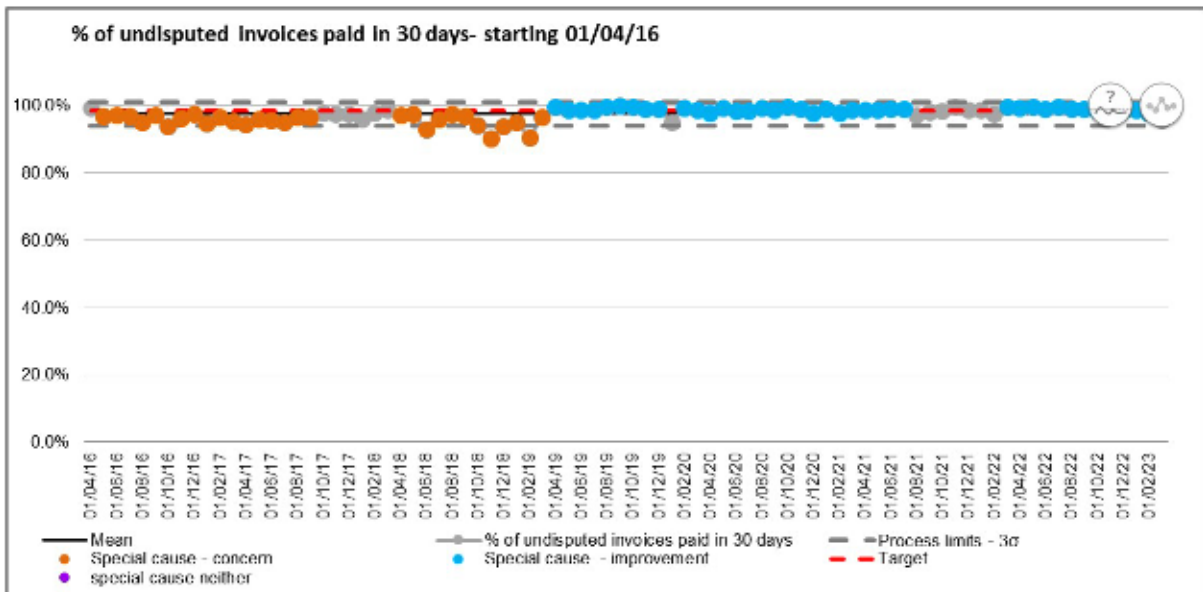
For this KPI, performance over 19-months before the trial showed special improvement and continues into the trial.





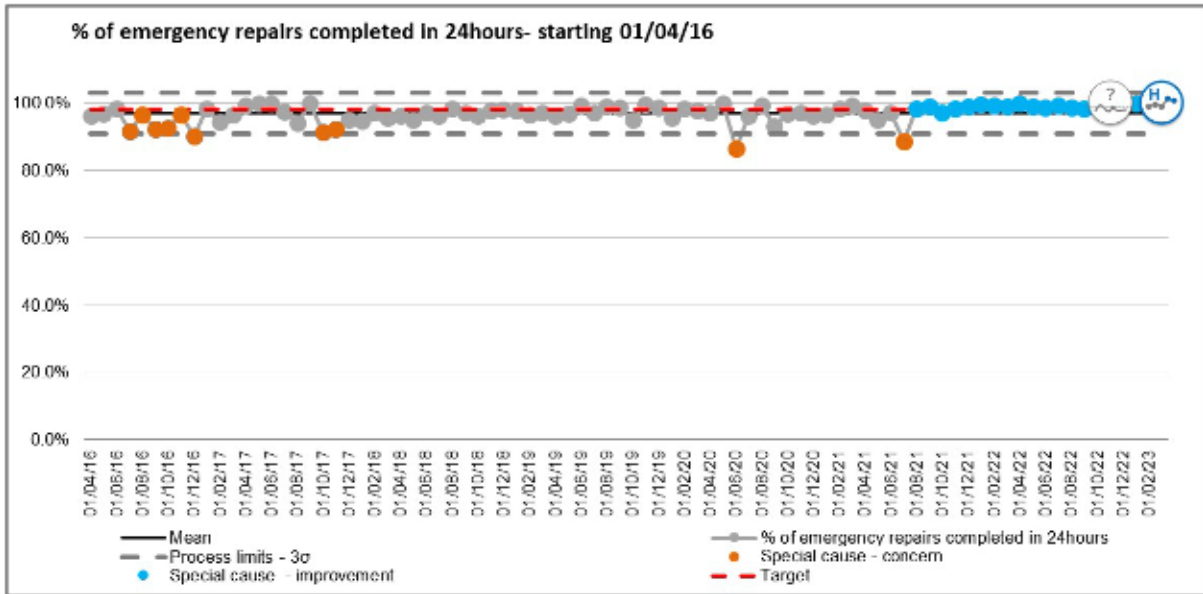
**Percentage of undisputed invoices paid in 30-days: FS 109**

The percentage of undisputed invoices paid within 30-days during the 4DW trial shows improvement, measured against the moving average. This improvement predates the trial, but the improved performance level is maintained during the trial.



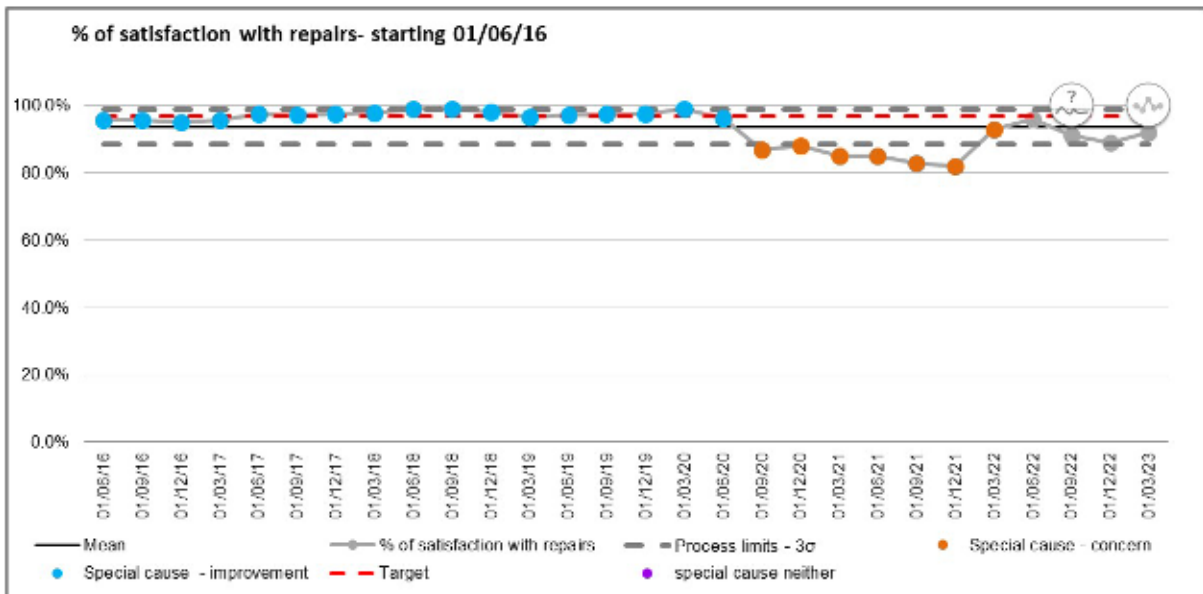
**Percentage of emergency repairs completed within 24-hours: SH332**

For this KPI, performance in the several months before the trial shows special improvement and continues into the trial.



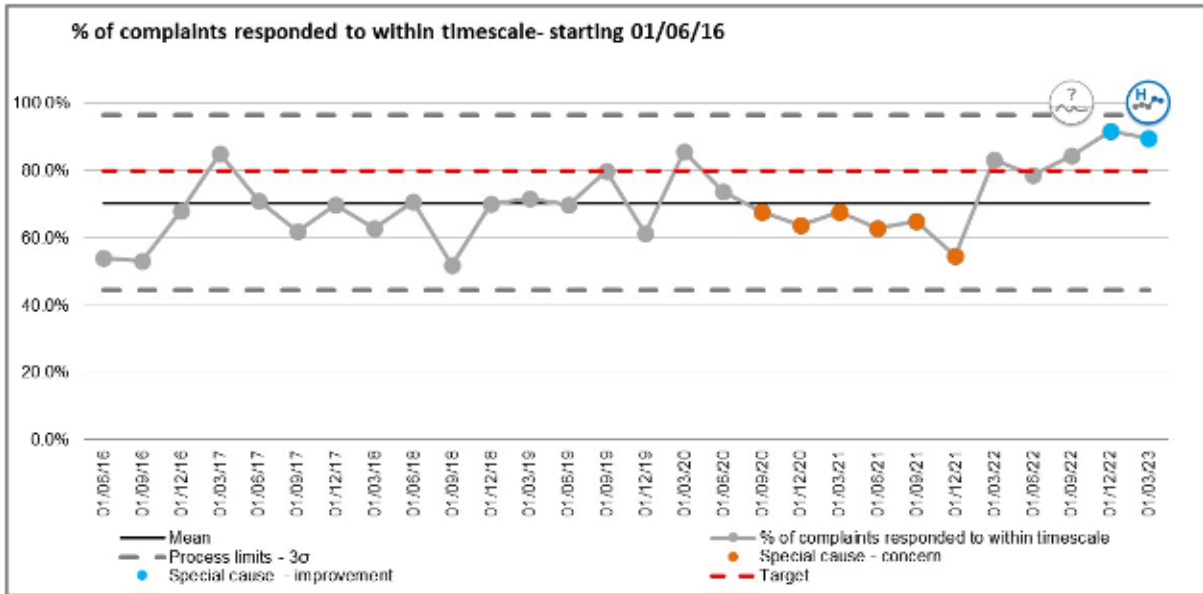
**Percentage of satisfaction with repairs: AH204**

The last data point on the chart represents the 4DW trial period. The percentage of satisfaction with repairs during the trial has been as normal, and in fact shows a slight improvement from previous quarters.



**Percentage of complaints responded to within timescale: CC305**

The last point on the chart represents the 4DW trial period (Q4, 2022/2023), and shows that the percentage of complaints responded to within timescale is within the 'improvement' range. However, there is a slight drop compared to the immediate quarter preceding it.



## Appendix 3: Regression results

### Interpreting the regression results

This section presents the regression tables and line graphs for each KPI after controlling for seasonality. For monthly KPIs, December serves as the reference month (that is, the results for each month of the year would be interpreted with reference to results in December).

Two columns are worth paying attention to: i) the figures in the 'Coef' (coefficient) column shows the difference between the mean KPIs of each month (January – November) and December. Each coefficient is interpreted using the units of the specific KPI (days, percentage, absolute numbers, etc.); ii) the P-value column shows whether the results in the 'Coef' column is statistically significant – anything greater than 0.05 is not.

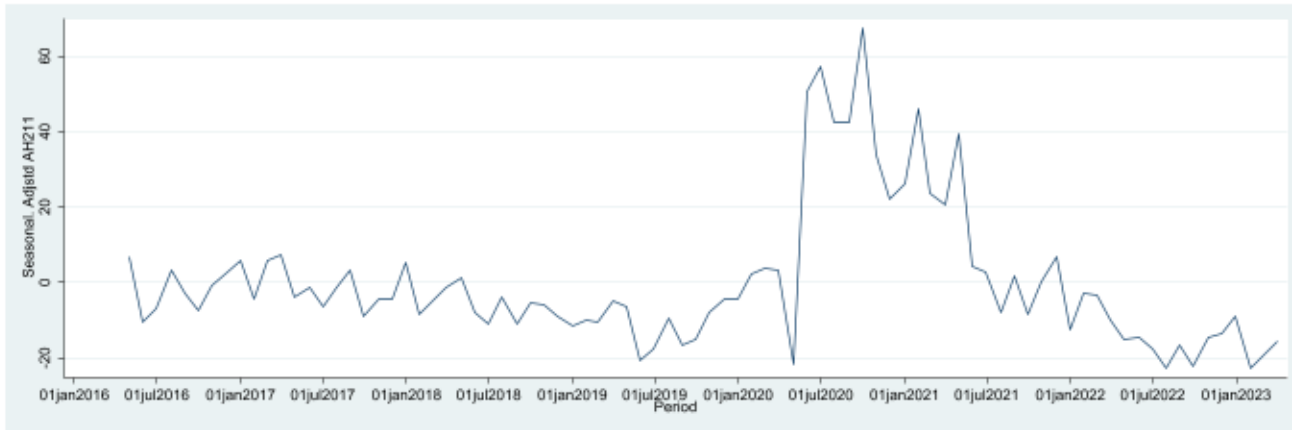
In each table is also the coefficient 'DUM\_4DW' which shows how much the four-day work week changes the difference between the means of the reference month (December) and the four-day-work-week months. **In the table below, for example, it could be interpreted that on average the four-day work week reduces the gap between the average re-let days of January – March 2023 and December by 27 days. In other words, controlling for seasonality, the four-day work week has a positive effect, and it reduces re-let days; however, this difference is not statistically significant.**

The graph below each table shows the difference between the predicted value (point 0) and the actual value of the KPI after we have removed the seasonal effects. In other words, the distance between point 0 and each data point on the graph shows us by how much each KPI deviates from what the results expected per time period, having controlled for seasonality. For this KPI, since the goal is to achieve fewer re-let days, this means that points below 0 (negative points) indicate a positive KPI performance, and vice versa, after accounting for seasonality. In the graph below, after removing the seasonal effect, the results for January – March 2023 fall a few days below the predicted value – showing that, having removed seasonal effects, the KPI still performs better than what is expected.

### Average re-let days (monthly): AH 211

Actual	Coef.	p-value	[95% Conf	Interval]	Sig.
DUM_4DW	-27.108	.219	-70.715	16.5	
DUM_JAN	5.413	.627	-16.722	27.548	
DUM_FEB	-2.015	.708	-12.692	8.662	
DUM_MARCH	-1.82	.612	-8.938	5.298	
DUM_APRIL	.536	.841	-4.774	5.846	
DUM_MAY	1.486	.488	-2.762	5.734	
DUM_JUNE	1.607	.368	-1.933	5.147	
DUM_JULY	.5	.743	-2.534	3.534	
DUM_AUG	.589	.659	-2.066	3.244	
DUM_SEPT	.778	.513	-1.582	3.138	
DUM_OCT	-.043	.968	-2.167	2.081	
DUM_NOV	-.149	.878	-2.08	1.782	
Year	4.888	0	2.685	7.09	***
Constant	-9841.456	0	-14288.341	-5394.572	***
Mean dependent var		30.399	SD dependent var	21.036	
R-squared		0.243	Number of obs	84	
F-test		1.733	Prob > F	0.073	
Akaike crit. (AIC)		753.708	Bayesian crit. (BIC)	787.740	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



**Percentage of calls to the contact centre resolved first time: CC302**

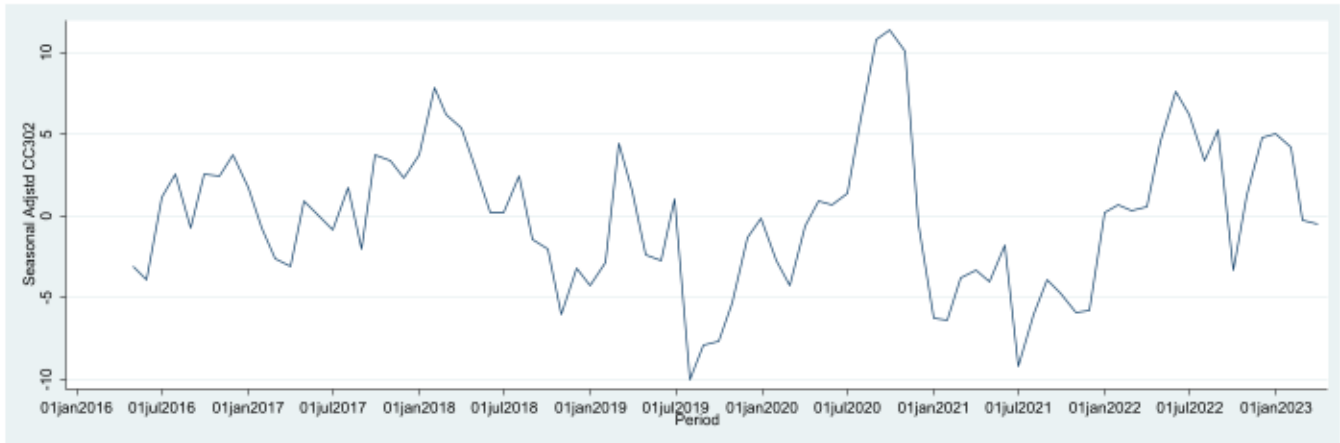
The four-day work week increases the gap between the averages of January – March 2023 and December by five percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, and it increases the percentage of calls resolved first time; however, this difference is not statistically significant.

For this KPI, data points higher above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January 2023 is slightly above what is expected having controlled for seasonality, while February and March 2023 are slightly below.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	5.092	.339	-5.449	15.634	
DUM_JAN	-.849	.753	-6.199	4.502	
DUM_FEB	.571	.66	-2.01	3.152	
DUM_MARCH	.776	.371	-.944	2.497	
DUM_APRIL	.362	.576	-.922	1.645	
DUM_MAY	.299	.563	-.727	1.326	
DUM_JUNE	.055	.898	-.801	.911	
DUM_JULY	-.1	.786	-.834	.633	
DUM_AUG	.066	.837	-.575	.708	
DUM_SEPT	-.301	.297	-.871	.27	
DUM_OCT	-.178	.493	-.691	.336	
DUM_NOV	-.215	.362	-.681	.252	
Year	-.637	.02	-1.17	-.105	**
Constant	1366.202	.013	291.274	2441.131	**

Mean dependent var	79.154	SD dependent var	4.828
R-squared	0.161	Number of obs	84
F-test	1.031	Prob > F	0.433
Akaike crit. (AIC)	515.157	Bayesian crit. (BIC)	549.188

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



**Percentage of calls to the contact centre that are handled (answered): CC303**

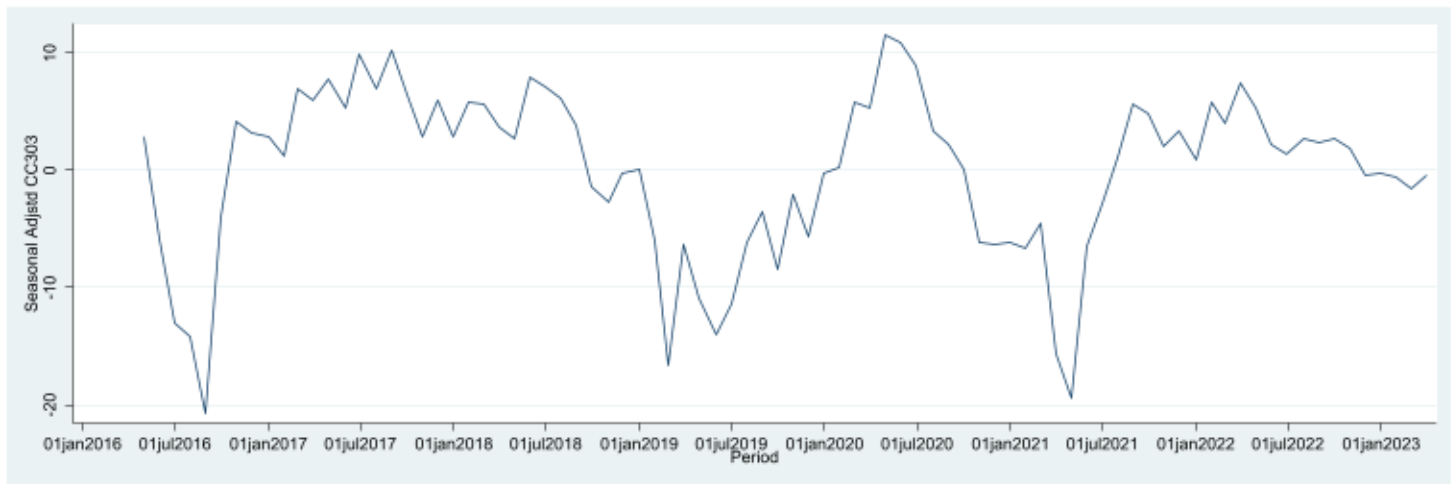
The four-day work week reduces the gap between the averages of January – March 2023 and December by 0.7 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it reduces the percentage of calls handled; however, this difference is not statistically significant.

For this KPI, data point above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is slightly below what is expected, having controlled for seasonality.

Actual	Coeff.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-.725	.932	-17.53	16.081	
DUM_JAN	-7.551	.082	-16.082	.979	*
DUM_FEB	-3.077	.14	-7.191	1.038	
DUM_MARCH	-3.6	.011	-6.343	-.857	**
DUM_APRIL	-2.733	.01	-4.779	-.686	***
DUM_MAY	-1.752	.036	-3.389	-.115	**
DUM_JUNE	-1.144	.099	-2.509	.22	*
DUM_JULY	-1.253	.036	-2.422	-.084	**
DUM_AUG	-1.117	.033	-2.14	-.094	**
DUM_SEPT	-.927	.046	-1.836	-.017	**
DUM_OCT	-.468	.258	-1.286	.351	
DUM_NOV	-.223	.552	-.967	.521	
Year	1.613	0	.764	2.462	***
Constant	-3164.322	0	-4878.081	-1450.563	***

Mean dependent var	86.218	SD dependent var	8.346
R-squared	0.286	Number of obs	84
F-test	2.159	Prob > F	0.021
Akaike crit. (AIC)	593.518	Bayesian crit. (BIC)	627.549

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



### Average call answer time (seconds): CC307

The four-day work week increases the gap between the averages of January – March 2023 and December by 14.5 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it increases the average call answer time; however, this difference is not statistically significant.

For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is slightly above what is expected, having controlled for seasonality. This could mean that the four-day work week (or some other factors unaccounted for) had a negative impact on performance in January – March 2023, after removing seasonal effects.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	14.485	.9	-214.106	243.076	
DUM_JAN	91.085	.122	-24.947	207.117	
DUM_FEB	40.406	.154	-15.564	96.375	
DUM_MARCH	46.695	.015	9.382	84.008	**
DUM_APRIL	36.258	.011	8.422	64.093	**
DUM_MAY	20.156	.075	-2.113	42.424	*
DUM_JUNE	15.768	.095	-2.789	34.325	*
DUM_JULY	15.385	.058	-.521	31.291	*
DUM_AUG	14.398	.043	.48	28.315	**
DUM_SEPT	11.715	.063	-.656	24.087	*
DUM_OCT	6.261	.266	-4.873	17.395	
DUM_NOV	3.402	.505	-6.72	13.524	
Year	-10.139	.084	-21.684	1.407	*
Constant	20543.667	.083	-2767.018	43854.352	*

Mean dependent var	161.684	SD dependent var	105.444
R-squared	0.173	Number of obs	84
F-test	1.123	Prob > F	0.355
Akaike crit. (AIC)	1032.035	Bayesian crit. (BIC)	1066.067

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



### Percentage of housing rent collected: FS102

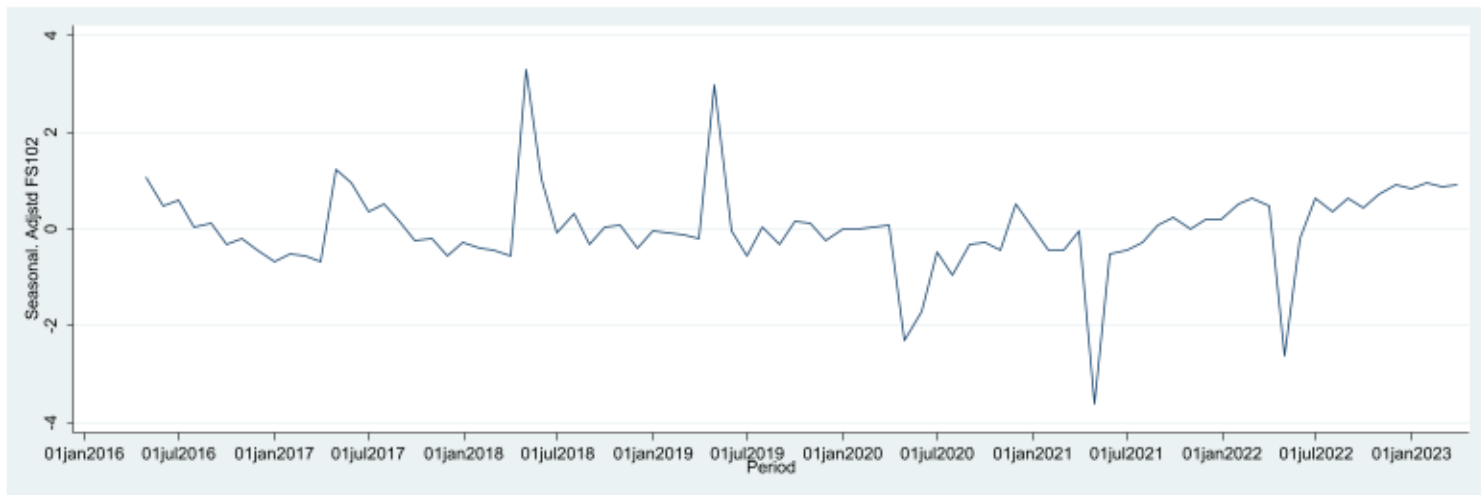
The four-day work week increases the gap between the averages of January – March 2023 and December by 1.151 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of housing rent collected; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is above what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	1.151	.286	-.986	3.288	
DUM_JAN	.522	.359	-.605	1.648	
DUM_FEB	.445	.108	-.1	.991	
DUM_MARCH	.345	.063	-.019	.709	*
DUM_APRIL	-3.61	0	-3.881	-3.339	***
DUM_MAY	-1.399	0	-1.616	-1.183	***
DUM_JUNE	-.659	0	-.84	-.479	***
DUM_JULY	-.347	0	-.501	-.192	***
DUM_AUG	-.209	.003	-.345	-.074	***
DUM_SEPT	-.107	.08	-.228	.013	*
DUM_OCT	-.04	.467	-.148	.069	
DUM_NOV	-.01	.846	-.108	.089	
Year	-.415	0	-.523	-.307	***
Constant	935.906	0	717.623	1154.189	***
Mean dependent var		95.156	SD dependent var	4.406	
R-squared		0.959	Number of obs	83	
F-test		123.220	Prob > F	0.000	
Akaike crit. (AIC)		244.191	Bayesian crit. (BIC)	278.054	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$





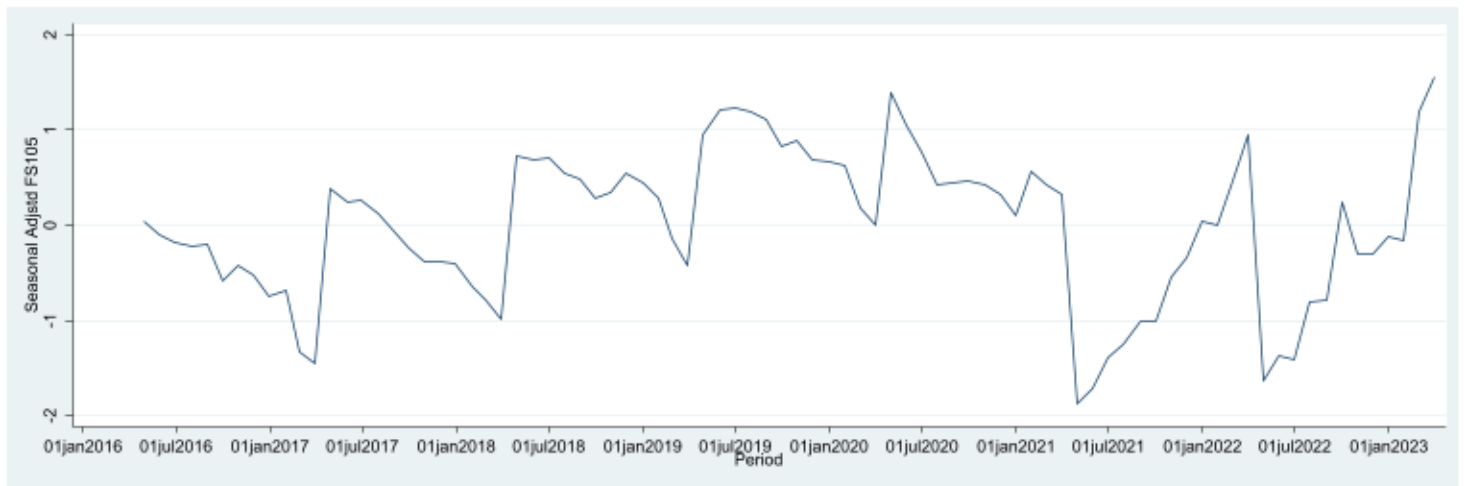
**Percentage of council tax collected: FS 105**

The four-day work week reduces the gap between the averages of January – March 2023 and December by 0.19 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it increases the percentage of housing rent collected; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is above what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-.197	.835	-2.076	1.681	
DUM_JAN	9.705	0	8.752	10.659	***
DUM_FEB	5.56	0	5.1	6.02	***
DUM_MARCH	3.919	0	3.613	4.226	***
DUM_APRIL	-18.371	0	-18.6	-18.143	***
DUM_MAY	-12.829	0	-13.012	-12.646	***
DUM_JUNE	-9.161	0	-9.313	-9.008	***
DUM_JULY	-6.531	0	-6.661	-6.4	***
DUM_AUG	-4.568	0	-4.682	-4.453	***
DUM_SEPT	-3.017	0	-3.119	-2.916	***
DUM_OCT	-1.821	0	-1.913	-1.73	***
DUM_NOV	-.819	0	-.903	-.736	***
Year	-.534	0	-.629	-.439	***
Constant	1166.503	0	974.934	1358.073	***
Mean dependent var		63.172	SD dependent var	29.099	
R-squared		0.999	Number of obs	84	
F-test		7332.854	Prob > F	0.000	
Akaike crit. (AIC)		225.397	Bayesian crit. (BIC)	259.429	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



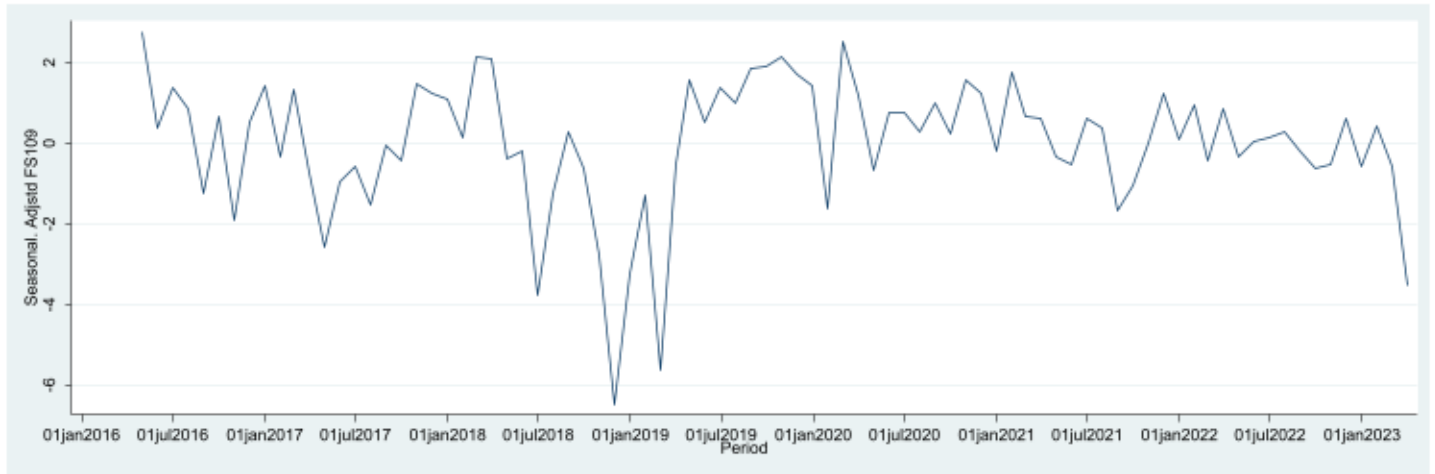
### Percentage of undisputed invoices paid in 30 days: FS109

The four-day work week increases the gap between the averages of January – March 2023 and December by 0.5 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of undisputed invoices paid within 30 days; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January and February 2023 is above what is expected, whereas March 2023 is slightly below expected values, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	.494	.801	-3.401	4.389	
DUM_JAN	-1.366	.173	-3.343	.611	
DUM_FEB	-.647	.181	-1.6	.307	
DUM_MARCH	-.15	.64	-.786	.486	
DUM_APRIL	.115	.629	-.359	.59	
DUM_MAY	.108	.571	-.271	.488	
DUM_JUNE	-.05	.753	-.366	.266	
DUM_JULY	.023	.865	-.248	.294	
DUM_AUG	.027	.819	-.21	.264	
DUM_SEPT	.058	.583	-.153	.269	
DUM_OCT	-.01	.914	-.2	.179	
DUM_NOV	-.018	.836	-.19	.155	
Year	.514	0	.317	.71	***
Constant	-939.452	0	-1336.646	-542.258	***
Mean dependent var		97.541	SD dependent var	1.987	
R-squared		0.323	Number of obs	84	
F-test		2.572	Prob > F	0.006	
Akaike crit. (AIC)		347.899	Bayesian crit. (BIC)	381.930	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



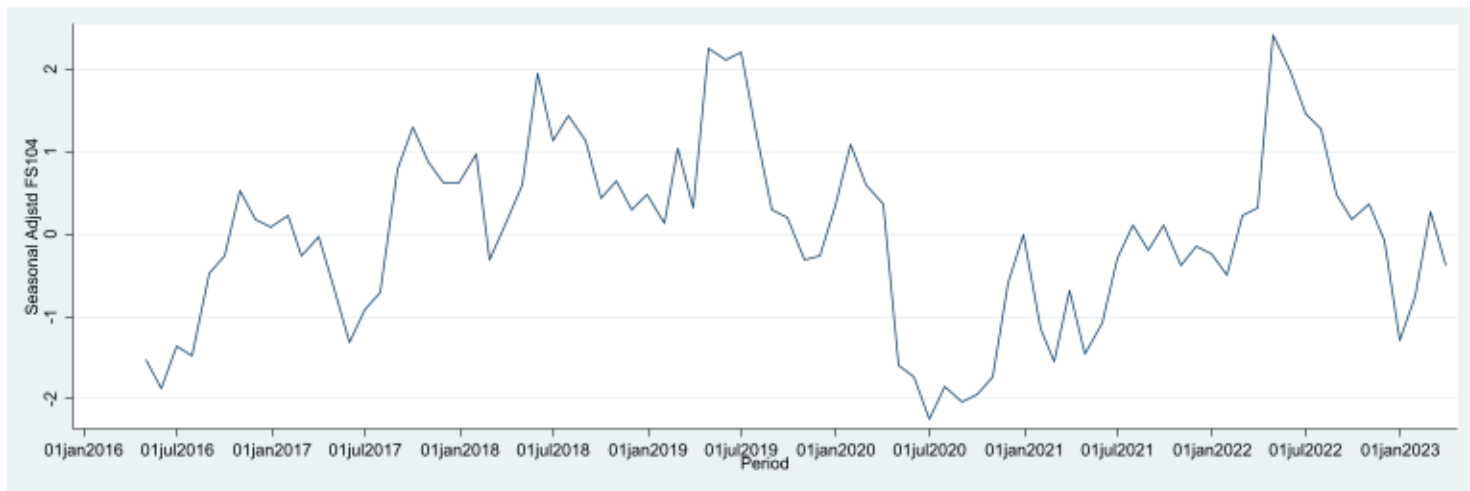
**Percentage of business rates collected: FS104**

The four-day work week reduces the gap between the averages of January – March 2023 and December by 0.9 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it reduces the percentage of business rates collection; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January and February 2023 is above what is expected, whereas March 2023 is slightly below expected values, having controlled for seasonality.

Actual	Cocf.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-.896	.49	-3.473	1.68	
DUM_JAN	9.034	0	7.726	10.342	***
DUM_FEB	5.896	0	5.265	6.527	***
DUM_MARCH	4.305	0	3.884	4.725	***
DUM_APRIL	-18.175	0	-18.489	-17.861	***
DUM_MAY	-12.651	0	-12.902	-12.4	***
DUM_JUNE	-8.91	0	-9.119	-8.7	***
DUM_JULY	-6.38	0	-6.559	-6.2	***
DUM_AUG	-4.407	0	-4.564	-4.25	***
DUM_SEPT	-2.906	0	-3.046	-2.767	***
DUM_OCT	-1.746	0	-1.871	-1.62	***
DUM_NOV	-.791	0	-.905	-.677	***
Year	-.149	.026	-.279	-.018	**
Constant	386.347	.005	123.589	649.104	***
Mean dependent var		62.217	SD dependent var	28.898	
R-squared		0.999	Number of obs	84	
F-test		3841.651	Prob > F	0.000	
Akaike crit. (AIC)		278.482	Bayesian crit. (BIC)	312.514	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



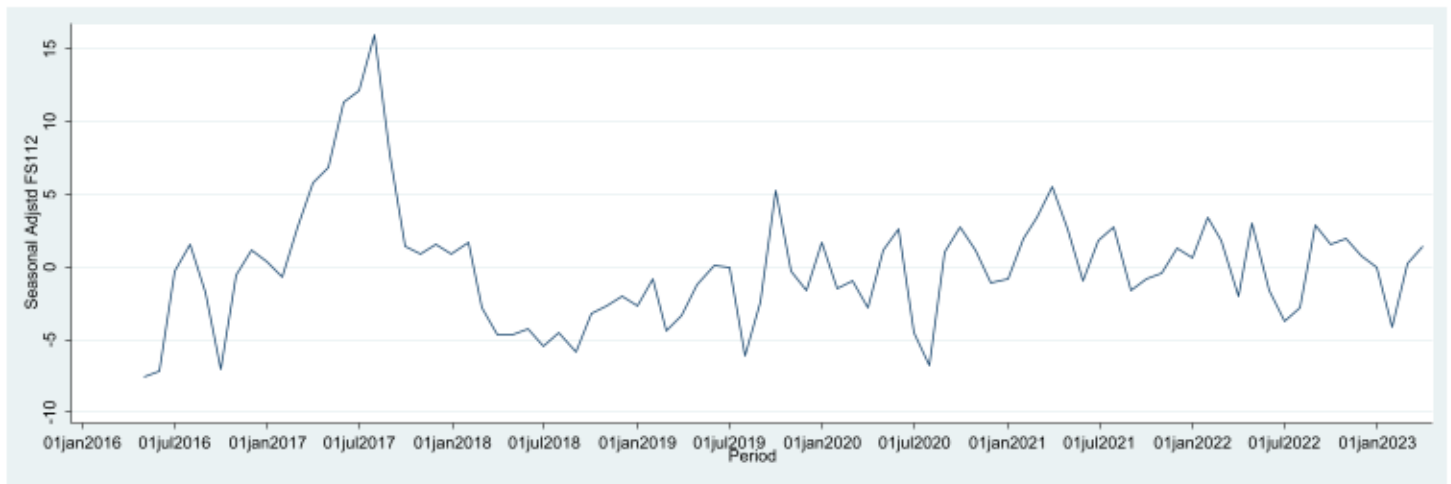
### Average number of days to process new HB/CTS claims: FS 112

The four-day work week reduces the gap between the averages of January – March 2023 and December by 4.5 days. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it reduces the average number of days it takes to process new HB/CTS claims; however, this difference is not statistically significant.

For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January 2023 is below what is expected, whereas February and March are slightly above expected values, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-4.989	.31	-14.711	4.732	
DUM_JAN	3.24	.195	-1.695	8.174	
DUM_FEB	1.049	.382	-1.331	3.429	
DUM_MARCH	1.652	.042	.065	3.239	**
DUM_APRIL	1.5	.014	.316	2.684	**
DUM_MAY	.914	.058	-.033	1.861	*
DUM_JUNE	.786	.051	-.003	1.575	*
DUM_JULY	.694	.045	.017	1.37	**
DUM_AUG	.518	.085	-.074	1.11	*
DUM_SEPT	.381	.153	-.145	.907	
DUM_OCT	-.1	.675	-.574	.374	
DUM_NOV	-.065	.764	-.495	.366	
Year	-.384	.123	-.875	.107	
Constant	784.631	.119	-206.745	1776.007	
Mean dependent var		12.155	SD dependent var	4.788	
R-squared		0.274	Number of obs	84	
F-test		2.035	Prob > F	0.030	
Akaike crit. (AIC)		501.563	Bayesian crit. (BIC)	535.595	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



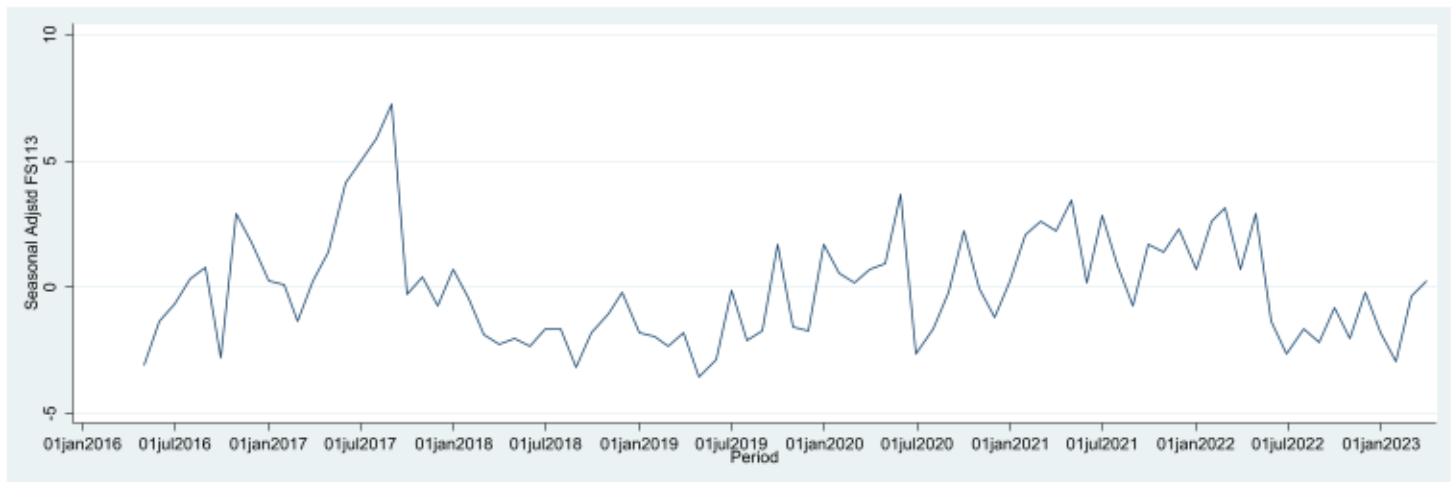
### HB/CTS change event processing days: FS113

The four-day work week reduces the gap between the averages of January – March 2023 and December by 0.35 days. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it reduces the number of days it takes to process HB/CTS changes; however, this difference is not statistically significant.

For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is below what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-3.527	.176	-8.676	1.622	
DUM_JAN	3.115	.02	.502	5.729	**
DUM_FEB	-.48	.45	-1.741	.781	
DUM_MARCH	.49	.249	-.351	1.33	
DUM_APRIL	1.071	.001	.444	1.698	***
DUM_MAY	.714	.006	.213	1.216	***
DUM_JUNE	.476	.026	.058	.894	**
DUM_JULY	.408	.026	.05	.766	**
DUM_AUG	.429	.008	.115	.742	***
DUM_SEPT	.333	.02	.055	.612	**
DUM_OCT	.129	.31	-.122	.379	
DUM_NOV	.039	.734	-.189	.267	
Year	-.469	.001	-.729	-.208	***
Constant	952.207	.001	427.151	1477.264	***
Mean dependent var		8.238	SD dependent var	2.915	
R-squared		0.451	Number of obs	84	
F-test		4.418	Prob > F	0.000	
Akaike crit. (AIC)		394.784	Bayesian crit. (BIC)	428.816	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



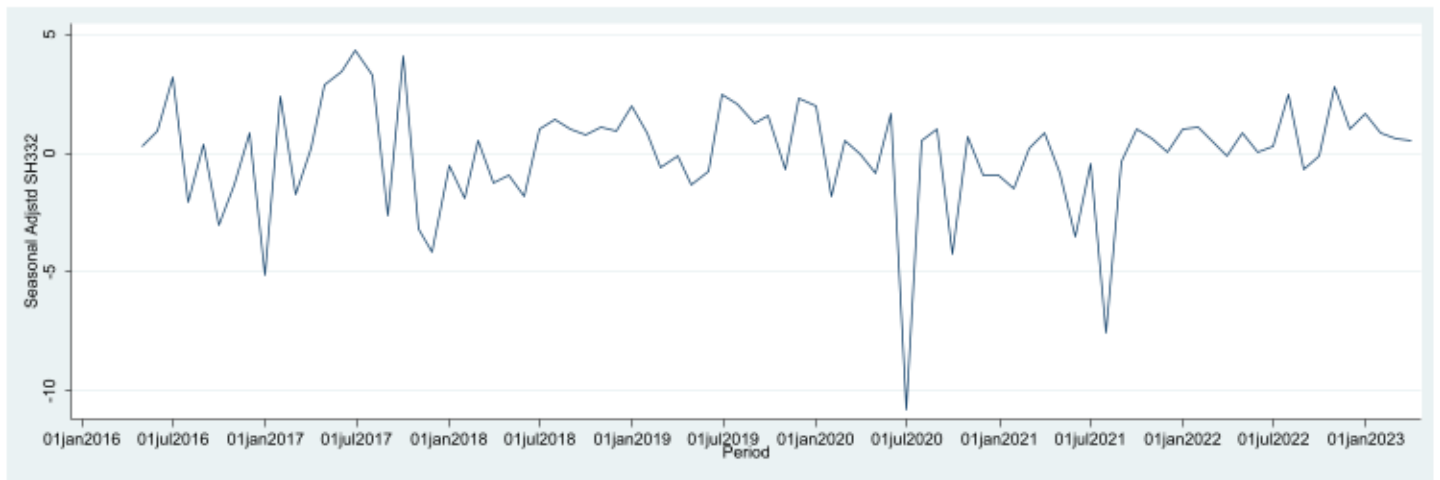
### Percentage of emergency repairs completed in 24-hours: SH 332

The four-day work week increases the gap between the averages of January – March 2023 and December by 1.031 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of emergency repairs completed in 24-hours; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January – March 2023 is above what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	1.031	.712	-4.524	6.587	
DUM_JAN	.133	.926	-2.687	2.953	
DUM_FEB	.264	.7	-1.097	1.624	
DUM_MARCH	.214	.64	-.693	1.121	
DUM_APRIL	.207	.543	-.469	.884	
DUM_MAY	.156	.567	-.385	.698	
DUM_JUNE	-.01	.967	-.461	.441	
DUM_JULY	-.219	.262	-.606	.167	
DUM_AUG	.119	.484	-.219	.458	
DUM_SEPT	.021	.891	-.28	.321	
DUM_OCT	-.118	.387	-.389	.153	
DUM_NOV	.058	.639	-.188	.304	
Year	.509	.001	.228	.789	***
Constant	-930.159	.002	-1496.708	-363.611	***
Mean dependent var		97.101	SD dependent var	2.690	
R-squared		0.249	Number of obs	84	
F-test		1.784	Prob > F	0.063	
Akaike crit. (AIC)		407.562	Bayesian crit. (BIC)	441.593	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



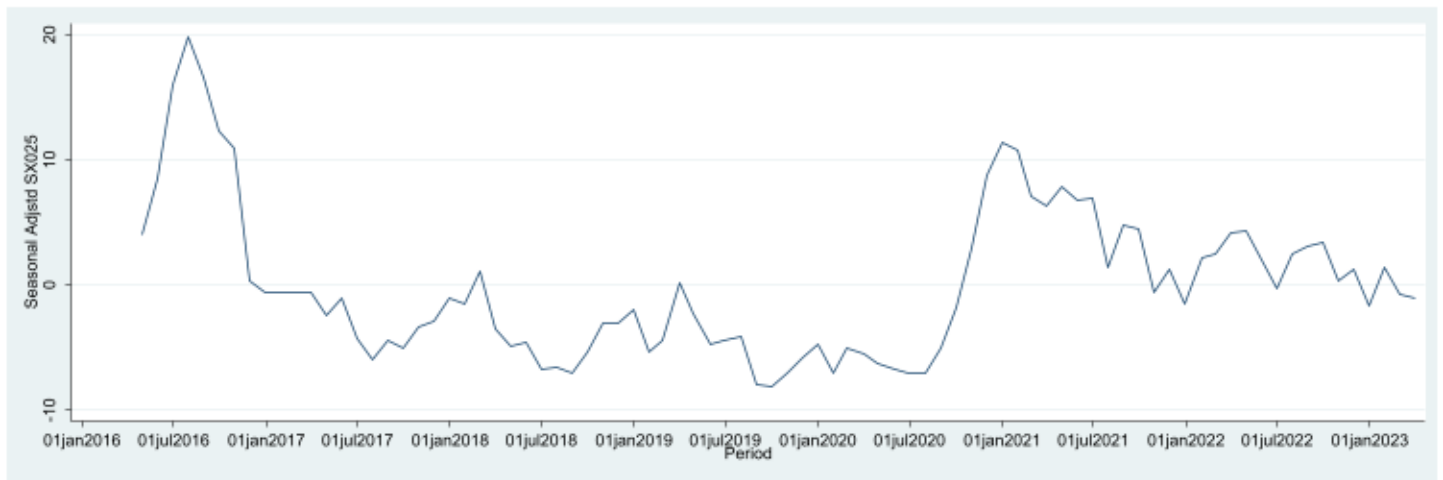
### Average land charges search response days: SX025

The four-day work week increases the gap between the averages of January – March 2023 and December by 1.7 days. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it increases the number of days it takes to complete land search responses; however, this difference is not statistically significant.

For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for January 2023 is above what is expected, while February and March 2023 are above expected values, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	1.738	.811	-12.669	16.145	
DUM_JAN	-.344	.926	-7.657	6.969	
DUM_FEB	-.195	.913	-3.723	3.332	
DUM_MARCH	-.2	.866	-2.551	2.152	
DUM_APRIL	.073	.934	-1.681	1.828	
DUM_MAY	.131	.852	-1.272	1.535	
DUM_JUNE	.255	.665	-.915	1.425	
DUM_JULY	.258	.61	-.745	1.26	
DUM_AUG	.332	.453	-.546	1.209	
DUM_SEPT	.213	.588	-.567	.992	
DUM_OCT	.191	.59	-.511	.892	
DUM_NOV	.018	.954	-.619	.656	
Year	.492	.182	-.236	1.219	
Constant	-983.979	.186	-2453.143	485.185	
Mean dependent var		9.316	SD dependent var	6.201	
R-squared		0.050	Number of obs	84	
F-test		0.281	Prob > F	0.993	
Akaike crit. (AIC)		567.647	Bayesian crit. (BIC)	601.678	

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



### Percentage of satisfaction with repairs: AH204

The four-day work week increases the gap between the averages of Q4, 2022/23 and Q1 by 3.2 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of satisfaction with repairs; however, this difference is not statistically significant.

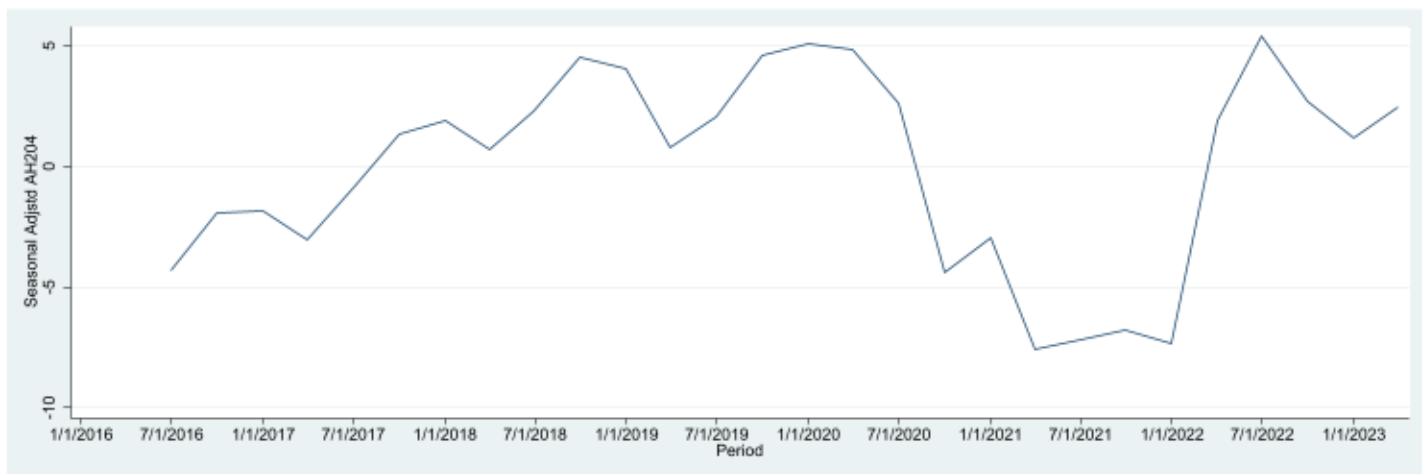
For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for Q4, 2022/23 is above what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	3.173	.539	-7.368	13.714	
DUM_Q2	-1.167	.34	-3.65	1.316	
DUM_Q3	-.939	.252	-2.594	.717	
DUM_Q4	.023	.971	-1.275	1.32	
Year	-1.626	.001	-2.548	-.703	***
Constant	3377.357	.001	1515.584	5239.129	***

Mean dependent var	93.681	SD dependent var	5.267
R-squared	0.411	Number of obs	28
F-test	3.065	Prob > F	0.030
Akaike crit. (AIC)	168.682	Bayesian crit. (BIC)	176.675

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$





**Percentage of complaints responded to within timescale: CC305**

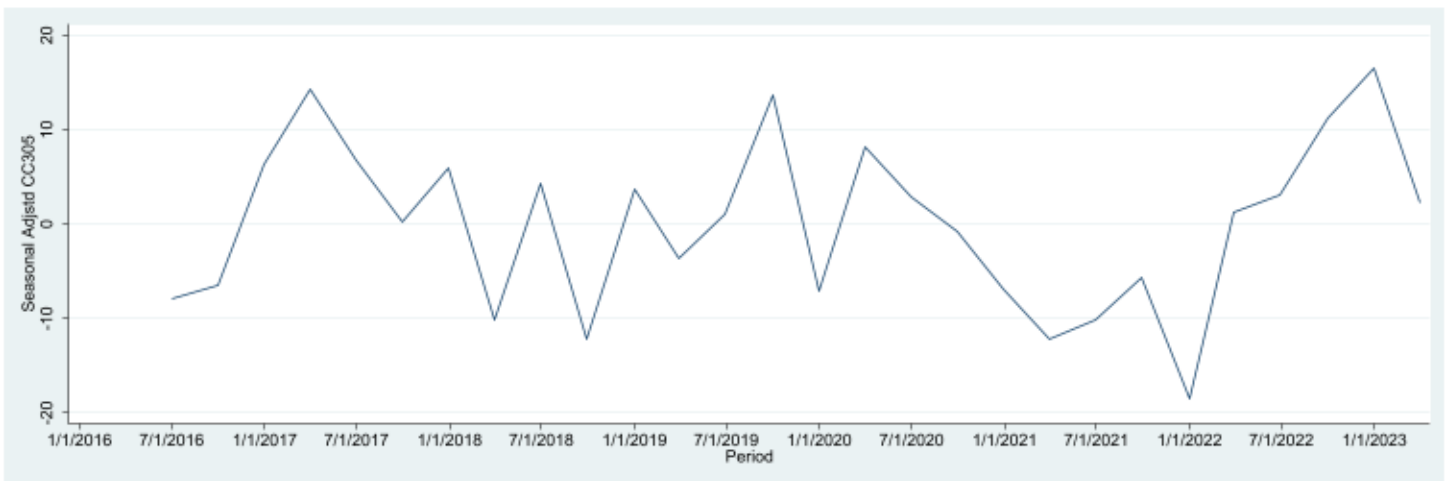
The four-day work week increases the gap between the averages of Q4, 2022/23 and Q1 by 6.0 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of complaints responded to within timescale; however, this difference is not statistically significant.

For this KPI, data points above the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for Q4, 2022/23 is above what is expected having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	6.016	.595	-17.086	29.118	
DUM_Q2	-1.204	.651	-6.645	4.238	
DUM_Q3	-.053	.976	-3.681	3.575	
DUM_Q4	1.569	.265	-1.275	4.412	
Year	2.186	.035	.165	4.207	**
Constant	-4344.649	.038	-8425.127	-264.172	**

Mean dependent var	70.394	SD dependent var	11.113
R-squared	0.364	Number of obs	28
F-test	2.519	Prob > F	0.060
Akaike crit. (AIC)	212.624	Bayesian crit. (BIC)	220.618

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



**Staff turnover (non-cumulative): FS117**

The four-day work week reduces the gap between the averages of Q4, 2022/23 and Q1 by 1.1 days. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it reduces the staff turnover; however, this difference is not statistically significant.

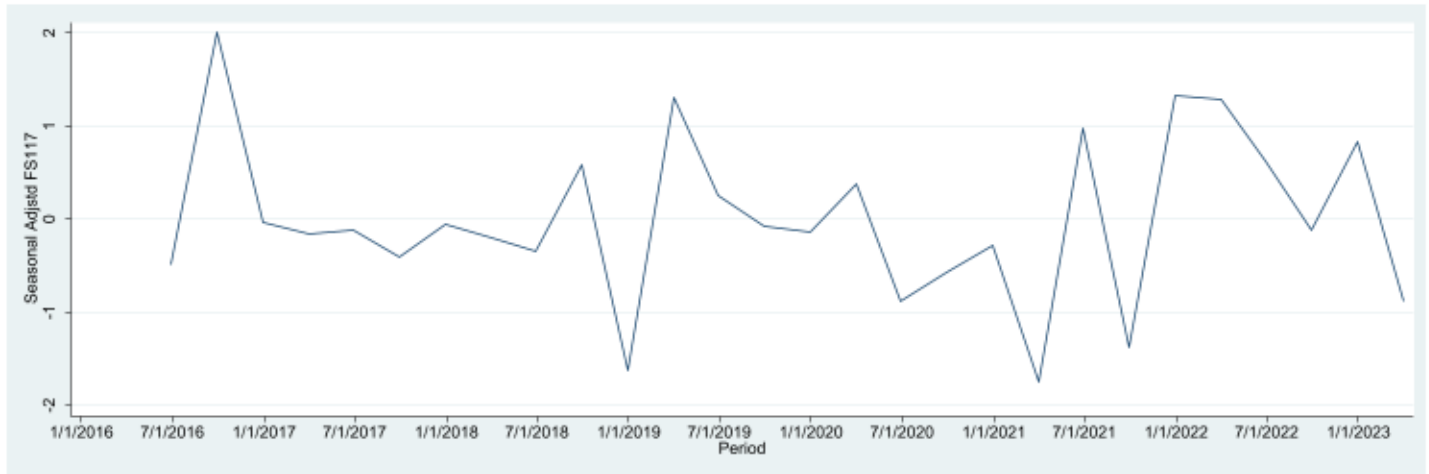
For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for Q4, 2022/23 is below what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	-1.128	.319	-3.421	1.164	
DUM_Q2	.151	.567	-.389	.691	
DUM_Q3	-.226	.207	-.586	.134	
DUM_Q4	-.065	.64	-.347	.218	
Year	.011	.911	-.19	.211	
Constant	-19.077	.923	-424.01	385.856	

Mean dependent var	2.807	SD dependent var	0.979
R-squared	0.192	Number of obs	28
F-test	1.049	Prob > F	0.415
Akaike crit. (AIC)	83.251	Bayesian crit. (BIC)	91.244

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$



### Staff sickness days per FTE excluding SSWS (non-cumulative): FS125

The four-day work week increases the gap between the averages of Q4, 2022/23 and Q1 by 0.28 day. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it increases the staff sickness days; however, this difference is not statistically significant.

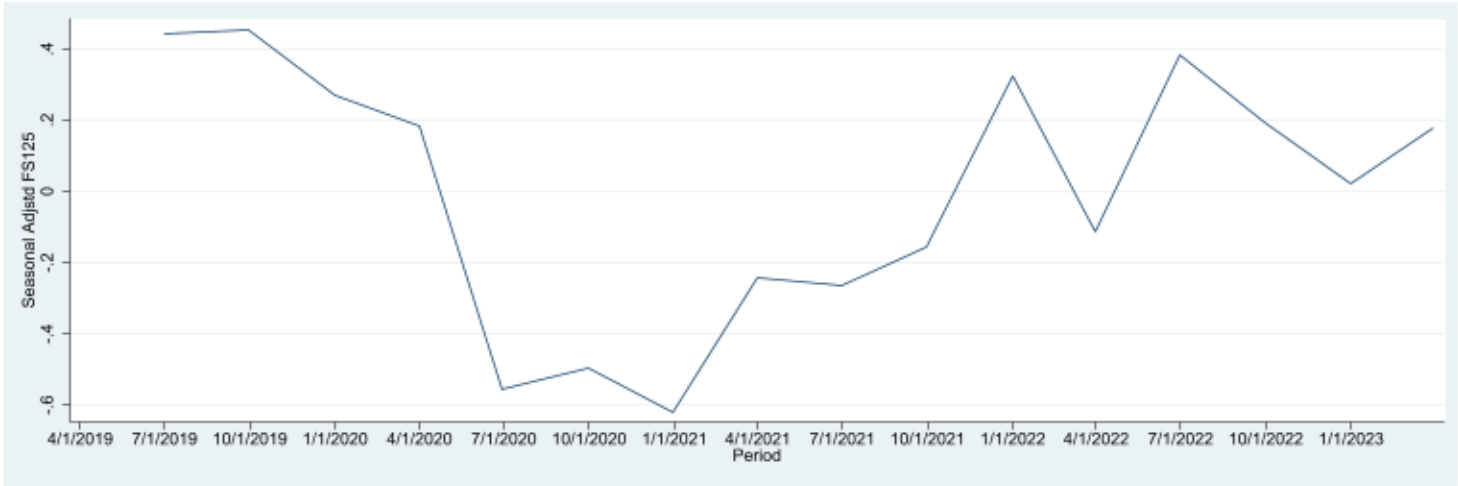
For this KPI, data points below the point 0 indicate good performance for that time period. In the graph below, it could be observed that performance for Q4, 2022/23 is above what is expected, having controlled for seasonality.

Actual	Coef.	p-value	[95% Conf	Interval]	Sig
DUM_4DW	.277	.622	-.936	1.489	
DUM_Q2	.119	.457	-.224	.461	
DUM_Q3	.147	.183	-.082	.375	
DUM_Q4	.095	.284	-.092	.282	
Year	-.142	.208	-.377	.093	
Constant	287.773	.206	-186.646	762.192	

Mean dependent var	1.584	SD dependent var	0.419
R-squared	0.284	Number of obs	16
F-test	0.794	Prob > F	0.578
Akaike crit. (AIC)	23.212	Bayesian crit. (BIC)	27.847

\*\*\*  $p < .01$ , \*\*  $p < .05$ , \*  $p < .1$





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REPORT

# Management and elected members' perspectives: Insights from the focus group study

## **Authors**

Nina Jörden and Ayantola Alayande

Bennett Institute for Public Policy, University of Cambridge, UK

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# Management and elected members' perspectives: Insights from the focus group study

In addition to surveys and the evaluation of Key Performance Indicators (KPIs), the analysis of the four-day week (4DW) at South Cambridgeshire District Council (SCDC) includes a series of focus groups. These were conducted and analysed by researchers from the Bennett Institute for Public Policy at the University of Cambridge. A focus group is a research method in which a small group of people (usually a maximum of 12 people per session) come together to discuss a specific topic in a moderated setting. Focus groups can help organisations gain deeper insights into the perceptions, needs and aspirations of participants, which would otherwise go unnoticed. For participants, the focus groups provided a platform to actively participate in shaping the 4DW trial and express their ideas and opinions in a safe setting.

From the data obtained, comprehensive statements can be made about the daily practice in SCDC during the 4DW. There were two groups: Individuals with leadership responsibilities within SCDC and elected members of both SCDC and Cambridge City Council. This ensured that both the internal and external perspectives were sufficiently considered and given a voice.

The main objective of the focus groups was to understand how leaders and elected members experience the 4DW, the challenges they faced and how they addressed them. The main themes from these discussions are presented below.

## The management perspective

In general, the issues raised by the managers are quite universal and repeated between the different focus groups. However, there are of course nuanced differences which depend mainly on the size of the team, the proportion of full-time and part-time staff within the team, the type of service provided and the personality of the manager. Despite some challenges, the overall feedback on the trial was largely positive.

### Adapting the leadership style

Overall, managers reported that the 4DW required an adjustment of their management style. Two aspects were particularly important: clearer and more direct communication, as well as more delegation of responsibility to the team.

For example, one manager reported that the 4DW has led to them being much more confident and open in communicating what they expect from whom and when, but on the other hand, they said they also feel more empowered to communicate clearly when they think deadlines are unrealistic and want to give their team more time. This suggests there is a clear expectation management on their part, especially regarding deadlines.

Other managers confirmed that a micromanagement style does not work within the 4DW. "I have always tried not to micromanage [...] I believe that the hands-off approach is good because it forces the employees in a 4DW to do their work regardless of whether the manager is present or not."

### New ways of working

As a result, both the leaders and team members had to introduce new ways of working more efficiently. This proved useful in enabling team members to optimise productivity and achieve more within the trial. Different working methods and new "rules" proved useful in the trial:

- Open door policy to allow informal and spontaneous interaction within the office
- Some managers stated that they spend more time in the office than before
- Scheduled days on which the whole team is present in the office (e.g., Wednesday every fortnight)
- Working on shared documents alongside each other
- Making phone calls instead of writing emails
- Setting up a system for staff to take over or hand over tasks to others depending on capacity
- Joint management of team members' diaries.

### Influence on team culture

Most managers feel that the culture and cooperation within their teams improved during the trial. This was mainly due to the fact that communication between the team members suddenly became more relevant, especially since not everyone was always able to attend all meetings and therefore more attention was paid to optimising information sharing within the team.

However, there were also some critical comments or concerns about the team culture. Interestingly, the choice of the day off could hold some potential conflict within the teams. One manager noted that "there is some jealousy within the team as some feel that Friday is the "better" off day."

Overall, managers felt that if the 4DW trial is extended, there needs to be more emphasis on team culture, cohesion and collaboration.

### Trust in team members: Flexible and remote working

Managers reported that there are concerns within SCDC that the 4DW may take away the flexibility that staff have had in the past. For example, some managers reported that they feel that their team members now tell them more often that they are, for example, taking a longer lunch break, going to the dentist or walking the dog - because they feel that the 4DW already gives them quite a lot of flexibility and anything beyond that requires the strict approval of their managers. This discussion was often accompanied by the question of how far remote working/working from home and the 4DW are compatible. While the vast majority of managers do not perceive a conflict, some indicated that they would like to see their employees in the office to a greater extent than the currently required presence of at least one day every fortnight.

Overall, the 4DW seems to test managers' trust in their team to some degree.

Some managers also seem to have a stronger need to monitor the work of their team members, especially when results and performance are more difficult to measure and/or mistakes are not immediately visible until after some time. Overall, however, there is a broad consensus that in the long run a mindset is needed where output is more important



than input (especially working time). This is also in line with one manager's statement that the prejudice that employees have to be physically in the office to be perceived as productive workers has to be overcome.

One of the managers notes: "You also have to be able to trust the people you've hired, because if you don't trust them to do their job, why did you hire them?"

However, the picture is mixed when it comes to flexible working hours and working from home in the context of the 4DW. It seems to depend mainly on the manager in question, but also on the individuals within the team. For example, it was noted that some team members feel more secure when they can keep track of how much and when they worked.

### Using digital tools

It was interesting to observe that the 4DW has made visible underinvestment in digital tools and solutions in recent years. For example, it was mentioned that better digital solutions on the SCDC website would lead to citizens being able to find most information themselves and apply for almost all service themselves through appropriate optimised digital solutions, which would drastically reduce the workload for staff.

However, there were also a number of examples of the internal use of digital tools during the 4DW that managers felt contributed significantly to the success of the trial, such as sharing and editing documents or sharing team diaries using appropriate tools.

In the context of the 4DW, planning and information management platforms seem to be the most needed, as many teams do communication-intensive tasks. One manager described how helpful a tool like 'Microsoft Planner' is: "It was a big turning point for the 4DW. If we don't have something written down in 'Planner', it doesn't get done."

It was clear from the discussions that one of the key challenges for SCDC is to invest in tools that interact with each other (e.g., MS Planner is compatible with other tools in the MS Suite). This is necessary to reduce friction between tools and avoid silos, such as different teams within SCDC using different applications.

There is also the need to invest in staff training to handle more complex digital technologies. Many managers noted that staff members still use the most basic digital tools, without feeling the urge to transition to anything new or complex: “I think we are using digital tools in a quite basic way. We use only the Microsoft package. I don’t know what Trello [a planning platform] is’,” says a manager. Another noted: “There is an opportunity to up our game, but there has to be an investment in software and training.”

### Training of junior staff and new employees

Critically, some managers noted that the 4DW leaves little to no time for training and onboarding of junior staff or new team members. In particular, according to the managers, new entrants’ interaction with experienced staff is often lacking, as the latter spend most of their core days (Tuesday to Thursday) in meetings.

Also, the continued trend of working from home since the Covid pandemic leaves new employees with fewer opportunities for organisational socialisation and informal interaction with experienced staff.

Some managers have responded to this problem by arranging specific times (about one hour per week) with new employees or junior staff to ensure direct interaction with them. According to the managers, this is particularly necessary in the case of newly created functions where both the manager and the employee need sufficient time to understand the requirements of the function. Managers acknowledge that while it can be a challenge to find enough time for 1:1 meetings, they are essential, especially for passing on tacit knowledge to younger employees.

Also, some managers explained that they get creative when it comes to meetings with younger or new staff, for example, some arrange meetings outside the formal setting and go for a walk together in the park. This creates time for team building and at the same time gives managers the opportunity to check on the progress of their staff.

### Elected members perspective

The researchers also held roundtables with elected members to capture their experiences and feedback. In general, members are very positive about the 4DW initiative. Criticisms were mainly about the lack of integration of shared services such as the waste service and the insufficient communication with Cambridge City Council prior to the announcement of the trial, which caught most members off guard. However, these initial difficulties have now been almost completely overcome. The main points from the discussions with the elected members are presented below.

### Accessibility of officers

The picture regarding the accessibility and availability of officers was very mixed. While about half of the members said they had no problems getting in touch with the right people at SCDC at any time and said they did not notice any slowdown in answering questions etc., the other half had concerns.

Among members, the perception of the 4DW was that the main communication with SCDC was now concentrated on Tuesdays to Thursdays. While most members felt this was beneficial as it resulted in "quieter and more effective" Mondays and Fridays, some also stated that it would be "impossible" to reach the relevant contact person on Mondays and Fridays, which would severely constrain their work.

Some also said that the 4DW led to extra work on their part, as they often had to contact different people several times until they received an answer. Such statements elicited mixed reactions from the other members; while some said they had similar experiences, others said that a contact person was always available for them at any time.

Overall, it was noted that it is essential for collaboration that all email signatures include an alternative contact person and the non-working day, and that there should be upfront communication between officers and councillors about these issues, especially when two people are working closely together; it should not be the councillor's job to find out who is working when and who is covering for whom.

### Improvement in meeting practices and outputs

Members generally indicated that meetings tended to be more productive within the 4DW - in particular, the introduction of pre-meeting agendas helped councillors to prepare for meetings effectively and to use the time within the meeting efficiently. Councillors also commented positively that officers appear to be more motivated and focused in meetings and their output is more precise.

For example, some members described that that work within SCDC was now better prioritised and that they appreciated that at least two contact persons were now available for issues and possible problems.

Others also noted positively that committee reporting is being reconsidered as part of the 4DW, noting that the length of agendas for committee meetings is something that should be addressed.

### Support for members

As noted at the beginning of this section, many members expressed dissatisfaction about learning of the trial only a short time before the general public and the lack of joint consultation between SCDC and Cambridge City Council prior to the trial. However, all stated that this has now been overcome and that they would like to move on.

Some members stated that it is a misconception to consider the trial as a SCDC project, as it directly affects a number of partners as well as the residents. It is therefore important to facilitate collaboration between all stakeholders involved.

In particular, members requested that there should be training and support for members in dealing with residents' enquiries about the 4DW. From a member's perspective, there is a particular need to ensure that residents know that they can still contact officers if they need to. How best to communicate this with residents is something that the members would like support on from the SCDC.

It was also noted that there should be training sessions for councillors and officers to help understand how best to interact, what both parties expect from each other and how best to support each other.

### Challenges related to the Greater Cambridge Shared Waste Service

Currently, the Greater Cambridge Shared Waste Service is not part of the 4DW trial. However, a proposal for for this service to trial a 4DW will be presented to SCDC members on 15 May 2023 (and to Cambridge City Council in the coming weeks). From the members' point of view, this seems to be a critical point for the success or failure of the 4DW, noting that it is the service that citizens care most about.

The possible extension of the trial to the waste service is seen as necessary, especially as there is no intention to create division within the staff and because it is desired that all services benefit from the positive effects. However, from the members' perspective, there are critical challenges with regard to the waste service. Some members say it is not possible to reduce the work of waste collection to four days without significant physical stress, and concern was raised that mistakes may be made if the staff are rushed.

There was consensus that a smooth introduction of any waste trial was critical and that there is little room for trial and error in this regard. In the context of this issue, there were also some interesting discussions about how waste collection could be fundamentally changed in the long-term, including technological solutions (such as sensors indicating when and if a bin needs to be emptied) or flexible collection systems according to need (family bins will probably need to be emptied more often than those of single pensioners).

### Using Microsoft Teams

With regard to the above-mentioned partial lack of availability or accessibility of contact persons, several members suggested that it would be helpful if members could contact SCDC officers via Microsoft Teams. This would allow them to see who is currently online and who is out of office before emailing them. It would also be

possible to set up project teams via Teams, to allow several people to be contacted at the same time and allow for a more flexible approach to taking on tasks.

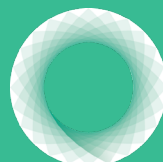
Members also noted that they would like to be able to initiate Teams meetings themselves. Currently, the joint use of Teams does not seem to be possible but was supported by all members as a sensible way forward. In particular, it is seen as helpful to manage one's expectations in terms of responses and the availability of officers.

### The definition of productivity in SCDC

There is general agreement among the members that regardless of whether the 4DW remains or not, it is necessary to think about the efficiency of working methods. The three-month trial was a good starting point to initiate changes regarding the working methods of SCDC. In this context, the use of software, the qualification of staff, the use of AI, and cooperation with external consultants were discussed in particular. However, what will be a bigger challenge from the members' point of view is how to make these changes measurable. In particular, the definition of 'productivity' is seen as a challenge by the members. Currently, productivity in SCDC is mainly equated with performance and made measurable through KPIs. However, many councillors believe that qualitative measurements are necessary, especially because many of the services are ultimately about the quality of the outcome rather than the quantity.



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## **SCDC: Appendix 3: Health and Wellbeing Data**

### **Project Summary**

Robertson Cooper are a team of wellbeing specialists and business psychologists, passionate about creating Good Days at Work for everyone, everywhere. Based on decades of published research, our Good Day at Work survey is the industry leader for collecting comprehensive data on the factors which may influence mental health and wellbeing in the workplace.

South Cambridge District Council (SCDC) approached Robertson Cooper to deliver a Health and Wellbeing survey to employees to support the progress of their current and future Wellbeing Strategy. More specifically, SCDC wanted to explore the feasibility of a shift to a 4 Day Week (4DW) for employees and the impact this would have on their health and wellbeing, in addition to business outcomes.

Robertson Cooper's Good Day at Work survey was administered to SCDC employees on two occasions as follows:

- Time 1 (August – September 2022)
- Time 2 (March – April 2023)

Overall, the survey results show improvements between Time 1 and Time 2 to the health and wellbeing of SCDC employees, in addition to employees rating the 4DW positively (74% rated 8/10 or above), with the majority would like SCDC to permanently move to a 4DW (89%). The results are outlined in more detail below.

### **Response Rate**

At Time 1, 686 employees were invited to complete the survey, both online and via paper versions, of which a total of 310 participated (45% response rate).

At Time 2, SCDC employees who were invited to participate in the 4DW trial were invited to complete the survey. Therefore, 496 employees were invited to complete the survey online, and a total of 331 participated (67% response rate). High response rates such as these provide greater confidence that survey responses are representative of SCDC employees.

For the purpose of this report, and to compare like-for-like, we compare those who completed the survey online at Time 1 (n=289) with those who participated in the 4DW trial and subsequently completed the survey online at Time 2 (n=328).

## Demographics

Age	T1	T2
Under 25	4%	5%
25 to 29	9%	9%
30 to 34	9%	8%
35 to 44	22%	30%
45 to 49	16%	12%
50 to 54	13%	14%
55 to 59	13%	14%
60 or over	7%	6%
Prefer not to say	6%	3%

(T1: n=289, T2: n=328)

Gender	T1	T2
Female	60%	67%
Male	34%	30%
Prefer not to say	6%	3%

(T1: n=289, T2: n=328)

Service Area	T1	T2
Executive	4%	4%
Finance	12%	13%
Housing	25%	23%
Leadership Team	2%	1%
Shared Planning	21%	28%
Shared Waste and Environment	13%	8%
Transformation, HR and Corporate Services	23%	23%

(T1: n=282, T2: n=327)

Contract Type	T1	T2
Full-time	83%	83%
Part-time	17%	17%

(T1: n=289, T2: n=328)

Ethnicity	T1	T2
White - English, Welsh, Scottish, Northern Irish, Irish	81%	82%
Any other White background	5%	6%
All other ethnic groups	5%	6%
Prefer not to say	9%	6%

(T1: n=289, T2: n=328)

## Good Day at Work Survey

The Good Day at Work Survey is a validated and reliable measure of workplace wellbeing. The unique aspect of the survey is that it takes more of a focus on the individual and what matters most to them, as well as what enables their wellbeing.

The survey measures:

### Health and Wellbeing Drivers:

- Resilience – how able employees feel to cope with setbacks.
- 6 Essentials – A healthy work environment is made up of positive pressure in six key areas; we call these the 6 Essentials. This helps us to identify sources of pressure and understand what is helping or hindering people performing their job effectively.

### Personal Outcomes:

- Health – how well employees report their physical and mental health.
- Engagement – how dedicated and passionate employees feel about their work and organisation.
- Subjective Wellbeing – whether employees feel like they have a sense of purpose and experience positive emotions at work.

### Business Outcomes:

- Good Day at Work – do employees experience the characteristics associated with having a good day at work?

- Performance – how employees rate their productivity, intention to stay and advocacy for the organisation.

All participant responses to the survey are converted to a 0-100 scale, where a higher score is always more positive. The mean of these scores, for each of the survey measures, are shown in the tables and charts below. Therefore, all individual responses are anonymised.

All core survey questions are compared to our General Working Population (GWP) norm group. This allows you to see the results in context, as they are compared to 90,000 other employees who have completed the survey in the last 5 years. The colour coding allows you to see, at a glance, whether the results are in the top 20% of scores (**dark green**), in the 30% of scores above the average (**light green**), in the 20% of scores below the average (**pink**) or in the bottom 30% of scores (**dark red**). In the tables below, we highlight how far above or below SCDC scores compare to our benchmark.

The point and percentage change between Time 1 and Time 2 are also included, as well as whether this difference is significant or not.

Each question asks participants to reflect and answer the questions based on the last 3 months, which for Time 2 participants covers the 4DW trial period.

## **Main Results**

Overall, all areas of the Good Day at Work survey have shown improvements from Time 1 to Time 2 for SCDC employees (see *Figure 1 and 4*). All changes in the scores have been found to be significant, except for 'Motivation'.

The biggest change we see is for the 'Health' measure, which has improved from an area of significant 'risk' to a score that is typical of most other organisations. We can see that this has been driven by both an improvement in 'Physical Health' (+11%, T1 vs T2) and 'Mental Health' (+16%, T1 vs T2). These changes are statistically highly significant, at the  $p < 0.001$  level.

Other highly significant improvements we see are employees' commitment to SCDC and how much employees feel that SCDC is committed to them (both +11%, T1 vs T2). Employees levels of 'Subjective Wellbeing' has also seen a shift from an area of 'caution' to more in line with what we see in most other organisations. Both employees' experience of 'Positive Emotions' and 'Sense of Purpose' at work have increased (+15 and +4%, T1 vs T2, respectively).

Within the 6 Essentials, the areas of concern at T1, 'Resources and Communication', 'Job Security and Change' and 'Work Relationships' have seen significant improvements at T2 (+9%, +9% and +7%, respectively), and all are now in line or above our GWP benchmark.

Figure 1: Good Day at Work survey health and wellbeing drivers and outcomes, comparing Time 1 to Time 2.

Item	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
<b>Resilience</b>	<b>78 (+2)</b>	<b>82 (+4)</b>	<b>+4</b>	<b>+5% ***</b>
Adaptability	86 (+2)	89 (+4)	+3	+3% *
Confidence	78 (0)	81 (+2)	+3	+4% *
Purposefulness	71 (-2)	76 (+3)	+5	+7% **
Social support	75 (+1)	82 (+7)	+7	+9% ***
<b>Health</b>	<b>55 (-4)</b>	<b>63 (+4)</b>	<b>+8</b>	<b>+15% ***</b>
Physical Health	54 (-3)	60 (+4)	+6	+11% ***
Mental Health	56 (-6)	65 (+5)	+9	+16% ***
<b>Engagement</b>	<b>68 (-1)</b>	<b>74 (+5)</b>	<b>+6</b>	<b>+9% **</b>
Motivation	71 (-2)	76 (+5)	+5	+7%
Organisation Commitment	62 (+1)	69 (+8)	+7	+11% ***
Employee Commitment	70 (-4)	78 (+3)	+8	+11% ***
<b>Subjective Wellbeing</b>	<b>62 (-2)</b>	<b>67 (+3)</b>	<b>+5</b>	<b>+8% ***</b>
Positive Wellbeing	52 (-5)	60 (+3)	+8	+15% ***
Sense Of Purpose	71 (-1)	74 (+2)	+3	+4% *
<b>Six Essentials Overall</b>	<b>67 (+1)</b>	<b>73 (+7)</b>	<b>+6</b>	<b>+9% ***</b>
Resources & Communication	64 (-2)	70 (+3)	+6	+9% ***
Control	63 (+2)	69 (+6)	+6	+10% ***
Balanced Workload	67 (+5)	75 (+11)	+8	+12% ***
Job Security & Change	65 (-1)	71 (+2)	+6	+9% ***
Work Relationships	73 (-1)	78 (+4)	+5	+7% ***
Job Conditions	70 (0)	75 (+4)	+5	+7% ***

Benchmark colour coding: Top 20% of scores (dark green), in the middle 30% of scores (light green), in the 20% of score below the average (pink) or in the bottom 30% of scores (dark red).

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

## Business Outcomes

The Good Day at Work score is a standardised score of the number of days out of 5 that employees are experiencing the characteristics of a Good Day at Work.

At Time 1, SCDC employees report having 3.90 / 5 good days at work, which has now significantly increased by 13% to 4.40 / 5 at Time 2, which is seen as much more positive than is generally found in other organisations.

All areas have improved, but the biggest increase here is employees reporting feeling more energetic (+32%). (See Figure 2).

SCDC employees also report a significant 13% increase in performance between Time 1 and Time 2, with employees reporting the biggest increase in their intention to stay at SCDC (+20%). (See Figure 3).

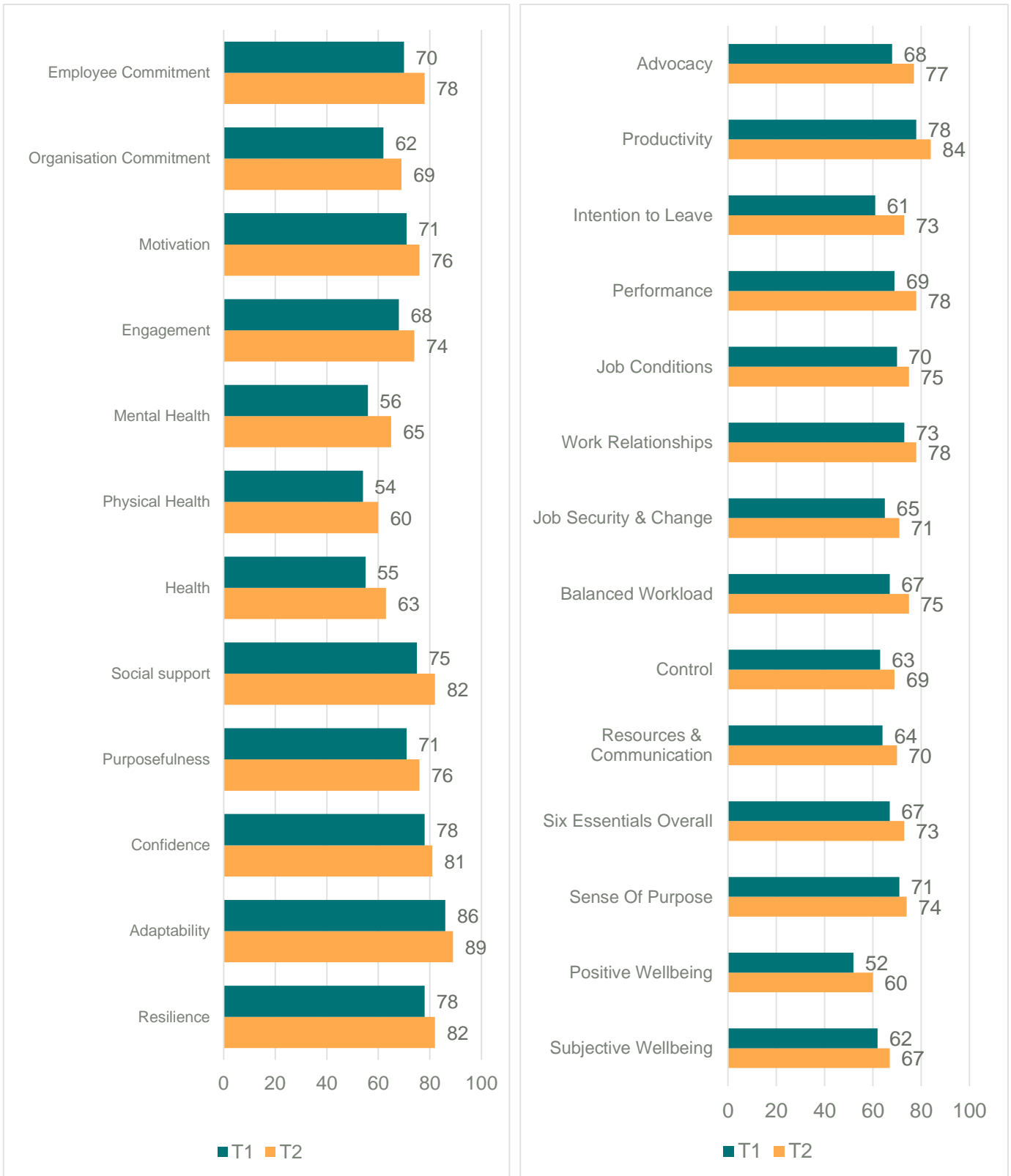
Figure 2: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
<b>Good Days at Work</b>	<b>3.90 (-3)</b>	<b>4.40 (+7)</b>	<b>+0.50</b>	<b>+13% ***</b>
Achievement	3.65 (-3)	4.15 (+7)	+0.50	+14% ***
Valuable contribution	4.40 (0)	4.70 (+6)	+0.30	+7% ***
Energetic	2.95 (-8)	3.90 (+11)	+0.95	+32% ***
Sociability	4.65 (-1)	4.85 (+3)	+0.20	+4% ***

Figure 3: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
<b>Performance</b>	<b>69 (0)</b>	<b>78 (+1)</b>	<b>+9</b>	<b>+13% ***</b>
Intention to Leave	61 (-3)	73 (+9)	+12	+20% ***
Productivity	78 (0)	84 (+6)	+6	+8% ***
Advocacy	68 (-2)	77 (+10)	+9	+13% ***

Figure 4: Good Day at Work all survey measures, comparing Time 1 to Time 2.



## **Demographic Comparisons: T1 vs T2**

The below three tables (Figures 5, 6, and 7) show the comparison data between Time 1 and Time 2 for the following demographics – Gender, Service Area and Contract Type.

For gender, both males and females have seen a positive increase in scores across all survey measures.

For service area, 'Finance' and 'Sharing Planning' reported lower scores across most measures at Time 1. We can now see a positive change at Time 2, particularly for 'Health'.

For contract type, full-time employees report improvements across all measures from Time 1 to Time 2, in particular feeling 'Energic' (+36%) and improved 'Mental Health' (+18%). For part-time employees, there are still quite a few areas that are potential risk and in particular two areas are currently at significant risk, 'Purposefulness' and 'Mental Health'.



Figure 5: Good Day at Work survey measures, comparing Time 1 to Time 2 for gender

Item	Male				Female			
	T1	T2	Change	% Change	T1	T2	Change	% Change
<b>Resilience</b>	75 (-1)	82 (+6)	+7	+9% **	80 (+4)	83 (+7)	+3	+4% *
Adaptability	87 (+3)	89 (+5)	+2	+2%	87 (+3)	89 (+5)	+2	+2% *
Confidence	76 (-2)	82 (+4)	+6	+8% *	79 (+1)	81 (+3)	+2	+3%
Purposefulness	67 (-6)	75 (+2)	+8	+12% *	75 (+2)	77 (+4)	+2	+3%
Social Support	72 (-2)	81 (+7)	+9	+13% **	79 (+5)	84 (+10)	+5	+6% *
<b>Health</b>	59 (0)	67 (+8)	+8	+14% **	53 (-6)	61 (+2)	+8	+15% ***
Physical Health	59 (+2)	66 (+9)	+7	+12% *	51 (-6)	58 (+1)	+7	+14% **
Mental Health	59 (-3)	69 (+7)	+10	+17% **	55 (-7)	64 (+2)	+9	+16% ***
<b>Engagement</b>	67 (-2)	76 (+7)	+9	+13% **	69 (0)	75 (+6)	+6	+9% *
Motivation	71 (-1)	77 (+5)	+6	+8%	72 (0)	76 (+4)	+4	+6%
Organisational Commitment	63 (+2)	72 (+11)	+9	+14% *	63 (+2)	69 (+8)	+6	+10% **
Employee Commitment	66 (-8)	78 (+4)	+12	+18% ***	73 (-1)	78 (+4)	+5	+7% **
<b>Subjective Wellbeing</b>	60 (-4)	67 (+3)	+7	+12% **	63 (-1)	68 (+4)	+5	+8% **
Positive Emotions	52 (-5)	59 (+2)	+7	+13% *	53 (-4)	61 (+4)	+8	+15% ***
Sense of Purpose	69 (-3)	75 (+3)	+6	+9% *	73 (+1)	74 (+2)	+1	+1%
<b>Six Essentials</b>	67 (+1)	75 (+9)	+8	+12% **	68 (+2)	73 (+7)	+5	+7% ***
Resources & Communication	64 (-2)	72 (+6)	+8	+13% **	66 (0)	70 (+4)	+4	+6% *
Control	63 (+2)	71 (+10)	+8	+13% **	64 (+3)	69 (+8)	+5	+8% **
Balanced Workload	64 (+2)	73 (+11)	+9	+14% ***	69 (+7)	76 (+14)	+7	+10% ***
Job Security & Change	69 (+3)	76 (+10)	+7	+10% **	64 (-2)	70 (+4)	+6	+9% **
Work Relationships	74 (0)	79 (+5)	+5	+7% *	74 (0)	79 (+5)	+5	+7% **
Job Conditions	71 (+1)	76 (+6)	+5	+7% *	71 (+1)	75 (+5)	+4	+6% **
Performance	67 (-2)	77 (+8)	+10	+15% ***	71 (+2)	80 (+11)	+9	+13% ***
Intention to leave	61 (-3)	72 (+8)	+11	+18% **	63 (-1)	75 (+11)	+12	+19% ***
Productivity	76 (-2)	83 (+5)	+7	+9% **	79 (+1)	85 (+7)	+6	+8% **
Advocacy	66 (-4)	76 (+6)	+10	+15% **	72 (+2)	79 (+9)	+7	+10% **
<b>Good Days at Work</b>	77 (-4)	87 (+6)	+10	+13% ***	80 (-1)	89 (+8)	+9	+11% ***
Achievement	68 (-8)	80 (+4)	+12	+18% ***	77 (+1)	84 (+8)	+7	+9% **
Valuable contribution	87 (-1)	93 (+5)	+6	+7% **	89 (+1)	95 (+7)	+6	+7% **
Energetic	60 (-7)	78 (+11)	+18	+30% ***	60 (-7)	79 (+12)	+19	+32% ***
Sociability	93 (-1)	96 (+2)	+3	+3% *	94 (0)	98 (+4)	+4	+4% ***

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

Figure 6: Good Day at Work survey measures, comparing Time 1 to Time 2 for service area

Item	Housing				Finance				Executive			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
<b>Resilience</b>	81 (+5)	88 (+12)	+7	+9% **	74 (-2)	74 (-2)	0	0%	85 (+9)	80 (+4)	-5	-6%
Adaptability	89 (+5)	95 (+11)	+6	+7% ***	86 (+2)	86 (+2)	0	0%	90 (+6)	87 (+3)	-3	-3%
Confidence	80 (+2)	86 (+8)	+6	+8% *	79 (+1)	77 (-1)	-2	-3%	83 (+5)	80 (+2)	-3	-4%
Purposefulness	78 (+5)	84 (+11)	+6	+8% *	64 (-9)	64 (-9)	0	0%	85 (+12)	76 (+3)	-9	-11%
Social Support	79 (+5)	86 (+12)	+7	+9% *	67 (-7)	72 (-2)	+5	+7%	84 (+10)	78 (+4)	-6	-7%
<b>Health</b>	51 (-8)	59 (0)	+8	+16% **	53 (-6)	58 (-1)	+5	+9%	68 (+9)	67 (+8)	-1	-1%
Physical Health	48 (-9)	55 (-2)	+7	+15% *	55 (-2)	58 (+1)	+3	+5%	67 (+10)	67 (+10)	0	0%
Mental Health	54 (-8)	64 (+2)	+10	+19% **	51 (-11)	58 (-4)	+7	+14%	69 (+7)	67 (+5)	-2	-3%
<b>Engagement</b>	71 (+2)	80 (+11)	+9	+13% **	58 (-11)	63 (-6)	+5	+9%	76 (+7)	79 (+10)	+3	+4%
Motivation	74 (+2)	81 (+9)	+7	+9%	63 (-9)	68 (-4)	+5	+8%	78 (+6)	78 (+6)	0	0%
Organisational Commitment	63 (+2)	73 (+12)	+10	+16% **	49 (-12)	54 (-7)	+5	+10%	68 (+7)	82 (+21)	+14	+21% *
Employee Commitment	74 (0)	84 (+10)	+10	+14% **	61 (-13)	67 (-7)	+6	+10%	81 (+7)	78 (+4)	-3	-4%
<b>Subjective Wellbeing</b>	65 (+1)	71 (+7)	+6	+9% *	56 (-8)	60 (-4)	+4	+7%	72 (+8)	66 (+2)	-6	-8%
Positive Emotions	55 (-2)	64 (+7)	+9	+16% **	43 (-14)	50 (-7)	+7	+16%	68 (+11)	59 (+2)	-9	-13%
Sense of Purpose	76 (+4)	78 (+6)	+2	+3%	69 (-3)	69 (-3)	0	0%	75 (+3)	72 (0)	-3	-4%
<b>Six Essentials</b>	68 (+2)	75 (+9)	+7	+10% **	61 (-5)	66 (0)	+5	+8%	74 (+8)	76 (+10)	+2	+3%
Resources & Communication	65 (-1)	72 (+6)	+7	+11% **	57 (-9)	64 (-2)	+7	+12%	71 (+5)	72 (+6)	+1	+1%
Control	64 (+3)	73 (+12)	+9	+14% **	59 (-2)	59 (-2)	0	0%	72 (+11)	69 (+8)	-3	-4%
Balanced Workload	68 (+6)	77 (+15)	+9	+13% **	66 (+4)	72 (+10)	+6	+9%	73 (+11)	81 (+19)	+8	+11%
Job Security & Change	65 (-1)	73 (+7)	+8	+12% **	52 (-14)	57 (-9)	+5	+10%	69 (+3)	72 (+6)	+3	+4%
Work Relationships	75 (+1)	79 (+5)	+4	+5% *	68 (-6)	73 (-1)	+5	+7%	78 (+4)	79 (+5)	+1	+1%
Job Conditions	70 (0)	76 (+6)	+6	+9% **	64 (-6)	70 (0)	+6	+9%	81 (+11)	80 (+10)	-1	-1%
<b>Performance</b>	76 (+7)	85 (+16)	+9	+12% **	60 (-9)	66 (-3)	+6	+10%	77 (+8)	74 (+5)	-3	-4%
Intention to leave	70 (+6)	79 (+15)	+9	+13% *	44 (-20)	56 (-8)	+12	+27%	74 (+10)	62 (-2)	-12	-16%
Productivity	83 (+5)	90 (+12)	+7	+8% **	80 (+2)	79 (+1)	-1	-1%	80 (+2)	80 (+2)	0	0%
Advocacy	74 (+4)	85 (+15)	+11	+15% **	58 (-12)	64 (-6)	+6	+10%	77 (+7)	82 (+12)	+5	+6%
<b>Good Days at Work</b>	83 (+2)	92 (+11)	+9	+11% ***	73 (-8)	85 (+4)	+12	+16% **	85 (+4)	87 (+6)	+2	+2%
Achievement	79 (+3)	87 (+11)	+8	+10% **	72 (-4)	79 (+3)	+7	+10%	84 (+8)	85 (+9)	+1	+1%
Valuable contribution	95 (+7)	96 (+8)	+1	+1%	81 (-7)	95 (+7)	+14	+17% **	93 (+5)	88 (0)	-5	-5%
Energetic	63 (-4)	84 (+17)	+21	+33% ***	52 (-15)	72 (+5)	+20	+38% **	68 (+1)	78 (+11)	+10	+15%
Sociability	95 (+1)	98 (+4)	+3	+3% *	87 (-7)	94 (0)	+7	+8%	96 (+2)	96 (+2)	0	0%

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

Item	Transformation, HR and Corporate Services				Shared Waste and Environment				Shared Planning			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
<b>Resilience</b>	82 (+6)	84 (+8)	+2	+2%	76 (0)	83 (+7)	+7	+9%	69 (-7)	78 (+2)	+9	+13% **
Adaptability	87 (+3)	88 (+4)	+1	+1%	88 (+4)	92 (+8)	+4	+5%	80 (-4)	85 (+1)	+5	+6% *
Confidence	81 (+3)	82 (+4)	+1	+1%	81 (+3)	82 (+4)	+1	+1%	67 (-11)	77 (-1)	+10	+15% **
Purposefulness	75 (+2)	80 (+7)	+5	+7%	64 (-9)	76 (+3)	+12	+19%	64 (-9)	73 (0)	+9	+14% *
Social Support	84 (+10)	87 (+13)	+3	+4%	72 (-2)	82 (+8)	+10	+14%	66 (-8)	78 (+4)	+12	+18% **
<b>Health</b>	55 (-4)	64 (+5)	+9	+16% **	59 (0)	64 (+5)	+5	+8%	55 (-4)	64 (+5)	+9	+16% **
Physical Health	53 (-4)	61 (+4)	+8	+15% **	58 (+1)	63 (+6)	+5	+9%	55 (-2)	62 (+5)	+7	+13% *
Mental Health	58 (-4)	68 (+6)	+10	+17% **	59 (-3)	66 (+4)	+7	+12%	55 (-7)	66 (+4)	+11	+20% **
<b>Engagement</b>	73 (+4)	77 (+8)	+4	+5%	64 (-5)	78 (+9)	+14	+22% **	63 (-6)	71 (+2)	+8	+13% *
Motivation	75 (+3)	78 (+6)	+3	+4%	69 (-3)	78 (+6)	+9	+13%	67 (-5)	74 (+2)	+7	+10%
Organisational Commitment	68 (+7)	73 (+12)	+5	+7%	59 (-2)	74 (+13)	+15	+25% *	58 (-3)	66 (+5)	+8	+14%
Employee Commitment	76 (+2)	79 (+5)	+3	+4%	65 (-9)	82 (+8)	+17	+26% ***	64 (-10)	74 (0)	+10	+16% **
<b>Subjective Wellbeing</b>	64 (0)	69 (+5)	+5	+8%	57 (-7)	69 (+5)	+12	+21% *	58 (-6)	65 (+1)	+7	+12% **
Positive Emotions	55 (-2)	63 (+6)	+8	+15% *	49 (-8)	61 (+4)	+12	+24% *	47 (-10)	59 (+2)	+12	+26% **
Sense of Purpose	73 (+1)	74 (+2)	+1	+1%	66 (-6)	76 (+4)	+10	+15% *	68 (-4)	72 (0)	+4	+6%
<b>Six Essentials</b>	70 (+4)	76 (+10)	+6	+9% **	67 (+1)	76 (+10)	+9	+13% *	63 (-3)	70 (+4)	+7	+11% **
Resources & Communication	68 (+2)	73 (+7)	+5	+7% *	65 (-1)	72 (+6)	+7	+11%	60 (-6)	66 (0)	+6	+10%
Control	66 (+5)	72 (+11)	+6	+9%	62 (+1)	73 (+12)	+11	+18% *	57 (-4)	65 (+4)	+8	+14% *
Balanced Workload	73 (+11)	78 (+16)	+5	+7% *	65 (+3)	79 (+17)	+14	+22% **	59 (-3)	69 (+7)	+10	+17% **
Job Security & Change	66 (0)	72 (+6)	+6	+9% *	68 (+2)	76 (+10)	+8	+12%	66 (0)	74 (+8)	+8	+12% **
Work Relationships	77 (+3)	82 (+8)	+5	+6% **	73 (-1)	77 (+3)	+4	+5%	70 (-4)	76 (+2)	+6	+9% *
Job Conditions	73 (+3)	78 (+8)	+5	+7% *	68 (-2)	77 (+7)	+9	+13% *	68 (-2)	72 (+2)	+4	+6%
<b>Performance</b>	70 (+1)	79 (+10)	+9	+13% **	68 (-1)	84 (+15)	+16	+24% ***	61 (-8)	77 (+8)	+16	+26% ***
Intention to leave	64 (0)	75 (+11)	+11	+17% **	60 (-4)	78 (+14)	+18	+30% **	54 (-10)	76 (+12)	+22	+41% ***
Productivity	74 (-4)	82 (+4)	+8	+11% *	78 (0)	89 (+11)	+11	+14% **	73 (-5)	82 (+4)	+9	+12% **
Advocacy	73 (+3)	81 (+11)	+8	+11% *	67 (-3)	85 (+15)	+18	+27% **	56 (-14)	71 (+1)	+15	+27% ***
<b>Good Days at Work</b>	80 (-1)	88 (+7)	+8	+10% ***	78 (-3)	89 (+8)	+11	+14% **	73 (-8)	86 (+5)	+13	+18% ***
Achievement	75 (-1)	84 (+8)	+9	+12% **	71 (-5)	84 (+8)	+13	+18% *	63 (-13)	78 (+2)	+15	+24% ***
Valuable contribution	87 (-1)	93 (+5)	+6	+7% *	87 (-1)	96 (+8)	+9	+10% *	87 (-1)	93 (+5)	+6	+7% *
Energetic	63 (-4)	77 (+10)	+14	+22% **	60 (-7)	78 (+11)	+18	+30% *	50 (-17)	77 (+10)	+27	+54% ***
Sociability	95 (+1)	99 (+5)	+4	+4% **	93 (-1)	96 (+2)	+3	+3%	91 (-3)	97 (+3)	+6	+7% **

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

Figure 7: Good Day at Work survey measures, comparing Time 1 to Time 2 for contract type

Item	Part-time				Full-time			
	T1	T2	Change	% Change	T1	T2	Change	% Change
<b>Resilience</b>	76 (0)	77 (+1)	+1	+1%	78 (+2)	83 (+7)	+5	+6% ***
Adaptability	87 (+3)	88 (+4)	+1	+1%	86 (+2)	89 (+5)	+3	+3% *
Confidence	76 (-2)	77 (-1)	+1	+1%	78 (0)	81 (+3)	+3	+4% *
Purposefulness	65 (-8)	68 (-5)	+3	+5%	72 (-1)	78 (+5)	+6	+8% **
Social Support	75 (+1)	75 (+1)	0	0%	76 (+2)	83 (+9)	+7	+9% ***
<b>Health</b>	52 (-7)	56 (-3)	+4	+8%	56 (-3)	64 (+5)	+8	+14% ***
Physical Health	52 (-5)	55 (-2)	+3	+6%	54 (-3)	61 (+4)	+7	+13% ***
Mental Health	52 (-10)	56 (-6)	+4	+8%	57 (-5)	67 (+5)	+10	+18% ***
<b>Engagement</b>	65 (-4)	68 (-1)	+3	+5%	68 (-1)	76 (+7)	+8	+12% ***
Motivation	67 (-5)	72 (0)	+5	+7%	72 (0)	77 (+5)	+5	+7%
Organisational Commitment	60 (-1)	61 (0)	+1	+2%	62 (+1)	70 (+9)	+8	+13% ***
Employee Commitment	69 (-5)	72 (-2)	+3	+4%	70 (-4)	79 (+5)	+9	+13% ***
<b>Subjective Wellbeing</b>	58 (-6)	61 (-3)	+3	+5%	62 (-2)	68 (+4)	+6	+10% ***
Positive Emotions	46 (-11)	52 (-5)	+6	+13%	53 (-4)	62 (+5)	+9	+17% ***
Sense of Purpose	69 (-3)	70 (-2)	+1	+1%	71 (-1)	75 (+3)	+4	+6% *
<b>Six Essentials</b>	65 (-1)	68 (+2)	+3	+5%	67 (+1)	74 (+8)	+7	+10% ***
Resources & Communication	65 (-1)	65 (-1)	0	0%	63 (-3)	71 (+5)	+8	+13% ***
Control	57 (-4)	61 (0)	+4	+7%	64 (+3)	70 (+9)	+6	+9% ***
Balanced Workload	68 (+6)	71 (+9)	+3	+4%	66 (+4)	75 (+13)	+9	+14% ***
Job Security & Change	63 (-3)	70 (+4)	+7	+11%	65 (-1)	72 (+6)	+7	+11% ***
Work Relationships	71 (-3)	73 (-1)	+2	+3%	74 (0)	79 (+5)	+5	+7% ***
Job Conditions	68 (-2)	71 (+1)	+3	+4%	70 (0)	76 (+6)	+6	+9% ***
<b>Performance</b>	66 (-3)	75 (+6)	+9	+14% *	69 (0)	79 (+10)	+10	+14% ***
Intention to leave	57 (-7)	69 (+5)	+12	+21% *	62 (-2)	74 (+10)	+12	+19% ***
Productivity	79 (+1)	82 (+4)	+3	+4%	77 (-1)	84 (+6)	+7	+9% ***
Advocacy	65 (-5)	73 (+3)	+8	+12%	69 (-1)	78 (+8)	+9	+13% ***
<b>Good Days at Work</b>	80 (-1)	86 (+5)	+6	+8% *	78 (-3)	88 (+7)	+10	+13% ***
Achievement	73 (-3)	79 (+3)	+6	+8%	73 (-3)	83 (+7)	+10	+14% ***
Valuable contribution	88 (0)	95 (+7)	+7	+8%	88 (0)	94 (+6)	+6	+7% ***
Energetic	65 (-2)	74 (+7)	+9	+14%	58 (-9)	79 (+12)	+21	+36% ***
Sociability	92 (-2)	96 (+2)	+4	+4%	93 (-1)	98 (+4)	+5	+5% ***

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

## 4 Day Week Questions

Participants who completed the 4DW trial (n = 328) answered a series of questions on their experience of the trial, of which the results are shown below.

Participants of the trial were predominately full-time employees (83%). These employees mainly chose 4 full working days (82%), whereas part-time employees, a smaller group of participants (17%), chose a mix of working patterns for the trial (See Figure 8).

Monday and Friday were the most popular days to take off for both full-time (37% and 52%, respectively) and part-time (32% and 32%) employees, with Wednesdays close behind for the latter (23%). (See Figure 9).

Of those that participated in the 4DW trial, the majority completed the full 3-month trial (95%), and most did not change their working pattern during the trial (63%).

Figure 8: What working pattern did you choose at the start of the trial?

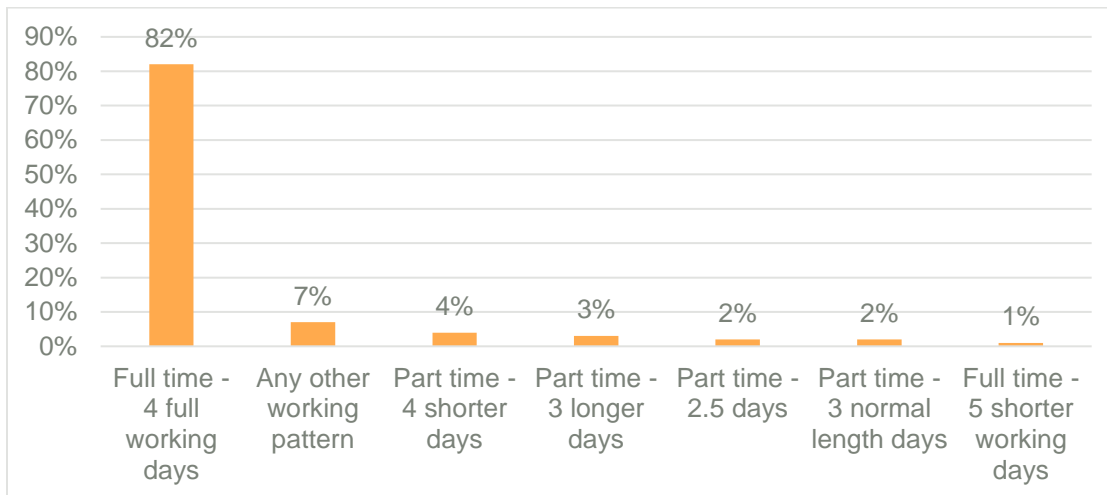
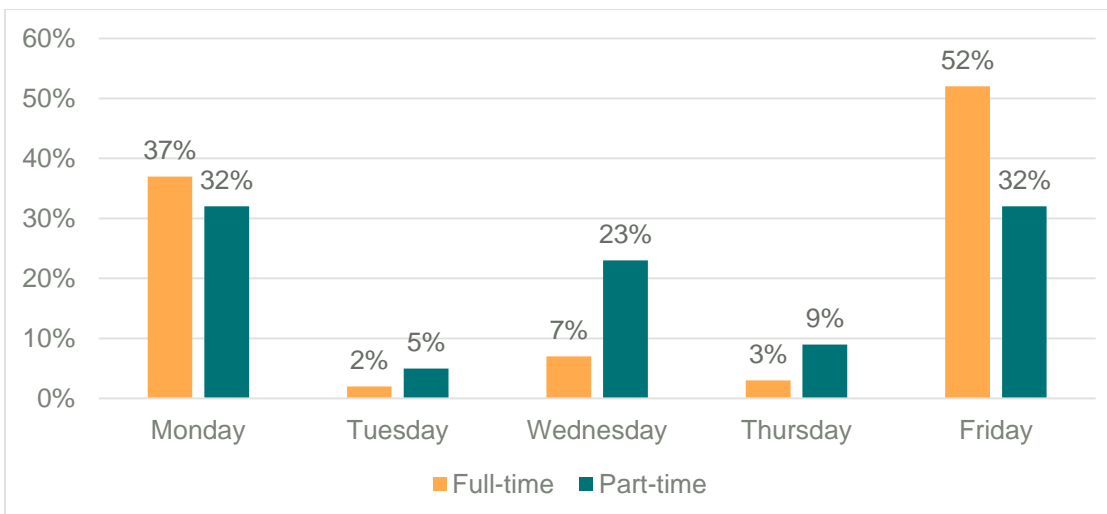
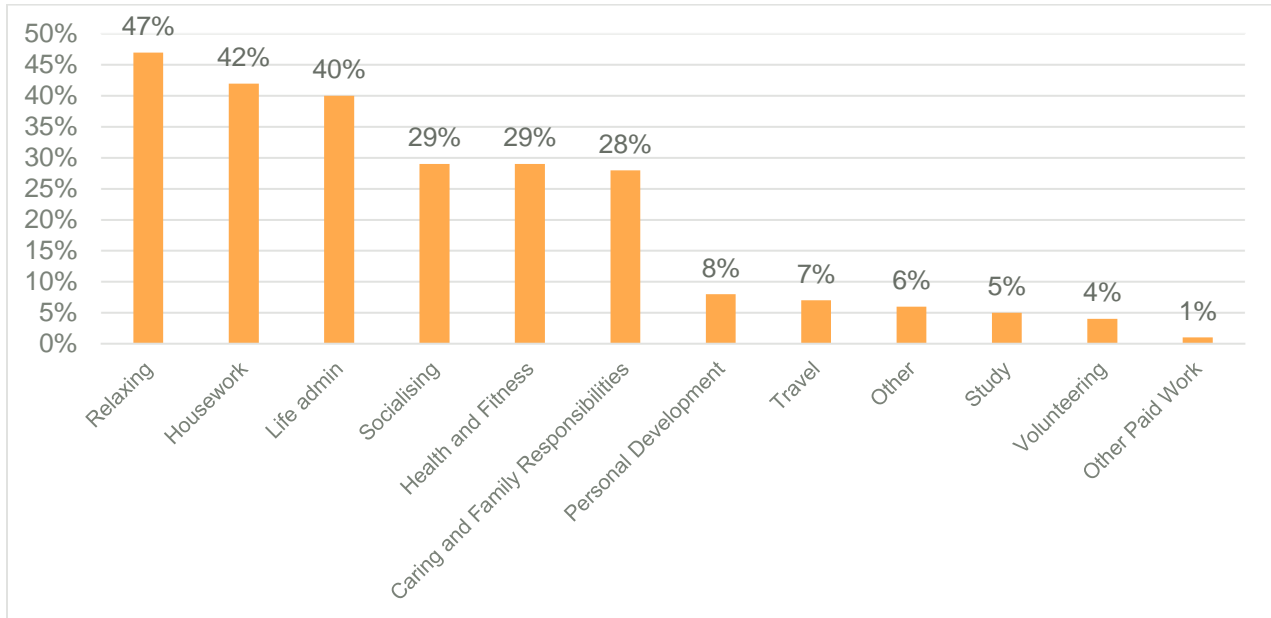


Figure 9: Which day did you take off for the 4 Day Week Trial?



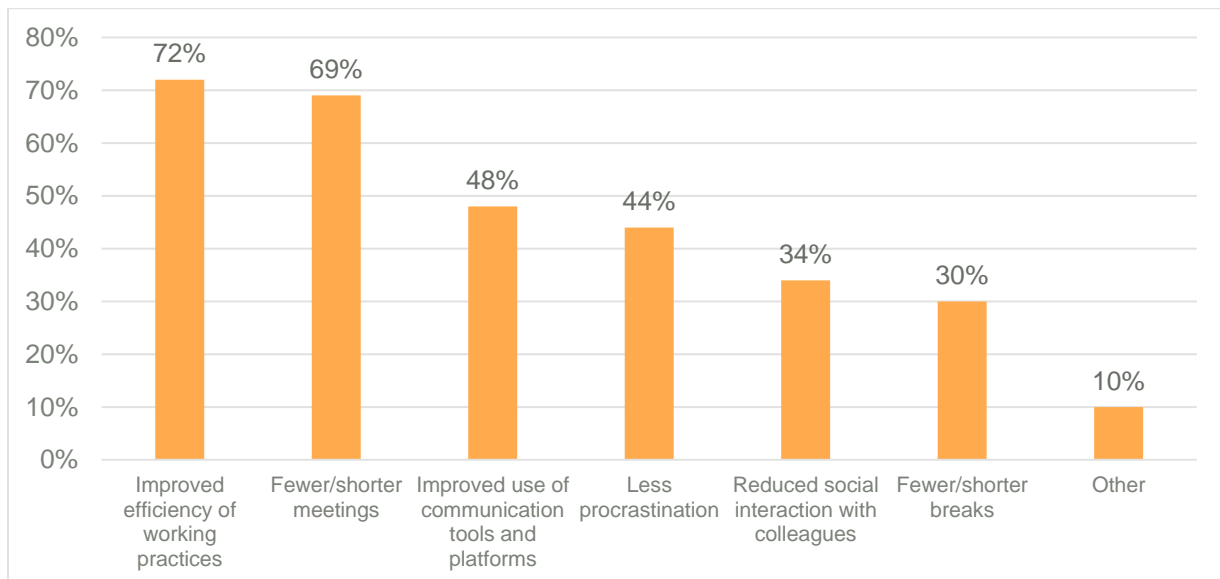
The top five activities employees spent the most time on during their extra day or time off during the trial were 'Relaxing' (47%), 'Housework' (42%), 'Life Admin' (40%), 'Socialising' (29%), and 'Health and Fitness' (29%). Following just behind these activities, 28% of employees spent the most time on caring and family responsibilities. (See *Figure 10*).

*Figure 10: Which activity have you spent the most time on, during your extra day/time off, per week?*



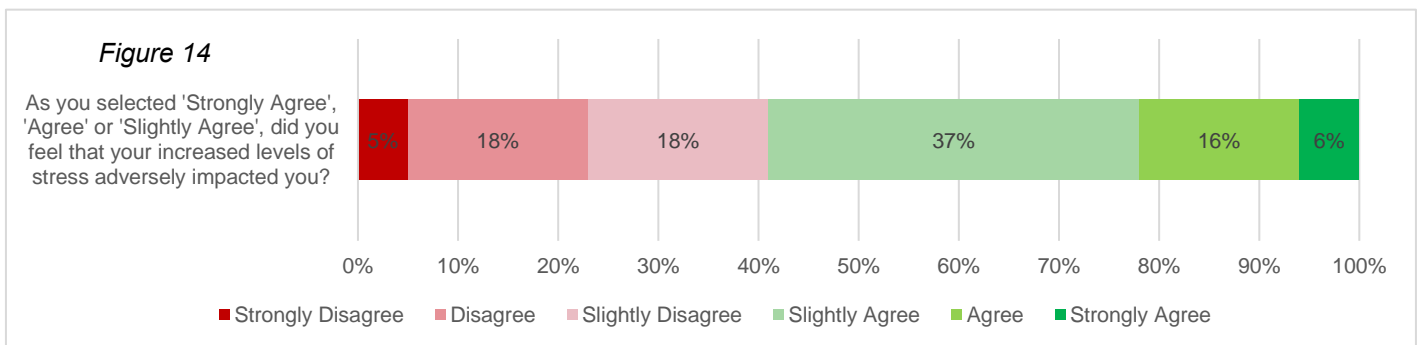
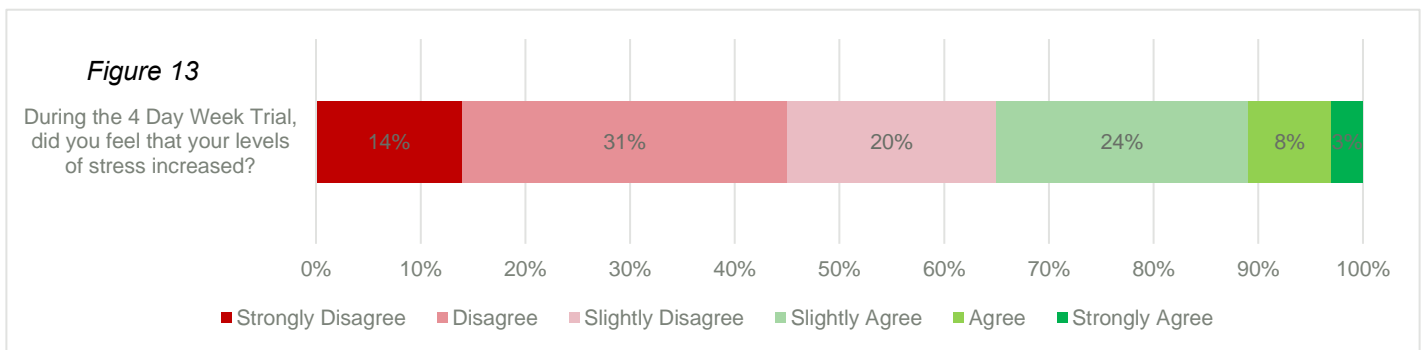
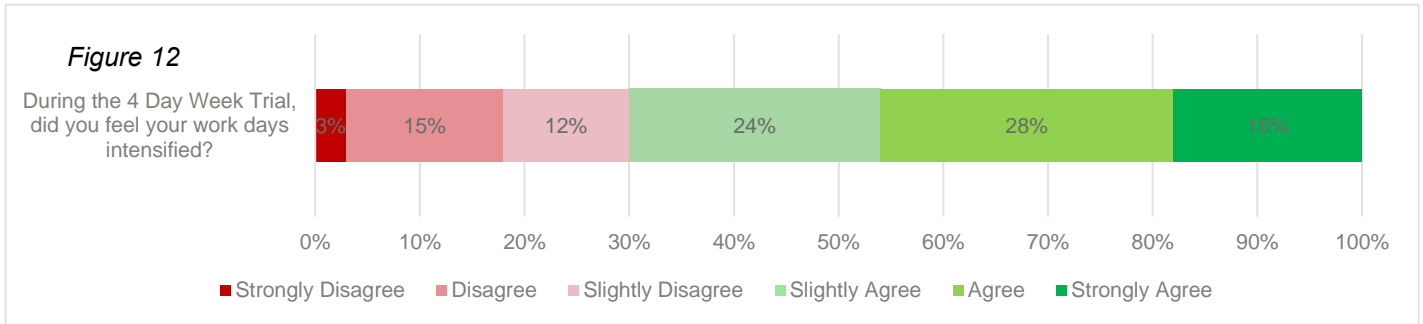
In order to deliver their work in 80% of the time, the top activities and tasks that employees said have to change are improved efficiency of working practices (72%) and fewer/ shorter meetings (69%). (See *Figure 11*).

*Figure 11: To deliver your work in 80% of the time, what has had to change?*



71% of employees agreed that they felt their workdays intensified due to the trial, compared to 29% who disagreed. (See Figure 12).

When asked if they felt their stress levels increased during the 4DW trial, 65% disagreed, compared to 35% who agreed (See Figure 13). Of those who agreed, 59% said that the stress adversely impacted them (See Figure 14).



Please note: the above reported percentages for 'agreed' include 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' include 'strongly disagree', 'disagree' and 'slightly disagree'.

61% of employees reported that they did not consistently work more than 80% of their contracted hours during the trial, however 28% said they did (see Figure 15). Of those who did work extra hours, the majority reported working 0-3 hours (63%). However, 14% reported working 6+ hours. (See Figure 16).

Figure 15: During the 4 Day Week Trial, did you consistently work more than 80% of your contracted hours, per week?

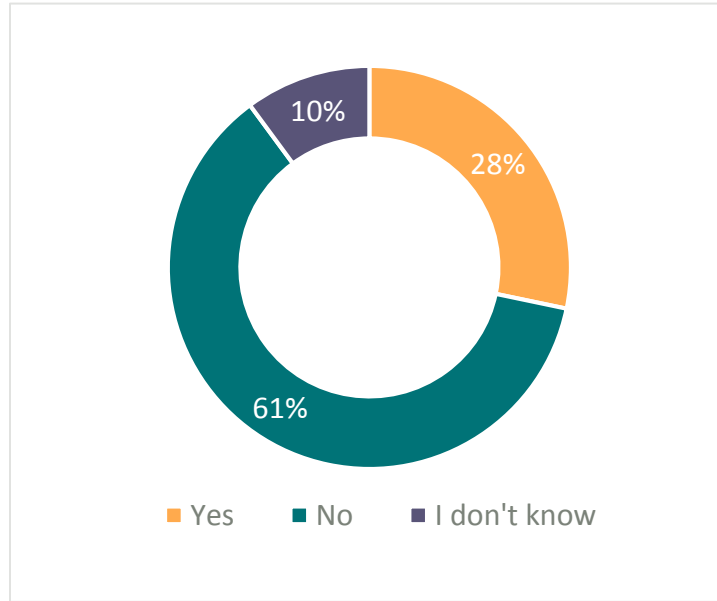
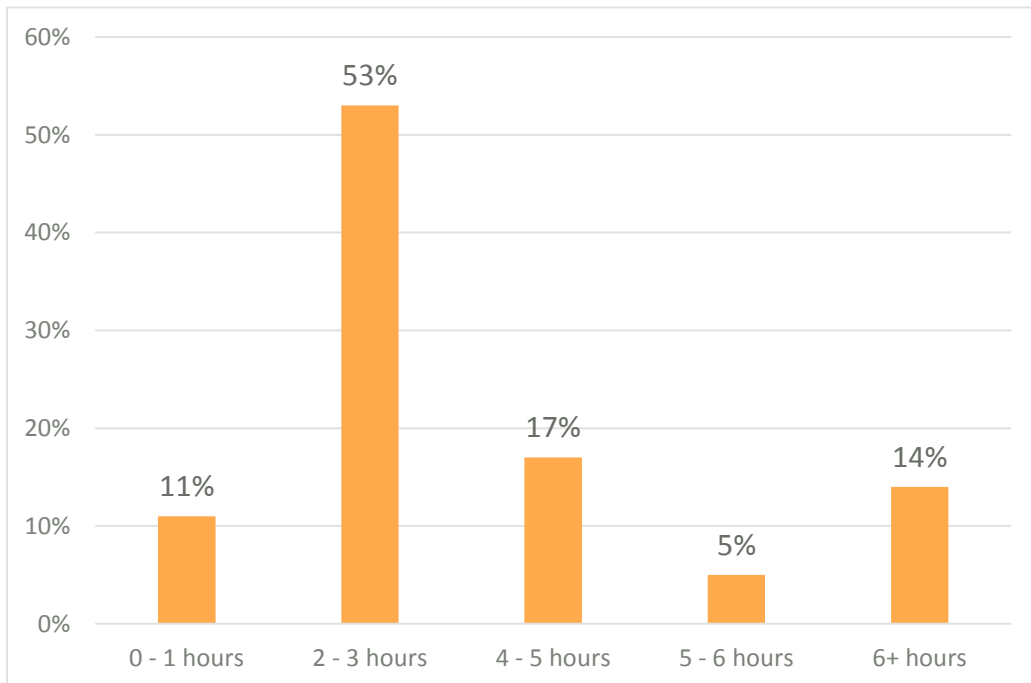


Figure 16: How many more hours did you work on average, per week?





Employees feel that SCDC have the right tools and processes in place (84%) (see Figure 17) and that it is worthwhile putting in the extra effort (94%) (see Figure 18). They are also more likely to apply for jobs that offer a 4DW (85%) (See Figure 19).

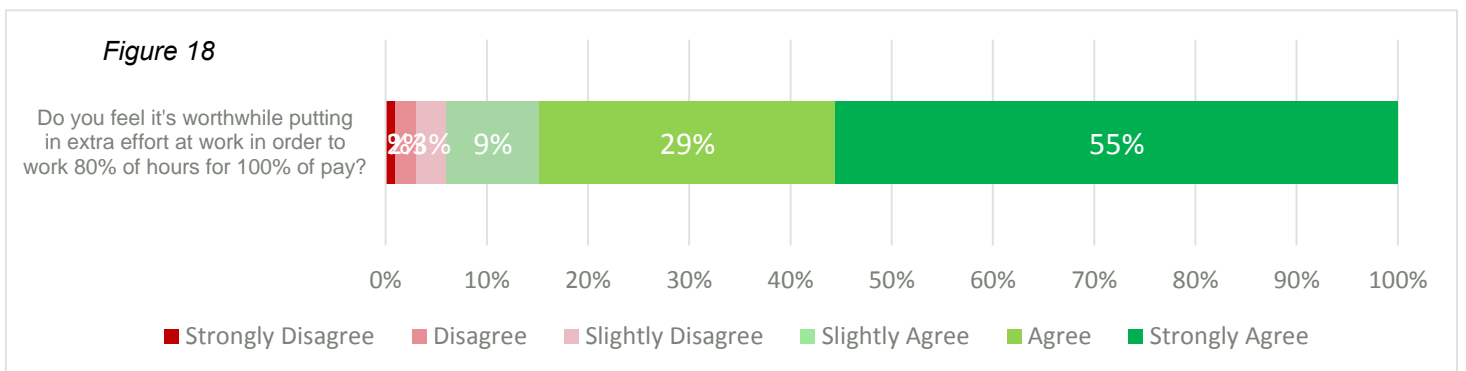
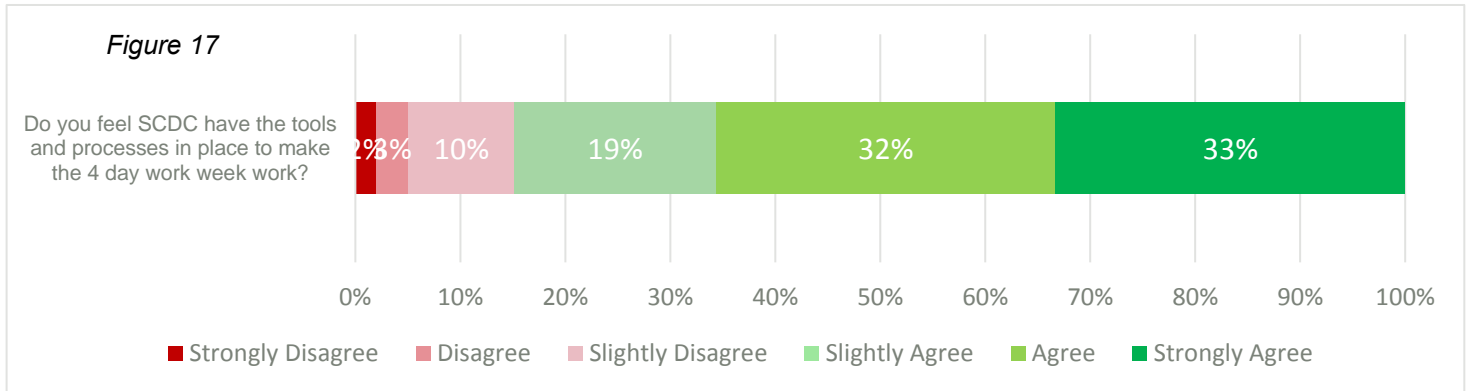
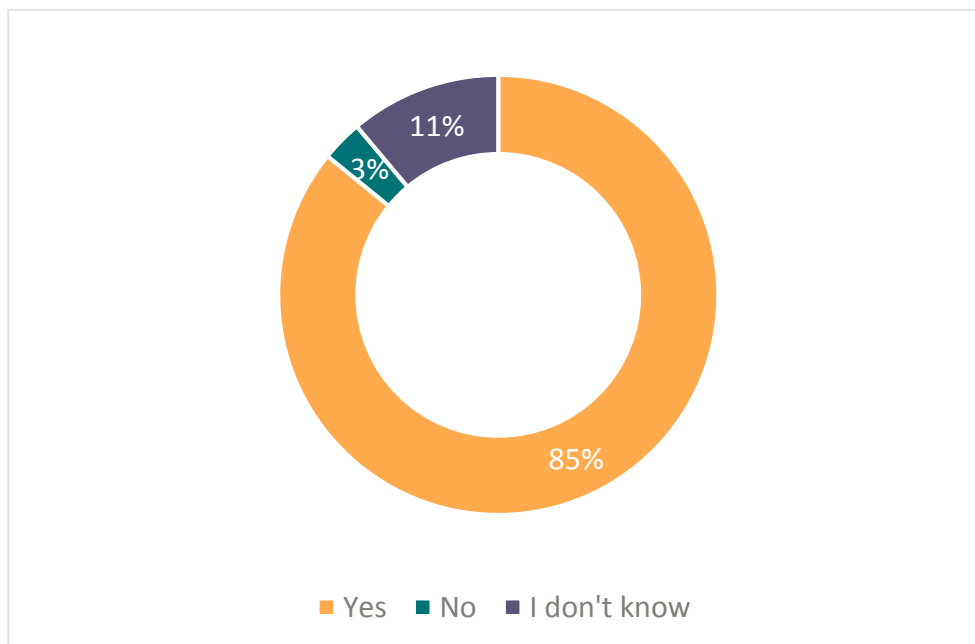


Figure 19: Would you be more likely to apply for a job with a permanent 4-day week employer?



Overall, employees rated the 4DW positively (74% rated 8/10 or above) (See Figure 20) and the majority would like SCDC to permanently move to a 4DW (89%), with only 2% saying that they would not. (See Figure 21).

Figure 20: How would you rate your overall experience of the 4 day week trial? (0 is extremely challenging/unenjoyable, 10 is loved it/everything ran smoothly)

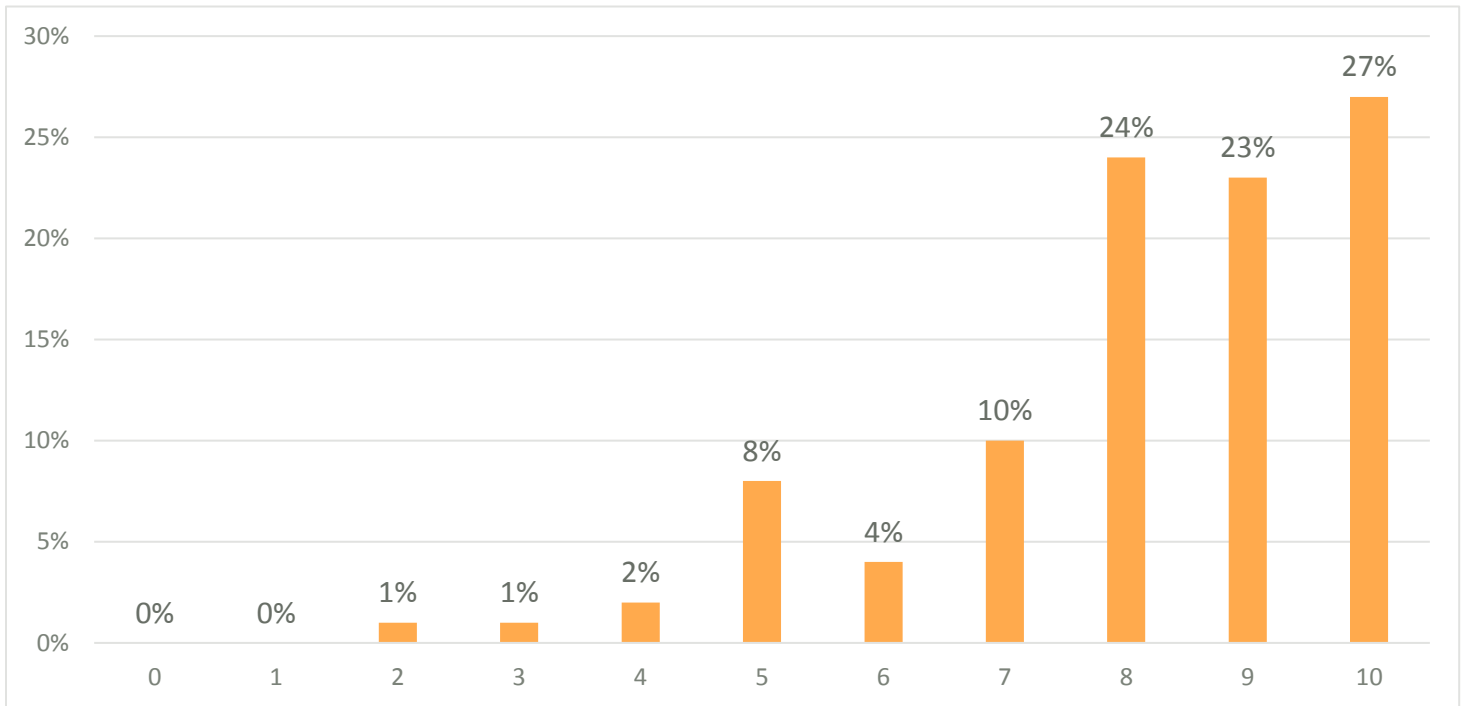
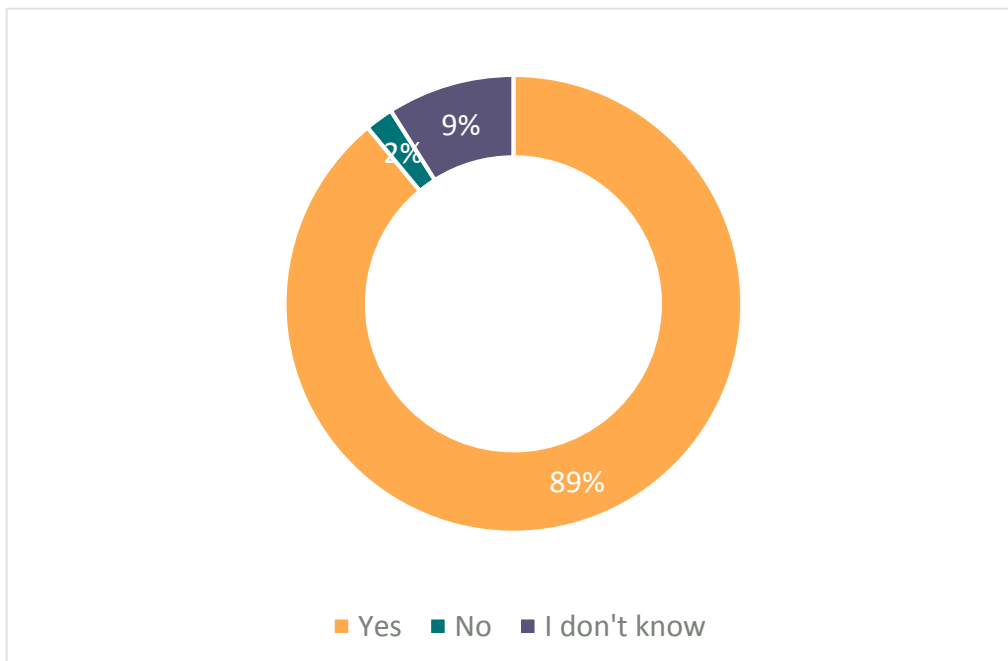


Figure 21: Would you like SCDC to move permanently to a 4 day week?



## Wellbeing Culture

SCDC asked participants a series of additional questions on the 'wellbeing culture' at the council, these can be seen in the table below (see *Figure 22*).

All items see an increase in participants agreeing with the statements between Time 1 and Time 2. In particular, the biggest increase we see is for 'I feel that the Council shows much concern for me' (+16%) and 'I feel that the Council cares about my general wellbeing at work' (+12%).

*Figure 22: Additional questions asked on SCDC Wellbeing Culture*

Question	T1		T2		Increase in Agree
	Agree	Disagree	Agree	Disagree	
Help is available from my management when I have a problem	92%	8%	94%	6%	+2%
I care about the fate of the Council	93%	7%	94%	6%	+1%
I feel a 'strong' sense of belonging to the Council	70%	30%	77%	23%	+7%
I feel emotionally attached to the Council	64%	36%	72%	28%	+9% *
I feel that the Council cares about my general wellbeing at work	81%	19%	93%	7%	+12% ***
I feel that the Council shows much concern for me	66%	34%	82%	18%	+16% ***
I feel that the Council values my contribution in providing its services	81%	19%	85%	15%	+4%
I view the Council's problems as my own	56%	44%	64%	36%	+8% *
This Council has a great deal of personal meaning for me	62%	38%	68%	32%	+6%

\*\*\*Significant at  $p < 0.001$ , \*\*Significant at  $p < 0.01$ , \*Significant at  $p < 0.05$

Please note: the above reported percentages for 'agreed' = 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' = 'strongly disagree', 'disagree' and 'slightly disagree'.

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# Appendix 4

## Dashboards Explained

### General Working Population (GWP) Benchmark

#### How is my score on the dashboard calculated?

Everyone's answers to the survey are converted to a 0-100 scale, where a higher score is always better. The mean of your questionnaire scores is shown on the dashboard.

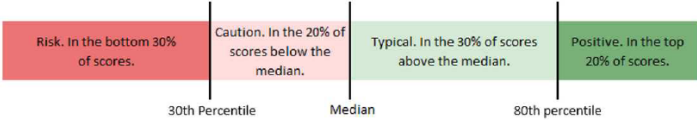
#### How is the benchmark calculated?

For all the core questions, the benchmark is created by taking the median of the scores in our general working population norm group, taken from the surveys we have run in the last five years. The benchmark is, therefore, the score where 50% of those in the norm group have a result below it and 50% have a result above it. The benchmark is the boundary between **pink** and **light green**. If your score is below it, we colour it **pink** or **red** and if your score is above it, we colour it **light green** or **dark green**.

#### How are the other colour boundaries calculated?

The boundary between **red** and **pink** is the 30<sup>th</sup> percentile of the scores of our previous surveys, i.e. it is the score where 30% of our surveys have a result below it and 70% have a result above it.

The boundary between **light green** and **dark green** is the 80<sup>th</sup> percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.



*GWP norm group is made up of ~90,000 employees from a wide range of organisations (across the private and public section)*

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# Agenda Item 10



South  
Cambridgeshire  
District Council

<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Councillor Henry Bachelor (Lead Cabinet Member for Environment)	
<b>Lead Officer:</b>	Bode Esan, Head of Climate, Waste and Environment	

## Collection Changes - The future of waste collections

### Executive Summary

1. Greater Cambridge Shared Waste Service (GCSWS) is responsible for collecting domestic waste from 131,000 households and Commercial waste from more than 2,000 businesses across Greater Cambridge.
2. Due to growth in the number of households served, collection rounds have expanded at a significant rate since they were last reviewed in 2017 and are forecast to increase further, resulting in the need to review and optimise routes.
3. 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<sup>1</sup>, and increased pressure because of impending legislation designed to increase recycling (see Appendix A). It is therefore essential that collection services are efficient prior to implementing these national changes.
4. Results from a route optimisation exercise conducted by GCSWS demonstrate that the Council has an opportunity to deliver efficiencies and improvements by consolidating waste collections into four days, reducing travel and overtime, and simplifying the service that residents receive.
5. Appendix A sets out further information on the emerging policies affecting the UK waste industry and GCSWS contexts.

### Key Decision

6. No

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<sup>1</sup> The recycling rate for Greater Cambridge Shared Waste was 50.5% for the 2021/22 financial year.





## Recommendations

7. It is recommended that Cabinet:
  - a. notes the round optimisation process and revised number of routes as set out at paragraph 33.
  - b. notes the impact that past and future growth and legislative changes will have on the collection service.
  - c. approves the trial of a four-day week waste collection service for three months from Summer 2023 to be funded by existing operational budgets within the service, with a report on the outcome of the trial presented to Cabinet in the Autumn of 2023.
  - d. notes that any agreement to trial a four-day week will need to be approved by Cambridge City Council (part of the GCSWS.)

## Reasons for Recommendations

8. 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 prior to future growth.
9. The cessation of Monday waste collections would contribute to an increase in recycling rates due to less confusion for residents when collections coincide with bank holidays. A reduction in overtime incurred by bank holiday catch-up work will result in less staff commutes to work and shorter vehicle journeys.
10. A four-day collection service would increase staff rest days and test whether this increases staff well-being and reduces sickness levels and injuries by consolidating the number of days staff commute and work. It should increase recruitment and retention rates and reduce the reliance on agency staff to operate the service.

## Detail

11. The 25-year Environment Plan was launched in January 2018 and sets out how the Department for Environment, Food & Rural Affairs (DEFRA) will seek to improve the environment over a generation by creating richer habitats for wildlife, improving air and water quality, and reducing plastic in the world's oceans.
12. Following the announcement of the Environment Bill, DEFRA launched 'Our Waste, Our Resources, a Strategy for England' in December 2018.

13. The Strategy provides a clear, long-term policy direction in line with DEFRA's 25 Year Environment Plan and is the blueprint for eliminating avoidable plastic waste over the lifetime of the 25 Year Plan, doubling resource productivity, and eliminating avoidable waste of all kinds by 2050.
14. The strategy includes several measures due to be implemented by local authorities in the future including improving recycling rates by ensuring a consistent set of dry recyclable materials is collected from all households and businesses and reducing greenhouse gas emissions from landfill by ensuring that every householder and appropriate business has a weekly separate food waste collection.
15. Whilst it is expected that financial burdens to implement changes will be met by the Government, the measures will present further challenges to Waste Collection Authorities including contract changes, resource requirements, and recruitment and retention of additional staff.
16. Combined with the expected growth in the number of households in Greater Cambridge, this level of change is significant for GCSWS.
17. To tackle these challenges, the service has conducted a route optimisation exercise to ensure that existing and future collections are streamlined prior to the introduction of new legislation. Further, issues of staff wellbeing, sickness and injury, recruitment and retention are proposed to be addressed through a four-day week trial.
18. Whilst the data from the proposed three month four-day week trial is assessed, and then reported back to councillors in the Autumn, waste collections would continue to be carried out under the optimised collection pattern. The Head of Climate, Waste and Environment will continually review the operational effectiveness of the optimised routes throughout this period.

## **Route Optimisation and Growth**

19. There are currently 32 domestic waste collection rounds working across Greater Cambridge. Typically, a round will service around 900 bin collection points per-day. Over the past 5 years, about 13,400 homes have been added to the existing rounds however increases in vehicles and staff has not kept pace with the level of growth with only one extra vehicle being added since 2017.
20. A route optimisation exercise would typically be carried out about every three to five years, to rebalance and add rounds in line with housing growth where necessary. This is to ensure waste collections are as efficient as possible, and carbon emissions are kept to a minimum.
21. Until detailed routes are available it is difficult to estimate the number of households that would require collection day changes.

## Four-day week

22. For the past two years the GCSWS has only been able to fill around 133 of its 148 driver and loader posts. Whilst the Service has worked hard to reduce reliance on agency staff, there remains an average of 15 agency staff covering driver and loader positions at extra cost.
23. If posts currently filled with agency staff were filled by permanent staff this would reduce the cost of additional agency fees and staff retention schemes such as the 'Golden Hello' which will no longer be required to attract new recruits.
24. Increasing permanent staff improves local knowledge which impacts positively on round completion time and a reduction in missed bins.
25. Furthermore, it is anticipated that a reduction in working days should reduce sickness levels (musculoskeletal injuries) and improve the health and wellbeing of all colleagues.
26. The desk-based four-day week trial took place between January – March 2023 involving all colleagues whose work was primarily desk-based. The quantitative and qualitative results from the trial were presented to Employment & Staffing Committee on 3 May and will be presented to Cabinet on 15 May at South Cambridgeshire District Council, and Strategy and Resources Committee at Cambridge City Council.)
27. The two metrics being measured – Performance and Health and Wellbeing, are both positive. Performance has been maintained and Health and Wellbeing has significantly improved as shown in the dashboards<sup>2</sup> below:

### **August 2022 data (pre-trial):**

---

<sup>2</sup> The scoring on these dashboards is explained at Appendix B

See how all your results compare against the benchmark.

Your scores

**3.90 / 5**  
Good Days at Work

**Impact on behaviours**

- Intention to leave: -3
- Productivity: 0
- Advocacy: -2

Your Drivers

**78**  
**Resilience**

- Adaptability: +2
- Confidence: 0
- Social Support: +1
- Purposefulness: -2

**67**  
**6 Essentials**

- Resources & Communication: -2
- Control: +2
- Balanced Workload: +5
- Job Security & Change: -1
- Work Relationships: -1
- Job Conditions: 0

**55**  
**Health**

- Physical Health: -3
- Mental Health: -6

**65**  
**Engagement**

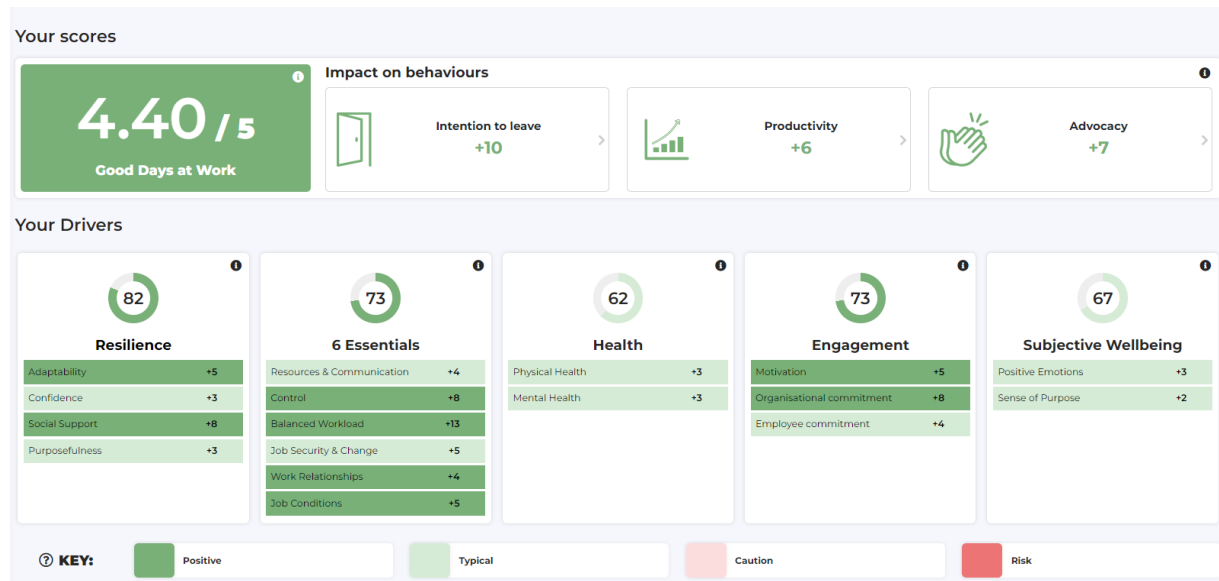
- Motivation: -2
- Organisational commitment: +1
- Employee commitment: -4

**61**  
**Subjective Wellbeing**

- Positive Emotions: -5
- Sense of Purpose: -1

**KEY:** Positive Typical Caution Risk

## April 2023 data (post trial):



28. Of note, the three 'impact on behaviour' scores at the top of the dashboard are very positive. Intention to leave has moved from -3 to +10 (meaning that in August 2022 the intention to leave was identified as 'caution' when compared to the whole cohort (90,000 employees) and in April 2023 it is identified as 'positive' – a significant shift. As far as the Shared Waste Service is concerned, this is a potentially positive indicator for a trial, as a reduction in agency staff in the service would deliver a range of benefits (see next paragraph).

29. While the four-day week trial in the Shared Waste Service is more complex to organise, due to the reliance on waste collection rounds optimisation, there are several clear expected benefits in undertaking a trial (and moving to the implementation phase) as summarised below:

### Benefits for residents

- Improved service to residents by eliminating the need to change collection days when a bank holiday falls on a Monday.
- A reduction in agency recruitment should decrease missed bins due to greater round familiarity of permanent staff.

### Benefits resulting in service efficiencies

- Reduced vehicle journeys, maintenance and fuel costs.
- Increased operational reliability and resilience: a non-working day during the week would provide an opportunity for some vehicles to be serviced, inspected, MOT carried out etc, rather than during the working week, thus reducing the need for substitute (spot-hire) vehicles
- The potential to recruit a more diverse workforce, due to the reduction in overall working hours.
- Improved overall efficiency of service delivery and reduction in over-stretched rounds resulting in the ability to better respond to changes: non-

working day will provide operational flexibility for the introduction of new routes and crews to meet the demands of forthcoming legislation changes.

- Increased recruitment and retention due to attractive working arrangements - given the acute shortage of HGV drivers, the Service has struggled to fill all posts over the last few years, with use of agency crew running as high as 20% in the past and now at about 10% of total workforce.
- Reduction in overtime costs by eliminating Saturday catch-up work due to bank holiday Mondays.
- Increased flexibility to grow the commercial waste service without significant capital expenditure due to availability of vehicles on domestic stream non-working day.

#### **Benefits for employees**

- Expected increased health & wellbeing for all staff, resulting in reduced sickness due to increased recovery time.

#### **Benefits for the environment**

- Improved recycling rates due to an increase in bins being presented for collection on the correct day.
- Improved grouping of properties for bin collections results in reduced fleet mileage, contributing to the Council's Net Zero Carbon targets.

### **Insights from other council areas**

30. Several councils across the country already successfully operate four-day week waste collection services.
31. Locally Ipswich Borough Council have operated Tuesday – Friday collections since 2010, Peterborough City Council have operated Tuesday – Friday collections since 2014, and Fenland District Council has operated 4 days, over 5 collection days (i.e., Monday –Thursday, Tuesday – Friday shift patterns), for several years.
32. When researched these Councils reported that they experienced fewer disruptions and financial savings from a reduction in overtime costs. Fenland crews work 37 hours over a four-day period on a rota basis. Peterborough and Ipswich work longer days (up to 10 hours a day) as full-time hours are condensed into a shorter week. The longer days have resulted in some negative feedback from staff.
33. From a residents' perspective, once new routes embedded these councils reported a positive impact from the changes, as bins were still collected at the same frequency and there was less confusion caused due to a reduction in bank holiday changes.

**Summary of changes proposed**

34. The impact of growth over the next two years, combined with the proposed four-day week trial, results in a need for four new vehicles as set out in the table below (two of the four new vehicles are due to growth, whilst the remaining two are due to a four-day working pattern):

Waste Stream	Current vehicles	Vehicle requirements with optimised routes (including housing growth and excluding 4DW)	Vehicle requirements with Optimised routes (including housing growth and 4DW)
Recycling (Blue Bins)	12	12	13
Refuse (Black Bins)	11	12	12
Organic (Green Bins)	9	10	11
<b>Total Rounds</b>	<b>32</b>	<b>34</b>	<b>36</b>

The resulting financial impact is set out in the financial section below.

**Commercial (Trade) Waste Service**

35. The Commercial (Trade) Waste Service serves more than 2,000 businesses across Greater Cambridge, many of whom have multiple collections including weekends (restaurants, pubs, etc). Due to the nature of some businesses (e.g., filled bins from night operations to be emptied before their new working day starts) and traffic restrictions in the City, the collection crews work to a slightly earlier start and finish schedule. The service currently deploys 12 vehicles across the three main collection streams (recycling, food waste, residual waste).

36. The Commercial Waste Service will adopt the same four-day week working pattern as the domestic service, except for maintaining the existing level of weekend working which is currently serviced by three crews. The baseline models for the existing waste collection rounds are being finalised at present, but the collection arrangements and vehicles / crew capacities are such that we expect to be able to transition to a four-day week pattern for all crews, Mondays – Fridays, without any change to the levels of service currently provided to customers. It is unlikely additional resource will be required for this.

## **Environment Operations Team (services for SCDC only)**

37. Four-day week preparations have been concluded for the Environment Operations teams (Awarded Watercourses, Envirocrime and Streets.) The three teams working patterns and scheduled duties have been arranged to ensure that services are maintained at current levels. Changes to working patterns will continue to ensure that colleagues are available to cover the standard five working days through a four-day week rota. Vital service provision for flooding and running of the pumping station remain in place 24 hours per day over seven days.
38. The trial is completely cost neutral and is predicted to have no impact on services to residents. Service levels will be measured throughout the trial using existing departmental key performance indicators and service benchmarks (thereby having comparator data from pre-trial). Service adjustments can be made throughout the trial if required.
39. It is possible to trial these services by making changes to the way service functions are managed. These changes employ the use of modern technologies. Drones will be used to assist with surveying watercourses and identifying maintenance requirements as well as a new program of works that provides single visit solutions. Mobile auditing applications will be used in the streets service to monitor service standards and demands, enabling resources to be targeted more effectively and proactively.

## **Options**

40. The Council could decide not to undertake a trial of the four-day week in the GCSWS. Given the benefits that have been identified in this report, this is not recommended.
41. The Council could delay a decision on the growth expansion, although given that the service is already operating at full capacity, this is not recommended.

## **Implications**

### **Financial**

42. The capital and revenue costs of various options were modelled to guide the selection of the most cost effective and least disruptive scenario. The separate impacts of growth and four-day week have also been quantified.
43. The four-day week element would be chargeable proportionately to SCDC and CCC using the established cost sharing formula between CCC and SCDC.
44. Indicative costs have been established based on Tuesday-Friday collections; however, these may differ slightly if further analysis of modelled routes shows that a Monday-Thursday collection would prove more efficient.



## **Four-day week financial implications**

45. The estimated revenue costs for the preferred option of a 32-hour baseline for four-day week (including staffing costs, additional payments to crew, vehicle maintenance, fuel, insurance etc) are:
- £132,000 in Year 1 (rising to £207,000 in Year 2 due to replacement costs for additional vehicle required) to be charged proportionately to South Cambridgeshire District Council and Cambridge City Council using the established cost sharing formula agreed by both Councils.
46. Four-day working would require the use of two additional vehicles. Initially, these will be absorbed within our inventory of spare vehicles which is expected to increase by four in the summer with the delivery of new collection vehicles in line with the replacement programme. By retaining and extending our current vehicle fleet beyond the typical seven-year lifetime we can mitigate the otherwise necessary capital investment until after the new service delivery model has embedded and the impact of the four-day week has been assessed. Should the trial be successful, £55,000 has been included in revenue costs as an annual contribution to the vehicle renewal and replacement fund. Capital costs of £430k will be required across both councils in year 2 (in advance of the annual contribution building up over the course of eight years).
47. These estimated costs are net as savings associated with a four-day week such as bank holiday catch up and the removal of the staff retention schemes have been offset. These figures are for a full 12-month financial year – the costs for the trial period would be proportionate to the full year estimates.
48. The proposed trial is planned to run for three months, starting from July / August 2023, subject to completion of detailed route optimisation assessments. The estimated costs for the four-day week trial, circa £16,500 per council would be funded from the Service's operational budget underspends for the 2022/23 financial year (largely arising from a better-than-expected outturn for the sale and income from recyclables due to a relatively buoyant market over the year, and increased revenues from the commercial waste business) - subject to approval of the GCSWS Councils (South Cambridgeshire District Council and Cambridge City Council).

## **Growth financial implications**

49. Revenue costs due to growth would be met from the existing cost per household formula and funded from Council Tax generated by the growth. Growth expansion would require a further two vehicles which will be funded from Section 106 contributions.
- £194,000 / year for expected growth in Year 1 (including contribution to the R&R Fund), rising to £250,000 / year as growth fully materialises and new

rounds are deployed – funding to be sourced from Council Tax in accordance with growth.

50. A summary of costs for both elements is set out below (for the whole service, and split by council:)

	3-month trial (£' 000)	Year 1 (£' 000)	Year 2 (£' 000)	Comments / Notes
Estimated revenue costs to deliver 4DW (Both Councils)	33	132	207	Year 2 includes replacement costs for 2 new vehicles
Estimated contribution for each Council	16.5	66		
Estimated additional costs to meet requirements for housing growth (Both Councils)	Not Applicable	194	250	Revenue costs to be funded from Council Tax; Figures include replacement costs for 2 new vehicles
<ul style="list-style-type: none"> <li>• 4DW will require capital expenditure for 2 vehicles in Year 2</li> <li>• 2 vehicles required for growth to be funded from S106 contributions (capital expenditure) &amp; Council Tax (revenue)</li> </ul>				

## Legal

51. Prior to extending the trial or making the four-day week pattern more permanent, the potential legal implications of changes in working patterns will be more fully reviewed. There are no legal implications for running a trial.

## Staffing

52. As the desk-based trial has shown, the four-day week has the potential to deliver significant benefits to staff health and wellbeing, and both councils have indicated their desire to ensure that these benefits can be tested across the GCSWS. The inherently different nature of work between the two cohorts of staff means that it is impossible to predict the outcome of the trial without undertaking it.

53. There is a possibility that some staff might choose to undertake additional work elsewhere on their days off resulting in an increase in sickness and injury levels. Levels will be monitored, and work undertaken with HR and the four-day week project team to gain insight into year-on-year changes and fully evaluate the impact of the trial on health and wellbeing.

## **Risks/Opportunities**

54. The most significant risk proposed in this report relates to route changes. Waste collections are potentially the most important universal service that Councils provide, and it can be disruptive to introduce changes to the day on which someone's bin is collected, even more so if that new collection date is not introduced smoothly. Mitigations to reduce this risk are as follows:

- Pre-live and post-live contingency plans have been developed.
- A housekeeping exercise is underway to check that bin store keys and codes are correctly recorded and labelled to ensure transitions are smooth.
- New rounds will be added to a test environment before review and launch.
- Heatmaps will be produced showing old and new rounds so that changes are highlighted and can be refined where necessary.
- Local knowledge from crews will ensure changes are viable.
- All rounds will be tested by drivers before they are placed into a live environment.
- Routes will be monitored daily to ensure tonnages and finish times are in-line with expectations.
- Three additional temporary support rounds will be deployed during the first month to ensure collections are completed.
- Daily feedback sessions will be held with crews to highlight rounds that require adjustment.

(More than 300 new waste collection rounds / routes will be developed over the next few months. The proposed start date for the trial will be subject to completion of the new rounds and the above mitigation measures put in place).

## **Equality and Diversity**

55. As with the desk-based trial, an Equality Impact Assessment will be carried out at the end of the three-month trial, to ensure all impacts can be properly captured.

## **Climate Change**

56. The Council has set targets to reduce the organisation's carbon emissions by 45% by 2025 and by 75% by 2030 and support carbon reduction by 2050. The route optimisation exercise will aim for consolidation of journeys and improved grouping of properties for bin collection to reduce mileage and 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 would decrease 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 from non-work-related personal travel rather than a full reduction, although obviously the impact will be unknown until it is trialled. 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 & Wellbeing**

57. As set out in paras 26 and 27 above, the desk-based four-day week trial had a transformational impact on the Health and Wellbeing of those in the trial, and it is therefore important to undertake a Shared Waste Service trial to test whether similar results could be achieved.

## **Consultation responses**

58. Staff consultations were held on 12 April 2023 supported by Unions and Human Resources (HR) representatives. Approximately one third of drivers and loaders attended to ask questions and complete questionnaires.

59. Feedback from staff and Unions was positive. Frequent questions related to pay, unbalanced rounds and whether existing arrangements such as 'Task and Finish' would remain.

60. Further presentations and question and answer sessions were delivered on 20 April 2023. Sessions were supported by Unions, HR, and a representative from the four-day week project team. One third of drivers and loaders attended the sessions. Feedback was again positive with the majority of attendees being keen to undertake the trial.

## **Alignment with Council Priority Areas**

### **Being green to our core**

61. The Council has set targets to reduce the organisation's carbon emissions by 45% by 2025 and by 75% by 2030 and support carbon reduction by 2050. The route optimisation exercise will aim for consolidation of journeys and improved grouping of properties for bin collection to reduce mileage and could make a modest positive impact to the Council's direct / Scope 1 emissions for diesel/fuel usage.

### **A modern and caring Council**

62. A trial will be a significant exercise in understanding whether we can achieve the benefits outlined above, thus maintaining services to residents, and improving the health and wellbeing of employees.

## **Background Papers**

[Trialling a four-day week at the Council - Report for Cabinet.pdf \(moderngov.co.uk\)](#)

## **Appendices**

Appendix A: Background UK and GCSWS context

Appendix B: Dashboards Explained

## **Report Author:**

Dee Wood – Waste Policy Officer

Telephone: (01954) 713641

## Appendix A

### Background Context (UK)

The UK waste industry is going through a period of significant change in response to the Government's Resources and Waste Strategy (RAWS) published in December 2018) and subsequent legislation. The way waste is generated from households, businesses and other institutions and the methods for handling, collection, transportation, recycling, treatment and disposal are being radically overhauled to promote a more "circular economy" where the use and re-use of resources is prioritized and optimised, in preference to disposal of materials after single use.

Some of the imminent changes include:

- separation of household generated food waste at source and weekly collection by councils, by 2025/26;
- DRS (deposit return schemes) requiring return of containers, bottles etc to the point of sale;
- EPR (extended producer responsibility) regulations with more controls on packaging;
- a consistent collections regime which will stipulate the method of collection and types of receptacles for kerbside collection of recyclables and residual waste.

The implication for waste collection authorities (WCAs) such as the GCSWS is the need to run an efficient service that is agile and readily capable of responding to the forthcoming changes, whilst also seizing the business opportunities that may arise, i.e., via the commercial waste service.

### GCSWS Context

Greater Cambridge is one of the fastest housing growth areas in the UK with continued significant growth (up to 2,000 new housing units per year) expected over the next few years. With so many new houses being added to the Service area, it is essential to undertake a route optimisation review about every three to five years to ensure waste collection operations are being delivered in the most optimum manner. The last review was carried out in 2017.

Considering the above context, the waste collection rounds optimisation is very timely. It will enable the Service to optimize existing operations, better cater for and respond to housing growth, and explore options for implementing a four-day week working pattern trial.

# Appendix B

## Dashboards Explained

### General Working Population (GWP) Benchmark

#### How is my score on the dashboard calculated?

Everyone's answers to the survey are converted to a 0-100 scale, where a higher score is always better. The mean of your questionnaire scores is shown on the dashboard.

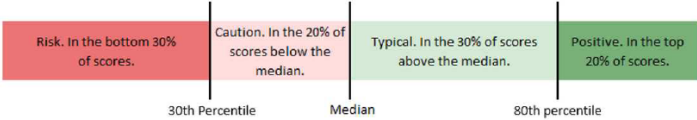
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The boundary between **red** and **pink** is the 30<sup>th</sup> percentile of the scores of our previous surveys, i.e. it is the score where 30% of our surveys have a result below it and 70% have a result above it.

The boundary between **light green** and **dark green** is the 80<sup>th</sup> percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.



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<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Lead Cabinet Member for Economic Development	
<b>Lead Officer:</b>	Joint Director of Planning and Economic Development	

## **Cambridge Water Draft Water Resources Management Plan 2024 - Consultation Response**

### **Executive Summary**

1. Cambridge Water (CW) are consulting upon their draft Water Resources Management Plan (WRMP24). WRMPs identify how water supply will be managed, are produced every 5 years, and cover a 25 year period. The draft plan sets out the significant challenges faced in meeting demand for water including population growth, changes in water use due to Covid-19, climate change causing an increased likelihood of drought and the need to reduce abstractions to protect the environment. The plan considers these challenges and sets out the options to best meet them.
2. Water resources are a significant issue for the development of the Greater Cambridge Local Plan and this provides an opportunity for South Cambridgeshire District Council with Cambridge City Council to put forward their views by means of a joint response. The proposed response is supportive of the overall aim of the draft WRMP in that it seeks to address the identified development needs whilst also achieving the abstraction reductions required by the Environment Agency. However, the Councils urge Cambridge Water along with the Environment Agency, DEFRA, DLUHC and OFWAT to work effectively together and in a timely manner to resolve the final WRMP and to bring forward the necessary supply and demand measures as rapidly as possible.

### **Key Decision**

3. No

### **Recommendations**

4. It is recommended that Cabinet:
  - a. Agree the consultation response to be sent jointly with Cambridge City Council set out in Appendix 1 and that this should be sent to Defra.
  - b. Agree that any subsequent material amendments be delegated to the Lead Cabinet Member for Economic Development in consultation with the Joint Director of Planning and Economic Development.

- c. Agree that any subsequent minor amendments and editing changes that do not materially affect the content be delegated to the Joint Director of Planning and Economic Development in consultation with the Lead Member for Economic Development.

## **Reasons for Recommendations**

5. Water resources will be critical to the development of the Greater Cambridge Local Plan and this is an opportunity to put forward the views of South Cambridgeshire District Council jointly with Cambridge City Council on the Cambridge Water draft Water Resources Management Plan.

## **Details**

### **Background**

6. Cambridge Water (CW) are responsible for supplying water in their operating area which covers the area of South Cambridgeshire District Council, Cambridge City Council and a small part of Huntingdonshire District Council. All water companies are required to produce a Water Resources Management Plan (WRMP) every 5 years. The WRMP24 will cover the period between 2025 and 2050. CW are consulting on their draft plan between 24 February and 19 May 2023 and this provides an opportunity for the Councils to put forward their views on the plan. Following the closing date, CW will have 14 weeks to prepare a statement of response and update the draft WRMP, before submitting the final version to their regulators.
7. The plan sets out the significant challenges CW face in this 25 year period, and changes since their 2019 plan, including:
  - a greater demand for water because of population and housing growth.
  - the continuing impact of Covid-19 which increased the amount of water used per person per day, and which hasn't returned to pre-pandemic levels.
  - the need to plan for large reductions in the amount of water abstracted from the aquifer, as this is having a detrimental environmental impact on the rare chalk streams. Nearly all of the water CW take from the environment comes from the underground aquifer which also feeds the chalk streams. Sustainability reductions or caps on abstraction licences are being brought in by the Environment Agency to prevent further deterioration of water courses in line with the Water Framework Directive. In the longer term, improvements will be made to the water courses as part of an environmental destination.
  - the impact of climate change on water availability.
  - the need to make a step change in resilience to drought to a 1 in 500 year chance (0.2% in any given year) of needing to take extreme measures (such as standpipes) by 2040.
  - the expectation to do more to reduce leakage.

- the classification of the area as ‘an area of serious water stress’ by the Environment Agency, which enables CW to consider metering all customers (universal metering).
8. The increase in demand coupled with the need to significantly reduce abstraction means that there would be a forecast future deficit in water supply. The WRMP must show a balance between supply and demand for water. The plan therefore sets out a number of demand management and water supply options to resolve the deficits.
  9. The WRMP is closely aligned with the Water Resources East (WRE) draft plan which was published in November 2022 and to which the Councils made a joint response in February 2023.

### **Demand management / supply options**

10. The draft WRMP states that ambitious demand management is at the core of the plan to meet the growth needs and reduce the impact on the environment. The measures set out are:
  - a 50% reduction in leakage (from 2017/18 baseline) by 2050, and triple the rate of leakage reduction in AMP8 (this is the period 2025-2030)
  - a commitment to reduce water consumption to 110 litres per person per day by 2050 (the per capita consumption - PCC). Current average consumption is 136 l/p/d.
  - reduction in non-household consumption of 9% by 2037
  - rollout of universal SMART metering between 2025-2035
11. The Government’s plan to implement water labelling of household appliances is used as an enabler to optimise demand management activities in the plan.
12. Managing demand is not going to be enough to meet future needs and the draft WRMP sets out the following supply options to be taken forward:
  - A time-limited bulk water transfer from Anglian Water. This would be taking water from Grafham Water by means of a new pipeline passing through CWs supply area.
  - Optimising sustainable licences. This involves taking water from a gravel source at Fenstaston in an environmentally sustainable way
  - Re-use and storage from water recycling works. This would be using water from Anglian Water’s Milton wastewater treatment works to support flows in the River Cam, which would enable CW to take water from the river without affecting the environment.
  - A partnership with Anglian Water to develop Fens Reservoir, a regional winter storage reservoir. The reservoir could be in supply between 2035 and 2037 and would provide a significant new source of water.
  - Working with planners and developers to explore the potential for installing site-scale grey water recycling and rainwater harvesting schemes in all new large housing developments.

## Supply / Demand Balance

13. The draft WRMP recognises at Section 11.3.1 that 'Despite selecting all supply options available, alongside the preferred demand management options, there remains a deficit from the beginning of the planning period, once licence caps are applied as sustainability changes. This deficit is primarily a result of the need to reduce abstraction licences for no deterioration, and of the assessment period being historical, along the assessment approach for no deterioration baseline changing from WRMP19. The proposed demand management measures seek to offset a large proportion of growth in demand, however these will take some time to become fully effective.
14. The draft plan goes on to say that they are unable to produce a plan that shows a deficit, and the options explored in the period until new supply options can be implemented are:
  - applying drought management measures each year in the dry year scenario, which would require a variation to drought planning principles and levels of service
  - deferring some of the licence cap reductions, which is in effect an exemption to meeting the objectives, as defined by EA methodologies, under Regulation 19 of the water framework directive (WFD) Regulations 2017.
15. The plan says that 'we have decided not to take the route of Regulation 19 exemptions in this instance, based on advice from the Environment Agency. However, this does not preclude us from utilising Regulation 19 inside the planning period'.
16. As an alternative to Regulation 19 the following are proposed:
  - Acceleration of the transfer from Anglian Water. This was scheduled to be available about 2031 but following discussions with Anglian Water, as part of the Defra Accelerated Scheme, acceleration of the work is proposed which would enable the water to be available about 2027.
  - Drought management measures. This is explained at section 11.3.4 of the plan and the savings in water would be through appeals for restraint communications, restrictions on use for domestic purposes under temporary use bans (hosepipe bans) and commercial activities under non-essential use bans. The plan says that if this is used the drought triggers and potentially drought plan would need to be reviewed and the levels of service may require updating.
17. CW ask for views on the application of drought measures in the plan in lieu of Regulation 19 in the consultation period.

## Response to Draft WRMP24

18. A proposed joint response to CWs Draft WRMP24 is set out in Appendix 1. The response is generally supportive of the overall aim of the draft WRMP in that it seeks to address the identified development needs whilst achieving the abstraction reductions identified as necessary by the Environment Agency. However, this is with the proviso that the Councils are not the responsible authorities in water resources planning and would look to the expertise of the Environment Agency to assess whether the measures proposed in the WRMP will be effective in providing a sustainable water supply.
19. The housing growth that has been used in the draft WRMP is broadly in line with the housing trajectory within existing Local Plans and the development set out in the Greater Cambridge First Proposals Local Plan (2021). However, the Councils agreed updated objectively assessed needs in January 2023, based upon new evidence and the Councils will need to work collaboratively with Cambridge Water, to understand the implications of this and their relationship with the available water supply.
20. The response is generally supportive of the demand management measures included within the draft WRMP, although it questions whether universal smart metering could be implemented more rapidly. The use of site scale rainwater harvesting and greywater reuse in the draft plan is also supported, and reference is made to the proposed water efficiency policy in the Greater Cambridge Local Plan, which could support these measures. The response asks Cambridge Water to support the Councils in trying to achieve a more ambitious water efficiency policy in the Greater Cambridge Local Plan of 80 litres/person/day, which currently goes beyond Building Regulations by lobbying Government and providing any relevant supporting evidence.
21. The response is also supportive in principle of securing new sources of water supply, and the acceleration of the transfer from Anglian Water to Cambridge Water, which would involve a new pipeline from Grafham Water. The Councils also support the development of the Fens Reservoir to provide additional strategic scale water supply, and request that this is advanced as soon as possible to support future housing and economic development and enable environmental benefits from the reduced abstraction from the chalk aquifer.
22. Cambridge Water ask for views on their proposed use of drought management measures as a way of addressing the short to medium term deficit in water supply as an alternative to deferring the reductions to abstraction licences required by the Environment Agency by way of a Regulation 19 exemption on the grounds of overriding public interest. It is unclear from the plan what this would mean in practice for agriculture and non domestic users across Greater Cambridge, but the proposed response is more supportive of the use of drought measures such as restraint communications, temporary use bans (hosepipe bans) and non-essential use bans for commercial activities. In this way everyone would be playing their part in using water wisely. Such measures would need clear communications to the public and wider education. The response also questions why such measures were not used last year during the heatwave. This is rather

than deferring the reductions to abstraction licences which could cause deterioration to waterbodies.

23. The response also refers to the Councils' view, which was previously expressed to the Regional Water Plan consultation, that the longer-term aim should be for an 'enhance' environmental destination as this includes enhanced protection for our precious chalk streams.
24. There is support for schemes to improve the morphology of the chalk streams as a form of mitigation (subject to the appropriate approvals from the Environment Agency, planning permission etc) before flows can be returned. However, the response recognises that the new water supplies are critical to the return of flows to the chalk streams and that these should be brought forward as soon as possible. Any improvements to the chalk streams should also be through a coordinated approach, with the Councils and other environmental groups to secure the greatest benefits.
25. Given the well publicised local concerns around water supply in the area, the response urges Cambridge Water along with the Environment Agency, DEFRA, DLUHC and OFWAT to work effectively and urgently together to resolve the final WRMP and to bring forward at pace the necessary supply and demand measures required.. Resolution of these issues are crucial to allow the development needs of the Greater Cambridge area to continue to be met in a managed and sustainable way through the adopted Local Plans and with confidence into the future through the next Joint Local Plan.

## **Options**

26. Members may decide to:
  - a. Agree the consultation response as proposed, without making any further amendments;
  - b. Agree the consultation response, making amendments; or
  - c. Agree not to make a consultation response.

## **Implications**

27. This is a response to a consultation and there are no direct implications arising from this consultation but note that there are wider implications for plan making and decision taking.

## **Financial**

28. There are no financial implications arising from the report as it is to approve a consultation response. However the wider implications for plan making and decision taking noted above could have staff resource implications insofar as addressing ongoing uncertainties regarding water could take staff time, and delay to the WRMP process could potentially affect the Local Plan timetable.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

29. Adequate water resources will be key to the development of local businesses and the economy to be included in the Greater Cambridge Local Plan and it is therefore important to use this opportunity to comment on the draft WRMP.

### **Housing that is truly affordable for everyone to live in**

30. Adequate water resources will be key to the development of housing to be included in the Greater Cambridge Local Plan and it is therefore important to use this opportunity to comment on the draft WRMP.

### **Being green to our core**

31. The draft WRMP includes measures to improve the environment by reducing the amount of water that is abstracted and which is currently having a detrimental impact on the chalk streams and rivers in Greater Cambridge. The Councils will need to consider the water resources available as set out in the WRMP in consideration of appropriate targets for jobs and homes in the Greater Cambridge Local Plan. It is therefore important to use this opportunity to comment on the draft WRMP.

### **A modern and caring Council**

32. Water resources is one aspect that will need to be taken into account in the development of the Greater Cambridge Local Plan. The Local Plan will be subject to full consultation, which supports the Council's priority of being a modern and caring Council.

## **Background Papers**

Background papers used in the preparation of this report include:

- Cambridge Water Draft Water Resources Management Plan 2024  
[www.cambridge-water.co.uk/media/3872/cam-draft-wrmp24-final-version.pdf](http://www.cambridge-water.co.uk/media/3872/cam-draft-wrmp24-final-version.pdf)
- WRMP24 Non-technical summary  
[www.cambridge-water.co.uk/media/3871/cambridge-water-wrmp24-non-technical-summary.pdf](http://www.cambridge-water.co.uk/media/3871/cambridge-water-wrmp24-non-technical-summary.pdf)
- Information about WRMP24 and links to supporting documents  
[www.cambridge-water.co.uk/about-us/our-strategies-and-plans/our-water-resources-management-plan](http://www.cambridge-water.co.uk/about-us/our-strategies-and-plans/our-water-resources-management-plan)

## **Appendices**

Appendix 1      Cambridge City Council and South Cambridgeshire District  
Council proposed joint response to Cambridge Water's Draft  
Water Resources Management Plan (WRMP) 2024

### **Report Author:**

Jonathan Dixon - Planning Policy Manager  
Telephone: 07514 925952  
jonathan.dixon@greatercambridgeplanning.org

Nancy Kimberley – Principal Planning Policy Officer  
Telephone: 07563 421057  
nancy.kimberley@greatercambridgeplanning.org



## Appendix 1

# Cambridge City Council and South Cambridgeshire District Council Proposed Joint Response to Cambridge Water's Draft Water Resources Management Plan (WRMP) 2024

This response is made on behalf of Cambridge City Council and South Cambridgeshire District Council ('the Councils').

### Overview

The water environment of Greater Cambridge, including its rivers and precious chalk streams, are key to the area's environment and biodiversity and the health and wellbeing of its population. The Councils have recognised that we face a climate and ecological emergency, and the state of the water environment is of significant concern for the Councils.

The Councils are in the process of developing the Greater Cambridge Local Plan, which covers both Council geographical areas. Greater Cambridge, along with a small part of Huntingdonshire District Council's administrative area, aligns with the Cambridge Water supply area.

It is critical that the draft Cambridge Water WRMP provides certainty that enough water will be supplied in a timely way to support the development of homes and jobs, which will need to be set out in the Greater Cambridge Local Plan covering the period to 2041, in this nationally important economic area. At the same time this water must be supplied from sources that do not have a detrimental environmental impact. Any proposals within the WRMP should also provide for real improvements to the water environment as soon as possible.

The Councils note and support the overall aim of the draft WRMP, in that it seeks to address identified development needs whilst also achieving the abstraction reductions identified as necessary by the Environment Agency to protect the environment, and then seeks to move towards improvements, following the approach set out in the draft Regional Water Resources Plan for Eastern England. The Councils are not the responsible authorities in water resources planning and would look to the expertise of the Environment Agency to assess whether the measures proposed in the Cambridge Water WRMP will be effective in providing a sustainable water supply. We nevertheless ask that Cambridge Water continues to work cooperatively with the Councils as the WRMP is finalised. The Councils as local planning authorities are already required to have regard in their decision making on planning applications to river basin management plan objectives, including the impact of abstraction to meet water supply needs, and therefore it is essential that we can have confidence in the approach set out by Cambridge Water in the WRMP.

The Councils urge Cambridge Water along with the Environment Agency, DEFRA, DLUHC and OFWAT to work effectively together and in a timely manner to resolve the final WRMP and to bring forward the necessary supply and demand measures as rapidly as possible.

It is also important to understand the cost of all the proposed measures and the impact this will have on customer bills. Further education initiatives in water usage are encouraged to inform people about the serious water stress in the region. Many people are very unaware, and don't understand the importance of conserving water.

The Councils' response is structured around the following issues:

- Planning for anticipated development needs
  - Planning for current development
  - Longer term planning
- Measures proposed to enable capacity
  - Demand management
  - Infrastructure provision
    - a. Transfer to Cambridge Water
    - b. Fens Reservoir
  - Drought measures
- Environmental goals
  - Environmental destination
  - Environmental improvement schemes

## **Planning for anticipated development needs**

It is important that the WRMP properly reflects existing and committed development and seeks to plan for anticipated development needs. Evidence supporting the Draft WRMP indicates that it has taken account of adopted local plans, but also that it has applied an uplift for future development reflecting regional scenarios developed to inform the Water Resources East Regional Water Resources Plan.

## **Planning for current development**

Ahead of the publication of the Draft WRMP, the Environment Agency has raised concerns as a consultee on planning applications (such as Darwin Green, an allocated site on the edge of Cambridge) requiring further information on the basis that the proposed development may through additional demand for potable water use, increase abstraction and risk further deterioration to water bodies in the Greater Cambridge area. Their comments highlight that the EA will be reviewing the Draft WRMP24, to assess if the required changes to licences have been included and sufficient water supplies are available for growth and the environment. The Councils consider it an urgent priority that Cambridge Water and the Environment Agency work together, with other agencies where necessary) in order that there is confidence in the WRMP and to avoid delays to decisions on planning applications on sites allocated in current adopted Local Plans

## Longer term planning

It is important that the WRMP also plans for future anticipated development needs. In January 2023, the Councils agreed updated objectively assessed needs for jobs and homes. This was guided by updated evidence taking account of 2021 census information and evidence regarding jobs growth which showed that Greater Cambridge's key sectors have continued to see fast growth, even accounting for Covid-19 impacts. The updated evidence showed an increase in the objectively assessed need for jobs and homes compared to that identified in 2021, identifying needs between 2020 and 2041 of 51,800 homes to support 66,600 jobs.

Having identified the needs, the Councils are required to confirm appropriate targets for jobs and homes to plan for in the new local plan, taking into account a range of potential constraints, as well as economic, social and environmental impacts. The starting point is a requirement in the NPPF to aim to meet the identified needs, to avoid the negative consequences of not meeting them, for example on house prices, long distance commuting, and the important Greater Cambridge economy. Based upon known challenges, key to this will be establishing the amount of water that can be supplied to meet future water demand from sustainable sources without unacceptable harm. If the plan making process is not to be significantly delayed, it is therefore critical that Cambridge Water, working with bodies such as Water Resources East, the Environment Agency, DEFRA and the Councils identify and agree solutions to deliver a sustainable water supply that also protects and enhances the environment.

Based upon the technical appendices to the draft WRMP, officers believe that the dwellings trajectory that has informed the draft WRMP is broadly in line with the housing development trajectory within the existing adopted Local Plans and the development set out in the Greater Cambridge Local Plan First Proposals (2021), along with growth identified in the published Huntingdonshire housing trajectory for the area within the Cambridge Water Catchment. Following our publication of updated higher needs figures, the revised needs, and its impact upon water demand needs to be understood urgently.

The information relating to non-household growth accounted for in the draft WRMP is provided in the technical report found at Appendix C2 accompanying the draft WRMP. This indicates that it has taken account of economic trends in different sectors. The Councils however require further information to confirm that the levels of employment growth being used in forecasts are consistent with the evidence being used for the Local Plan, including for the updated needs, in order to give confidence around future decision making.

The Councils understand that the underlying forecasts for household and non-household growth are already being revisited by Cambridge Water as part of the development of the final WRMP. Therefore, it is crucial that Cambridge Water collaborate with the Councils so that the relevant data and evidence base that underpins the development of the new Local Plan can be used to inform this process.

## Measures proposed to enable capacity

### Demand Management

The Councils are supportive of the demand side measures set out in the WRMP for both household and non-household uses. Demand side measures provide opportunities to make better use of the water available through using water more efficiently, minimising waste by leakage control and smart metering and re-using water. The effectiveness of these measures will need to be continually monitored in order to ensure that they are providing the predicted savings.

The Councils question the timetable for universal smart metering by 2035, as the neighbouring water company Anglian Water aim to achieve this by 2030. The Councils believe that this should be brought forward as soon as possible. The Councils are also aware that there have been occasions where single meters have been installed for groups of properties such as flats. The Councils have taken steps through conditions in planning consents sought to ensure that individual dwellings are fitted with the means to monitor and measure their own water consumption, but the water company should be ensuring that individual properties are metered to deliver the most effective water management.

The Councils are also supportive of the use of site-scale rainwater harvesting and greywater reuse as set out in the draft WRMP in section 9.5.4, under other options. The Greater Cambridge Local Plan: First Proposals (November 2021) included a proposed policy on water efficiency requiring that new housing development should be designed to achieve 80 l/p/d unless demonstrated impracticable. Our Integrated Water Management Study provided evidence to show that 110 l/p/d is achievable by making full use of efficient fixtures and fittings, and that 80 l/p/d can be achieved with the use of water re-use measures on site including rainwater harvesting and grey water recycling. It showed that the cost effectiveness improves with the scale of the project and that a site-wide system is preferable to smaller installations. The largest savings would be at a site-scale, although smaller schemes should also be encouraged as a way for all new developments to reduce water use.

A standard of 80 l/p/d currently goes beyond what Local Authorities are able to require (as set out in the Deregulation Act 2015). In our response to the Regional Water Resources Plan we asked Water Resources East to consider whether the regional plan could support Local Authorities to be able to set more stringent water efficiency policies to reflect their local circumstances. We would also welcome assistance from Cambridge Water in lobbying Government and also providing evidence to support our policy and show that this is achievable.

We are also proposing to include in our Greater Cambridge Local Plan a policy that would require non-household development to achieve full credits for category Wat 01 of BREEAM unless demonstrated impracticable. Given the known challenges with water supply impacting our area, we would welcome any assistance Cambridge Water could offer to support this policy, which will also be of benefit to the demand management proposals in the WRMP.

Even if new development is extremely water efficient, it will still lead to an increase in water required unless this could be offset, potentially through retrofitting in existing buildings. The Councils would welcome further exploration of how this could be achieved, either on a site/campus or an area wide basis reflecting on best practice elsewhere with officers from Cambridge Water and the Environment Agency.

The Councils are supportive of the proposed Government changes to the labelling of white goods and household appliances to show their water efficiency, which is referred to in the WRMP. This should also include the requirement of water usage controls on electric power and rain showers. Again, the Councils would urge Cambridge Water to lobby the Government to introduce this as soon as possible.

## **Infrastructure Provision**

### **a. Transfer to Cambridge Water**

The Councils support in principle the proposed transfer of water from Anglian Water to Cambridge Water, from Grafham Water reservoir, which is essential to provide additional supply ahead of the Fens Reservoir being operational and which will support the abstraction reductions required by the Environment Agency to protect the chalk streams. The draft WRMP states that following discussion with Anglian Water, both companies have proposed the acceleration of the work, as part of the Defra Accelerated Scheme. If approved this would enable the water transfer to be available in about 2027, rather than 2031. The Councils firmly support the acceleration of this programme, due to its potential in the short term to enable the management of ground water abstraction required to prevent deterioration to the water environment. We urge the water companies the Environment Agency and DEFRA to complete exploration of the technicalities of delivery of this scheme as soon as possible.

The draft WRMP states that the transfer is time-limited, likely for a 6 year duration. However, once the transfer is operational it is essential that it continues to supply water in the period until the Fens Reservoir is operational (rather than limited to a specific number of years) to prevent environmental impact and the Councils would like this to be clear in the WRMP.

### **b. Fens Reservoir**

The Councils also support in principle the proposal for the Fens Reservoir which is being developed in partnership by Cambridge Water and Anglian Water through the RAPID process and which will provide additional strategic-scale water supply, with half of the water to supply Cambridge Water and half to Anglian Water. The Councils consider making provision for an alternative to groundwater abstraction at current levels is essential for the future growth of the area into the middle of the century. The draft WRMP states that the reservoir 'could be in supply between 2035 and 2037'. Whilst noting the need for robust regulatory and consenting processes, the Councils therefore support the prioritisation of this essential new infrastructure so

that the environmental benefits from reduced abstraction can be realised as soon as possible.

## **Drought measures**

At section 11.3.4, Cambridge Water ask for views on the application of drought measures in the plan in lieu of Regulation 19 exemptions to defer the reductions in licence caps, where there would remain a risk to deterioration of waterbodies. It is unclear from the plan what this would mean in practice and how frequent the use of Temporary Use Bans (TUBs) for domestic properties and non-essential use bans (NEUBs) for commercial activities would be. However, in principle, the Councils would prefer the use of drought measures to stop non-essential use rather than deferring the reductions to abstraction licences and continuing to abstract at levels that would cause damage to the chalk streams and the wider environment. In this way everyone is playing their part in using water wisely. A step change in responsible water use through education and the appeal for restraint communications to the public also needs to be delivered.

The Councils would urge the water companies to use these powers when they are needed to protect the environment. We would like to understand why such powers were not used at the peak of the heat wave in 2022.

## **Environmental goals**

### **Environmental Destination**

The draft WRMP includes an environmental destination to improve waterbodies by 2040 based on the Business as Usual Scenario (BAU+). This is consistent with the draft Regional Plan, but the Regional Plan is also looking to step up to the 'Enhance' level from the mid-2030s subject to further investigations being completed. In line with comments we made to WRE on the Regional Plan, the Councils think that plans need to be ambitious and seek to restore the status of our watercourse and we are therefore supportive of the 'enhance' environmental destination. Table 16 of the draft WRMP, shows that only the 'enhance' destination includes enhanced protection for our precious chalk streams, sensitive headwaters and SSSIs. Noting the challenges associated with the investment required, we would nevertheless therefore urge Cambridge Water to commit to the 'enhance' environmental destination in the WRMP as BAU+ does not provide adequate protection.

In section 6.10.1 of the draft WRMP it is recognised that further work will be carried out in the next Asset Management Period (AMP) 8 (2025-2030) and that flagship chalk stream river restoration projects will commence during this period. These enhancements are to deliver hydromorphological benefits to the chalk streams to improve and enhance them in the short term, before flows are returned to them in the future. The measures proposed would need to be subject to the appropriate approvals and as a form of mitigation, they are welcomed, but the return of flow to the chalk streams will only be made once the new major sources of supply take effect. Therefore the Councils would again stress the importance of the water

transfer and Fens Reservoir in bringing about these improvements and that they are implemented as soon as possible.

### **Environmental Improvement Schemes**

The Councils support schemes to improve the chalk streams and water courses across the area, subject to the appropriate approvals. The Councils have secured funding from the Cambridgeshire and Peterborough Combined Authority to carry out partnership projects which make local chalk streams and the species they support more resilient to current low flow scenarios. Both Councils are committed to doubling nature in Greater Cambridge, and we would urge a coordinated approach to actions including with other environmental groups in order to secure resources and realise the greatest benefits. The Councils would also like to work with Cambridge Water to explore opportunities for water source enhancement through water storage / infiltration to the aquifer, including what could be achieved through the planning process.

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# Agenda Item 12



**South  
Cambridgeshire**  
District Council

<b>Report to:</b>	Cabinet	15 May 2023
<b>Lead Cabinet Member:</b>	Lead Cabinet Member for Economic Development	
<b>Lead Officer:</b>	Joint Director of Planning and Economic Development	

## **Response to The Department for Levelling Up, Housing and Communities Technical Consultation on the Infrastructure Levy**

### **Executive Summary**

1. This report seeks to agree a joint response from both City and South Cambridgeshire councils to the Department for Levelling Up, Housing & Communities' Technical consultation on the proposed introduction of an Infrastructure Levy that seeks to replace the current regime of developer obligations (Section 106 Agreements and Community Infrastructure Levy). The consultation is on technical aspects of the design of the Levy with responses informing the preparation and contents of regulations as part of the Levelling Up and Regeneration Bill.
2. In summary, the proposed response raises significant concerns about the proposals regarding the practical and financial implications that they could have for the Councils. In particular the response highlights concern regarding the timing of receipt of funding and the impact this could have on Councils having to bear the cost of borrowing to fund early infrastructure provision, and questions the realism of the approach proposed for strategic spending plans (referred to as Infrastructure Delivery Strategies). Beyond this, the proposed response highlights the need for the levy to secure appropriate provision of affordable housing alongside addressing infrastructure needs effectively so it is delivered when it is needed. The response also seeks local discretion on many issues, so that the levy reflects local circumstances.

### **Key Decision**

3. No.

### **Recommendations**

4. It is recommended that Cabinet:

- a. Agrees the joint response to the Department for Levelling Up, Housing & Communities' technical consultation on the Infrastructure Levy included in Appendix 1 of this report.
- b. Agree that any subsequent material amendments be delegated to the Lead Cabinet Member for Planning in consultation with the Joint Director of Planning and Economic Development.
- c. Agree that any subsequent minor amendments and editing changes that do not materially affect the content be delegated to the Joint Director of Planning and Economic Development in consultation with the Lead Member for Planning.

## **Reasons for Recommendations**

5. The proposed joint response with Cambridge City Council addresses issues of importance to the Council in terms of the delivery of affordable housing and the effective and timely delivery of infrastructure under the operation of the proposed new Infrastructure Levy.
6. The joint response at Appendix 1 has been informed by engagement with officers across a range of departments from both Councils. After the Cabinet meeting considering the proposed response, the response will be agreed from the Cambridge City Council perspective via out of cycle decision by the Executive Councillor for Planning and Infrastructure. Any material changes to the response arising following the Cabinet meeting, including from the City Council's consideration of the issues, would need to be agreed by the South Cambridgeshire Lead Cabinet Member for Planning via an out of cycle decision aligned with that City Council decision.

## **Details**

### **The Infrastructure Levy**

7. The Government is seeking to amend the current system of developer obligations from new development by introducing a new Infrastructure Levy, which it intends to replace the Community Infrastructure Levy and hopes will replace the use of Section 106 Agreement for the vast majority of new development proposals. Currently neither South Cambridgeshire District Council nor Cambridge City Council have a Community Infrastructure Levy but continue to mitigate the impacts of development through the use of Section 106 contributions from major developments.
8. The Government considers the current system overly complicated, incapable of capturing land value uplift as a result of the grant of planning permission, and unable to provide the certainty required by developers of the likely cost to them, and for infrastructure providers, the funding likely to be secured.
9. The proposed Infrastructure Levy would be a locally-set, mandatory charge levied on the final gross development value of completed development (replacing the

existing system of developer contributions). Significantly, the new Levy would replace Section 106 for the purposes of securing affordable housing. Rather, it would introduce a new 'right to acquire', where local authorities would have to determine what portion of the Levy due would be for the delivery of on-site affordable housing.

10. The Infrastructure Levy will be part of primary legislation in the Levelling Up and Regeneration Bill. The Bill provides the framework for the new Levy, with the detailed design to be delivered through regulations.
11. The current consultation seeks views on technical aspects of the design of the Infrastructure Levy, not the principle of having a levy. Public consultation runs between 17 March and 9 June 2023. Following consultation and the Government's assessment of the responses, a final consultation on the draft regulations will be issued after the Levelling Up and Regeneration Bill achieves Royal Assent. Following the passing of the Bill, it is expected regulations will be introduced to Local Authorities (LAs) to 'test and learn' from late 2024/25, with early pilot councils potentially operating the Levy from 2025/26.
12. The Infrastructure Levy technical consultation includes 45 questions identified under 7 Chapters. The Chapters set out fundamental design choices around levy rates and minimum thresholds, charging and paying for the Levy, delivering infrastructure, delivering affordable housing, administration, and how the Levy should be introduced.
13. In broad terms the Levy will be charged on the Gross Development Value (GDV) of the property at completion per square metre and applied above a minimum development threshold. Levy rates and minimum thresholds will be set and collected locally, and local authorities will be able to set differential rates by land use and geographic areas reflecting local variations in viability and other issues.
14. The Levy will largely replace the negotiation of Section 106 (s106) planning obligations although S106 will be retained but for restricted purposes to secure matters that cannot be conditioned for or on complex sites to deliver infrastructure as an in-kind payment of the Levy.
15. The Government is committed to the Levy securing at least as much affordable housing as developer contributions do now. As the Levy payable will be non-negotiable, developers will be obligated to deliver these apportionments, affording greater protection to policy compliant levels of affordable housing.
16. To strengthen infrastructure delivery, the Bill requires local authorities to prepare Infrastructure Delivery Strategies. These will set out a strategy for delivering local infrastructure and spending Levy proceeds. The Bill will also enable local authorities to require the assistance of infrastructure providers, the local community, and other bodies in devising these strategies and their development plans.
17. Of significant concern, however, is the intention that the Levy is payable upon completion of the development. While this may help improve developer cash flow and improve the overall viability of a development, so that it could afford to pay

more towards required infrastructure provision, it means that key infrastructure might not be provided ahead of the development being occupied.

18. To overcome this concern, the Government is proposing that local authorities borrow against future Levy receipts to forward fund the required infrastructure.

### **Response to the consultation**

19. A draft response to the consultation questions can be found at Appendix 1 to this report. It is proposed that the response is joint with Cambridge City Council. The proposed response raises significant concerns about the proposals regarding the practical and financial implications that they could have for the Councils..

20. The proposed consultation response highlights:

- a. the need for a mutually beneficial approach which enables developers to deliver new housing which is viable and maximises gross development value, and enables councils to mitigate the impact of development through the creation of sustainable new infrastructure at the appropriate time, which helps communities to thrive (questions 1 and 14).
- b. That the details of the scheme need to be consistent with the stated purposes of introducing a new Infrastructure Levy – That is that the Levy must achieve the same or greater affordable housing provision; must ensure sufficient funding can be secured to provide the necessary infrastructure required to support sustainable growth; and that it retains the ability for councils to seek satisfactory mitigation of site specific impacts. (Questions 1, 2, 5 of the Technical Consultation)
- c. Being clear about the infrastructure that a developer should provide as part of their development and that which is to be funded from the Levy. (Questions 1 & 2 of the Technical Consultation)
- d. The need to recognise that land values and land uses will vary across an authority area, and therefore applicable rates and the setting of thresholds for particular forms of development are best determined using local discretion. (Question 20 of the Technical Consultation)
- e. That the system must assist the delivery of infrastructure when it is needed, including the ability of local authorities to seek earlier payment of the Levy to facilitate this. (Question 18 –19 of the Technical Consultation)
- f. Whether it is reasonable to assume that local authorities would be willing to borrow against future Levy receipts to forward fund infrastructure, the risks with this approach, especially where district councils are not the delivery body (i.e. for highways, schools, healthcare etc). (Questions 21-22 of the Technical Consultation)
- g. Concerns that the system is overly complicated and would be difficult for laypersons to understand, potentially undermining public confidence in the

transparency of the system. (Questions 3 ,8 12,13 & 14 of the Technical Consultation)

- h. Whether the system would be open to potential abuse or manipulation to reduce liabilities on developers. (Questions 3,6, 7, & 14 of the Technical Consultation)
- i. Whether the Levy could be adapted to help address other concerns, such as land value engineering and development delivery rates .(Questions 16 & 17 of the Technical Consultation)
- j. Drawing attention to other potential pitfalls of the proposed Levy system and, where appropriate, offering up solutions that mutually beneficial for all parties.(Questions 21 of the Technical Consultation)
- k. That councils are best placed to determine potential exemptions to the Levy, or reduced rates, and what priority is to be afforded to which infrastructure. (Questions 39,42 of the Technical Consultation)
- l. The need to engage with county and other relevant infrastructure providers, as well as the wider community, to ensure all affected parties have a say what's required and where to meet local needs. (Question 28 of the Technical Consultation)
- m. The need for ongoing engagement with the councils to ensure the implementation of the Levy does not undermine existing planned development and growth. Questions 44 & 45 of the Technical Consultation)
- n. The need to adequately resource councils to meet the significant administrative burdens likely to arise in setting an Infrastructure Levy, operating it, and monitoring its effectiveness. (Question 37 of the Technical Consultation)

## Options

21. The options available to members are:

- a. Agree to submit the response in Appendix 1,
- b. Agree an alternative response.
- c. Submit no response, although that is not recommended given the importance of issues raised.

## Implications

22. 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**

23. There are no financial implications arising from the report as it is to approve a consultation response. However the final approach to the levy could have implications as it relates to the quantity and timing of developer funding to support infrastructure. Depending on implementation it could mean funding is available later in the development process, which could have implications for timing of delivery of infrastructure and borrowing to forward fund.

## **Legal**

24. There are no legal implications arising from the report.

## **Staffing**

25. There are no staffing implications arising from the report.

## **Risks/Opportunities**

26. Whilst there are no risks and opportunities directly associated with the consultation questions, the delivery of infrastructure is a key issue for accommodating development needs sustainably in Greater Cambridge. The Proposed Levy must assist the delivery of infrastructure on time including the ability for local authorities to seek early payment of the Levy rather than assuming it is reasonable to expect local authorities to borrow to enable the provision of infrastructure at the right time.

## **Equality and Diversity**

27. There are no equalities issues associated with this report to approve a consultation response. One of the consultation questions seeks views on equalities implications, and the proposed response highlights issues including the need to make information on the operation of the new system accessible.

## **Climate Change**

28. There are no direct implications. However, the outcome of the consultation and changes to the planning system could have environmental and other implications. Some of the questions relate to how measures to address climate change could be taken account of in operation of the levy.

## **Health & Wellbeing**

29. There are no direct health & wellbeing implications arising from the report. However, the outcome of the consultation and changes to the planning system could have implications for how and when infrastructure is delivered.

## **Consultation responses**

30.. The joint response has been informed by engagement with officers from across a range of departments and from both Councils.

## **Alignment with Council Priority Areas**

### **Growing local businesses and economies**

31. The availability of infrastructure is an important element in meeting development needs, including the needs generated by employment development. The proposed response highlights the need for effective engagement with the Council so that development needs can be properly planned for.

### **Housing that is truly affordable for everyone to live in**

32. The availability of infrastructure is an important element in meeting development needs, including the delivery of homes. The proposed response highlights the need for effective engagement with the Council so that development needs can be properly planned for.

### **Being green to our core**

33. There are no direct implications from responding, but there are issues raised in the consultation that would impact on how the Council could respond to this priority area.

## **Background Papers**

Background papers used in the preparation of this report:

The consultation webpage: [Technical consultation on the Infrastructure Levy \(GOV.UK\)](#)

## **Appendices**

Appendix 1 – Draft Response to the Technical consultation on the Infrastructure Levy 2023

## **Report Authors:**

Matthew Paterson – Strategic Planning Consultant  
Telephone: 01223 457284  
[Matthew.paterson@greatercambridgeplanning.org](mailto:Matthew.paterson@greatercambridgeplanning.org)

Andrew Tyrer – Senior Policy Planner  
Telephone: 07745 740966  
[andrew@tyrer@greatercambridgeplanning.org](mailto:andrew@tyrer@greatercambridgeplanning.org)

Lizzie Wood – Senior Policy Planner  
Telephone: 07563 421045  
[lizzie.wood@greatercambridgeplanning.org](mailto:lizzie.wood@greatercambridgeplanning.org)

## **Appendix 1: Draft Response to the Technical consultation on the Infrastructure Levy 2023**



# Appendix 1

## Joint Representation of Cambridge City Council and South Cambridgeshire District Council

### Draft Response to Infrastructure Levy technical consultation - Technical consultation on the Infrastructure Levy - GOV.UK ([www.gov.uk](http://www.gov.uk))

#### Chapter 1 – Fundamental design choices

**Question 1:** Do you agree that the existing CIL definition of 'development' should be maintained under the Infrastructure Levy, with the following excluded from the definition:

- developments of less than 100 square metres (unless this consists of one or more dwellings and does not meet the self-build criteria) – **Yes**
- Buildings which people do not normally go into - **Yes**
- Buildings into which peoples go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery - **Yes**
- Structures which are not buildings, such as pylons and wind turbines. **Yes**

**Response:** The starting point for any new Infrastructure Levy scheme is that it should help to bring about mutual benefits for both developers and local authorities. This should recognise what both developers and councils need for developments to be deliverable and effective, not just for construction and completion but once they are occupied. In this context, whilst we accept that the national guidance for the Infrastructure Levy needs to set some definitions and core ground rules, it should not be too prescriptive. There needs to be enough room for local discretion in order for councils to work in concert with developers and other partners to address specific local circumstances.

The existing CIL definitions of 'development' and its existing exclusion should be maintained under the Infrastructure Levy – this would provide consistency, continuity and a smoother transition particularly when it is likely the roll out of the Infrastructure Levy would be over a period where the existing CIL charging regime would still be in operation.

Cambridge City Council and South Cambridgeshire District Council (referred to hereafter as 'the Councils') support the extension of the definition of development to include "any change in the use of an existing building or part of a building" as provided for by Section 204E(1)(c), which overcomes the shortcomings of the existing S106 and CIL regimes to adequately address the infrastructure needs arising from changes of use through Permitted Development.

**Question 2:** Do you agree that developers should continue to provide certain kinds of infrastructure, including infrastructure that is incorporated into the design of the site, outside of the Infrastructure Levy? **Yes.**

**Response:** The Councils agree that there needs to be a clear distinction between 'integral' and 'Levy-funded' infrastructure. Developers, under the current system, are required to provide necessary and appropriate infrastructure incorporated into the design of a development, for example road layouts under Section 278, and this should continue outside of the Levy to make sure that a site can work, is accessible and has functionality and that the necessary infrastructure is provided in a timely manner.

The Councils also agree that 'integral' infrastructure should be treated as a 'build' cost of development delivery. As 'integral' infrastructure is essential to the proper functioning of the development, the expectation must be that this infrastructure be delivered on-site by the developer (or by the Highways Authority for S278 works) and to the standards and level of quality set by the local authority or by the Government in respect of national requirements. For example, waste minimisation and recycling/waste collection infrastructure would be considered as integral infrastructure to be delivered on-site. However, councils often have different methods of waste collection (black bags, wheelie bins, communal bins, vacs systems etc) that will differ significantly regarding waste storage and servicing requirements.

However, the Councils are concerned that there are a number of infrastructure items, depending on scheme size or the achievement of comprehensive development over

multiple sites (such as regeneration areas), that could potentially fall in both 'integral' and IL funded. Open space and SUDs for example should be provided on-site for the liveability and functioning of the development but may also benefit from being delivered as a larger cumulative offer. The ideal is likely a combination of the two, as green networks aid in many other aspects of both development design and neighbourhood character, including BNG and sustainable transport links. Whether an infrastructure item is to be treated as 'integral' or IL Funded will therefore likely depend on the specific local circumstances. Councils should have the ability to make this distinction based on the individual and specific circumstances but should be required to set this out clearly in the Infrastructure Delivery Strategy. These could be treated as a departure from any list of 'integral' or IL Funded infrastructure provided in regulations or national policy or guidance.

The Councils are also supportive of the ability to require land to be set aside on strategic sites on which to site 'Levy-funded' infrastructure and to require a certain amount of floorspace is given over to local infrastructure priorities. This will provide the certainty required for long-term place planning of strategic infrastructure and is welcomed.

ADDITIONAL POINT – not covered by the consultation questions:

We would also suggest that the examples of Levy-funded infrastructure, featured in paragraph 1.22 of the consultation paper, should be widened to include community meeting spaces & halls and cultural facilities.

**Question 3:** What should be the approach for setting the distinction between 'integral' and 'Levy-funded' infrastructure? **Option C – local authorities should be able to set out any specific items that they will be seeking as integral contributions, through their infrastructure delivery strategy**

**Response:** The principles set out in 1.28a are useful but should be applied locally in line with Option C through the Council's Infrastructure Delivery Strategy.

As stated above in our response to question 2, and acknowledged throughout the technical consultation, what falls to 'Integral' and what falls to 'Levy-funded' infrastructure will likely depend on the area and scale of the development being proposed, whether it is single or multiple ownership, its phasing, and site circumstances (i.e., whether it is a new town, an urban extension, a village extension, a regen area, strategic site within an existing urban area, or an infill site).

In an area like Greater Cambridge, all of these site circumstances are being planned for, and what is 'Integral' or Levy-funded' will differ between them. As such, the Councils consider that the only means by which to provide the clarity and certainty sought will be if the principles and typologies are set locally within the Infrastructure Delivery Strategy.

**Question 4:** Do you agree that local authorities should have the flexibility to use some of their Levy funding for non-infrastructure items such as service provision? **Yes**

**Response:** The Councils consider that funding on-going/recurring revenue costs through the Infrastructure Levy is not sustainable and would reduce the funding available for new infrastructure and affordable housing. Nevertheless, the Councils welcome the flexibility in the Bill to allow local authorities to determine whether an element of their levy funding might be put towards non-infrastructure matters, such as to cover staffing costs through the initial start-up period, or task-specific revenue costs related to mitigating the impact of development in the Council's area. This is considered appropriate as a facility will likely be designed to meet the needs of the entire development which may take years to build out but require the facility to be fully operational from first occupation. A revenue contribution would address the time lag between the initial cost of setting up and running the facility until the full amount of council tax to be realised from the development can be relied upon.

**Question 5:** Should local authorities be expected to prioritise infrastructure and affordable housing needs before using the Levy to pay for non-infrastructure items such as local services? **Yes**

Should expectations be set through regulations or policy? **No**

**Response:** If 'expected' means an official requirement, then 'No'. Whilst it is reasonable to assume that local authorities would allocate the bulk of Levy funding to infrastructure and affordable housing, councils should be given discretion to decide how best to allocate this funding in the context of local needs and circumstances.

Requests for funding infrastructure may exceed the amount of Levy funding available, but that should not prevent councils from investing a reasonable amount of Levy funding to support initial, task-specific revenue costs related to mitigating the impact of development.

**Question 6:** Are there other non-infrastructure items not mentioned in this document that this element of the Levy funds could be spent on? **Yes**

**Response:** As stated in our response to question 5, this might include one-off, initial revenue funding of community facilities.

Currently the Councils seek developer contributions towards community development and sports development services, to help residents in a new community to come together and socialise. This is particularly important where the development is creating a new town settlement or new neighbourhood, and where it might take a decade for the area to become truly established. Often residents will be required to make compromises in the intervening period, such having to use non-local schools and

facilities until these can be provided and sustain locally. As such, creating an inclusive and cohesive community can be challenging. As part of this, local community groups also benefit from support in building capacity in order to collaborate effectively with the Councils and their partners in delivering services.

The Councils are therefore keen to ensure such initiatives can still be secured through any new developer obligations regime but consider these may be better secured through S106 rather than through Levy funding, as the needs are likely to be site-specific having regard to the surround local circumstances, including capacity within neighbouring areas to accommodate the demands arising.

**Question 7:** Do you have a favoured approach for setting the 'infrastructure in-kind' threshold? **local authority discretion.**

**Response:** The 'infrastructure in kind' threshold should be left to local authority discretion rather than the high threshold which is favoured currently by Government. Strategic and major development sites do not necessarily always come forward as one specific site. They can be comprised of several developments, which are built out at different times/stages, different scales/sizes of development and by different developers. Councils need to be allowed to view all these individual developments together, in order to recognise their cumulative impact.

To ensure the infrastructure via the 'in-kind' route is provided in a way to mitigate the development in a comprehensive manner, it is considered that the threshold should be set at the local authority's discretion, to ensure that the infrastructure is provided at the right place and in a timely manner. A low threshold would not necessarily mean more S106 negotiation, because a majority of local authorities use planning obligations SPDs to provide guidance on the level, nature and type of infrastructure which would be expected from new development. The use of SPDs and the 'CIL tests', generally over recent years has reduced the need to always negotiate S106 planning obligations.

**Question 8:** Is there anything else you feel the government should consider in defining the use of s106 within the three routeways, including the role of delivery agreements to secure matters that cannot be secured via a planning condition? **Yes**

**Response:** The consultation proposals effectively seek to limit the use of S106 to 'catch' those matters not capable of falling to either planning conditions or Levy funding to appropriately mitigate development impacts. This is not too dissimilar to the current regime for authorities with a CIL in place. However, what is being proposed through the use of the three different S106 routeways appear complex and to some extent confusing.

The primary issue local authorities currently have is that it is very difficult to apply a standardised approach to the use of planning obligations as every site is different and every development scheme is different. What is an issue requiring mitigation on one

site is a non-issue for another. Unfortunately, the scale of the development is not the only defining consideration. However, it is typically the case that where a specific S106 requirement is sought, it will be the crucial determinant of whether a proposed development will be functional and habitable. Often this is not apparent or known at the plan making stage. Usually, such matters arise only through consultation on the detailed planning application. It is therefore essential that the use of S106 is not curtailed under any of the three routes proposed to the extent that it cannot be used where it is the only acceptable and appropriate mechanism by which to satisfactorily secure the mitigation required. Such mitigation could extend to infrastructure that should have fallen to Levy Funding and should have been accounted for in the Infrastructure Delivery Strategy when setting the levy rate. This could include circumstances where matters only arise in the detailed planning of the infrastructure requirement (e.g. when masterplanning a strategic development).

The Councils note that there is currently little said in the consultation material about the form of planning applications. With outline schemes, much of the detail is left to be addressed. On significant schemes with very long build out periods, these can alter significantly between what was originally granted and what is finally built. The current system of obligations retains flexibility to address such matters.

Lastly, the Councils welcome and support 'delivery in-kind'. This will be important to support higher density development, where community facilities are integrated components of mixed use. With respect to the in-kind delivery of Levy Funded infrastructure consideration must be given to the scenario where the facility requirement is as a result of cumulative development being brought forward by different developers, such as within regeneration area.

## **Chapter 2: Levy rates and minimum thresholds**

**Question 9:** Do you agree that the Levy should capture value uplift associated with permitted development rights that create new dwellings? **Yes.**

Are there some types of permitted development where no Levy should be charged? **No.**

**Response:** The Levy should capture the value uplift associated with the 'permitted development' that creates new dwellings. This has been a significant omission of current permitted development rights that needs to be urgently rectified. The cumulative impact of permitted developments has resulted in unacceptable burdens being placed on local facilities and services and has failed to address affordable housing needs.

With respect to whether there are some types of permitted development where no Levy should be charged, the Councils would recommend that these be treated as an exemption rather than omitted. Local authorities should be able to use their own

discretion, depending on local circumstances, to determine which permitted development rights would be exempt or should be charged the Levy. It is often the case that the unintended consequences of permitted development only emerge years after the permitted change has been implemented. Examples are where the take up of permitted development is concentrated in a specific area and results in unacceptable cumulative impacts that require mitigation to satisfactorily address. Changing these from an exemption to be liable for a Levy would not seek to curtail the PDR but simply enable the local authority to mitigate unacceptable or harmful impacts.

**Question 10:** Do you have views on the proposal to bring schemes brought forward through permitted development rights within scope of the Levy? **Yes**

Do you have views on an appropriate value threshold for qualifying permitted development? **Yes**

Do you have views on an appropriate Levy rate 'ceiling' for such sites, and how that might be decided? **Yes**

**Response:** It is essential that, where permitted development creates a need for local infrastructure and services, it should be brought within the scope of the Levy. As stated in response to question 9, this has been a significant omission of current permitted development rights that needs urgent addressing.

With respect to the value threshold for qualifying permitted development, this should be determined locally based upon the uplift in value between the existing use and the permitted use. As the application of CIL has shown, the viability of different forms of development varies significantly between different parts of England. The value of an existing use will depend on its location, condition, and local need. Conversely, residential values also vary significantly across an authority's area and have little relevance to the existing use value of the land.

The Councils therefore welcome the ability to set different levy rates for different land uses in different areas based on local circumstances. The Councils consider that the application of a blanket base rate for an authority area as a whole is appropriate with a low minimum threshold. This will ensure all new viable development makes a contribution to the provision of infrastructure. This can then be nuanced with the setting of differential rates for specific areas planned for significant growth that will have specific infrastructure needs to be met. The threshold in growth areas, including regeneration areas, needs to be maximised to deliver the required infrastructure and to ensure growth is appropriately supported. The Councils recognise that areas that have high quality infrastructure, retain development values over the long-term, and will continue to promote further growth and inward investment.

The Councils therefore disagree that the 'Regeneration rate' should be set low. Often these areas are those that require substantial structural change in the urban fabric to make functional and will be deficient in the type, scale and quality of infrastructure required to meet the regeneration ambition. The setting of a low rate would therefore

be counter-productive unless deemed that the majority of required structural change can be achieved through 'integral' delivery. As per other points we have raised in our response, we consider that there should be local discretion of any thresholds relating to the value of that development in order to reflect local market conditions.

Finally, the Councils do not think it appropriate to set a Levy rate ceiling for permitted development. Overall, the aim of the charging schedule will be to strike the right balance between developer profits and provision of necessary infrastructure and affordable housing. A range of factors will need to be taken into account in setting the appropriate Levy rates applying to different forms of development, including permitted development but as long as it is demonstrated that the development remains viable, then it is right that the wider community shares in the uplift in value created by permitted development rights.

**Question 11:** Is there is a case for additional offsets from the Levy, beyond those identified in the paragraphs above to facilitate marginal brownfield development coming forward? **No**

**Response:** The onus remains on the developer to undertake due diligence before determining to purchase a site for redevelopment. This especially the case with brownfield sites.

Both the Councils and Government have sought to ensure matters such as land contamination and site constraints are adequately reflected in the land value. Local authorities then work hard with developers to bring forward viable and acceptable schemes, which often involves the need for compromises from both parties. However, where developers pay 'over the odds' for sites, this creates problems from the beginning and is the predominant cause of sites become 'marginal'.

For sites that are truly marginal, market forces are usually insufficient alone to bring these forward. In such circumstances, local authorities can and do use other tools at their disposal, including CPO.

However, it remains the case that under either scenario above, such sites require investment in the right types, form and scale of infrastructure to ensure they are functional and integrate successfully with the surrounding area.

The Councils therefore strongly oppose the provision of additional nationally imposed offsets from paying the Levy in such cases and would prefer these are determined locally, based on local circumstances but with the proviso that both the development and authority share equally in the uplift in land value realised.

**Question 12:** The government wants the Infrastructure Levy to collect more than the existing system, whilst minimising the impact on viability. How strongly do you agree that the following components of Levy design will help achieve these aims?



- Charging the Levy on final sale GDV of a scheme. **Strongly Disagree**
- The use of different Levy rates and minimum thresholds on different development uses and typologies. **Strongly Agree**
- Ability for local authorities to set 'stepped' Levy rates. **Strongly Disagree**
- Separate Levy rates for thresholds for existing floorspace that is subject to change of use, and floorspace that is demolished and replaced. **Agree**

**Question 13:** Please provide a free text response to explain your answers above where necessary.

**Response:** The Councils agree that Gross Domestic Value (GDV) represents the best approximation of land value uplift but is concerned with how this is to work in practice and, in particular, the timing of when the Levy will be paid to fund the delivery of the infrastructure required.

Of significant concern to the Councils about the use of GDV, is the incentive upon developers to exceed the cost of purchasing and developing a site. Any Levy system must work like an overage, where developers are incentivised to optimise development value generated. This ensures developers and councils will share equally in the uplift of land value. In the absence of an overage, what incentive is there upon a developer to seek to deliver a significantly positive GDV?

Further, the Councils are acutely aware that current viability assessments are open to manipulation – we remain concerned that the use of GDV will not overcome this. Independent evaluation will go part of the way to addressing this concern but standardised developer inputs into the valuation methodology would also assist. Site anomalies would also need to be independently verified and developers should demonstrate how these were taken into consideration in the land value.

With respect to the timing of the payment of the Levy liability - if the Levy is not paid until the development is complete, sales values will be significantly affected by the lack of supporting infrastructure. The Government's assumption that the public sector will borrow to forward fund the required infrastructure may be significantly misplaced. Most authorities no longer have significant reserves and are risk adverse, even when undertaking council direct delivery development. Furthermore, prudential borrowing to pay for infrastructure required of future development is effectively asking the existing council tax payers to subsidise development to improve developer cash flow, reduce developer borrowing and liabilities, and increase developer profits. This is risks stimulating anti-development sentiment within the community. In high growth areas, the level of borrowing required by Local Authorities with a large number of

infrastructure projects/sites is also likely to be very significant. The risks and costs of this borrowing – particularly where projects slow down due to poor market conditions for example - will be carried by local councils, not developers. This risks the fundamental erosion of local councils' ability to deliver both infrastructure and to maintain services to its community.

None of these scenarios are acceptable and is the reason why residual land value has been the only workable basis to date. Any proposals therefore need to explore how payment to offset borrowing risks/costs can be made in stages to smooth the upfront funding burden on a development while ensuring the funding of the delivery of Levy funded infrastructure as the development is being built out. A mopping-up exercise should then still take place at scheme completion to ensure the full uplift of GDV is paid.

As stated in response to question 10, the Councils welcome and strongly support the ability to set different levy rates for different land uses in different geographical areas of the authority based on local circumstances. The application of minimum thresholds should ensure that developments that do not give rise to Levy-funded infrastructure are not required to contribute towards funding them and that developments remain viable.

The Councils strongly disagree with setting a lower Levy rate level initially and then stepping this up over time. A long-held basic principle of planning obligations has been to ensure fairness. However, this proposal clearly benefits early developments at the expense of later developments, which will be asked to contribute more towards the same level of infrastructure provision. If the Levy is to be based on a package of infrastructure required to support the planned development across an area, and is set out in an Infrastructure Delivery Strategy that is subject to consultation and independent examination, the expectation will be that all development would be required to contribute fairly and equitably towards the cost. A discount to early development would also not reflect the fact that such schemes usually benefit from any surpluses in existing capacities.

The Council's note that the technical consultation does not currently propose who would determine when it was appropriate to step the Levy up and on what basis. As the consultation stresses, the aim of the Levy system is to secure at least the same level of affordable housing and infrastructure provision as the current system. The Council's would query how this would be achieved through the stepped up approach outlined. Conversely, the Council's would query how this achieves the objective of providing developers with certainty around the rate of the Levy likely to be applicable to their development. Given the uncertainties the Councils, it remains difficult to appreciate how the application of a stepped approach could be made to be fair or workable. As such, the Councils would strongly recommend that this approach not be taken forward in the Regulations.

The Councils agree with providing separate Levy rates for change of use. Changes of use only occur where it is economically beneficial to do so. It is right that the Levy be applied in such circumstances to capture a fair proportion of the uplift in land value, especially where the resultant use will place a burden on existing infrastructure provision.

In circumstances where existing floorspace is being demolished and replaced, if the proposal is to replace the existing floorspace in the same use, then the Councils would support a low or nil Levy being applied. This would then not act as a disincentive to renewing poorer quality buildings. As per the current operation of CIL, only the additional floorspace over and above the existing should be subject to the full applicable Levy rate in recognition that it would only be this portion of the development that would place an additional demand for new infrastructure provision. However, if the existing floorspace is being demolished to replace it with a new land use, it is appropriate to apply the full Levy applicable. The cost of the demolition of the existing buildings would already be accounted for in the land value and as a build cost of the development within the GDV calculation. As such a separate Levy rate would not be necessary.

Similar to CIL, it is essential that Levy rates be indexed to ensure build cost inflation is also reflected in the infrastructure provision, including the value of affordable housing.

Lastly, the Councils would request that any standard rate setting models be the subject of consultation before being introduced.

### **Chapter 3 – Charging and paying the Levy**

**Question 14:** Do you agree that the process outlined in Table 3 is an effective way of calculating and paying the Levy? **No**

**Response:** It is vital to make sure that the Levy works to the mutual benefit of both developers and local authorities. This is about getting the balance right in order to maximise both viability & gross development value AND mitigate the impact of development through the creation of sustainable new infrastructure at the appropriate time, which helps communities to thrive.

The Government's assumption that the public sector will borrow to forward fund the required infrastructure may be significantly misplaced. Most authorities no longer have significant reserves and are risk-averse, even when undertaking council-led direct delivery development. Furthermore, prudential borrowing to pay for infrastructure required of future development is effectively asking the existing Council tax payers to subsidise development to improve developer cash flow, reduce developer borrowing and liabilities, and increase developer profits. This risks stimulating anti-development sentiment.

If local authorities are unwilling or unable to borrow to forward fund infrastructure, and the Levy is not paid until the development is complete, sales values will be significantly affected by the lack of supporting infrastructure.

One of the benefits of the current CIL system is that developers need to build out schemes quicker to recoup the CIL outlay. If substantial payment of Levy liabilities is towards the final scheme phase, on completion, or even post-completion, what incentive is there on developers to increase delivery rates? The knock-on effect would be to see build rates stagnate or even reduce. This is at odds with the Government's

objective to see greater housing numbers delivered to address the ongoing housing crisis.

None of these scenarios are acceptable and is the reason why residual land value has been the only workable basis to date. However, the Councils can see an approach where GDV is estimated at the time of grant of permission, with staged payments of Levy liabilities paid at regular development intervals to smooth the upfront funding burden on a development while ensuring the delivery of Levy funded infrastructure keeps pace with development buildout. A mopping up exercise should then still take place at scheme completion to ensure the full uplift of GDV is paid.

The introduction of the Levy could also offer the opportunity to address a persistent issue that continues to undermine confidence in the planning system. Site value engineering, where landowners or agents seek planning permission with no intention of ever undertaking the development. This has two consequential impacts. Firstly, it artificially increases land value. True developers then have to pay more for the site and need to put forward a higher density development to make the site viable. Secondly, it raises expectations within the local community of development and change taking place of a scheme they consider acceptable, only to then be faced with a more dense development proposal which they perceive as overdevelopment and the new developer just being greedy. If this practice is not addressed, it could significantly undermine the Levy funded system being based on GDV. A proportional Levy payment on grant of planning permission would significantly curb this practice.

**Question 15:** Is there an alternative payment mechanism that would be more suitable for the Infrastructure Levy? **Yes**

**Response:** The Councils would strongly advocate a phased payment of Infrastructure Levy liabilities throughout the build-out period. This overcomes the initial funding burden on developers of the CIL payment regime, would help developer cashflow while ensuring Levy-funded infrastructure is capable of being delivered at the right time to support the development, which in turn will help maintain sales values. It will be difficult for developers to sell family homes when there are no schools or health facilities planned for the area until years after the development completes. The timing of Levy payments and when infrastructure is provided needs to work for the benefit of the development, which includes the developer, the new residents moving in, and the surrounding community.

**Question 16:** Do you agree with the proposed application of a land charge at commencement of development and removal of a local land charge once the provisional Levy payment is made? **No**

**Response:** The local land charge should remain and not be removed until ALL outstanding Levy payments are made. This reflects current practice under the S106 and CIL regimes that have not inhibited the sale of homes. The local authority search result would be able to reassure individual house purchasers that no liabilities would be passed onto them but remain the liability of the developer.

**Question 17:** Will removal of the local land charge at the point the provisional Levy liability is paid prevent avoidance of Infrastructure Levy payments? **Disagree**

**Response:** It could be a disincentive for developers to promptly pay the levy and could result potentially in the delay or avoidance of the payments of the Levy being made in a timely manner. It could also erode trust between developer and local authority, which is vital to realising mutual benefit and successful development.

Keeping the local land charge in place will provide the safeguard of a penalty for those who are late or fail to make the payments. It would be the most effective preventative measure.

**Question 18:** To what extent do you agree that a local authority should be able to require that payment of the Levy (or a proportion of the Levy liability) is made prior to site completion? **Strongly Agree**

**Response:** As stated in response to questions 14 & 15, the Councils would strongly advocate a phased payment of Infrastructure Levy liabilities throughout the build out period. This overcomes the initial funding burden on developers of the CIL payment regime, would help developer cashflow while ensuring Levy funded infrastructure is capable of being delivered at the right time to support the development, which in turn will help maintain sales values. It will be difficult for developers to sell family homes when there are no schools or health facilities planned for the area until years after the development completes. The timing of Levy payments and when infrastructure is provided needs to work for the benefit of the development, which includes the developer, the new residents moving in, and the surrounding community.

**Question 19:** Are there circumstances when a local authority should be able to require an early payment of the Levy or a proportion of the Levy? **Yes**

**Response:** The Councils strongly advocate the use of staged payments of the Infrastructure Levy liability. However, if the Government pursues payment on completion, the Councils would request the ability for local authorities to require an early payment of the Levy or a proportion of it to provide essential enabling infrastructure, such as strategic highways works or public transport interventions. Such infrastructure is often required to be delivered ahead of the development being occupied to avoid otherwise unacceptable impacts and to ensure new development is accessible and functional. This is particularly pertinent in places like Greater Cambridge where significant growth is planned to be met through provision of new towns, villages, and urban extensions to the City, which all require significant investment in sustainable transport connections to make them accessible and functional from first occupation.

**Question 20:** Do you agree that the proposed role for valuations of GDV is proportionate and necessary in the context of creating a Levy that is responsive to market conditions **No**

**Response:** The proposed role for valuation of GDV at the various stages is potentially likely to be complex and open to misinterpretation between local authorities and developers. It would not necessarily be responsive towards market conditions particularly if disputes arise between local authorities and developers, particularly if it increases the use of the appeal process. It could also require local authorities requiring different professional skill sets which would need to be resourced to provide valuation expertise to be able to assess and reach negotiated agreement with the developer.

## **Chapter 4 – Delivering infrastructure**

**Question 21:** To what extent do you agree that the borrowing against Infrastructure Levy proceeds will be sufficient to ensure the timely delivery of infrastructure? **Strongly Disagree**

**Response:** If the CIL regime has demonstrated anything, it is that the infrastructure bill for an area always exceeds the ability of the development to meet it. Over the past two decades the Government has withdrawn significant mainstream funding of essential community infrastructure and affordable housing. These costs have been transferred to developers and RSLs. The expectation that local authorities will now underwrite the full cost of Levy-funded infrastructure, through borrowing is misplaced. Most councils face considerable funding pressures to maintain core services. The consequences of requiring local authorities to borrow to deliver infrastructure are that core services for existing and new communities will be placed at greater risk of non-delivery or from cost overruns/inflation and from market delays – deliberately (to avoid payment) or as a consequence of economic cycles and market performance. *Councils are also restricted in borrowing for investment by CIPFA rules, so where borrowing might be considered as a forward investment it may not be possible to raise the funds anyway.*

The Councils therefore consider borrowing against future Levy receipts would only be workable if local authorities were to be given discretion over the threshold relating to use of the 'Infrastructure in-kind' routeway for large and complex sites (secured through S106 agreements, as opposed to the Core Levy routeway). We presume that these S106 contributions could stipulate earlier trigger points for payment than envisaged under the Levy system. This has the potential to make the proposals more workable.

The proposed arrangements for borrowing cannot be too prescriptive in making a district council responsible in all cases for borrowing funds for new infrastructure (such as the provision of new schools or roads or healthcare facilities) which relate to the functions of other statutory bodies. It would not be practical for a modest scale district council to take on the total levels of borrowing that might be involved. The Government needs to clarify the Minimum Revenue Provision implications of borrowing.

The cost of borrowing must be excluded from the calculation of the Levy rates but included in Levy liabilities alongside inflation. If the cost of borrowing is included in the Levy rate, which is capped by development viability, this would only act to reduce the amount available for much-needed infrastructure to mitigate the impact of development. The effect of local authorities covering the cost of borrowing would be to ask existing communities to subsidise development costs.

Other sources of traditional mainstream funding should also be taken into account.

Finally, the Government will need to underwrite local authorities that borrow to fund the infrastructure contained within an infrastructure delivery strategy, based upon reasonable economic conditions prevailing. However, if for reasons beyond the Councils' control, development was then unable to afford to pay the expected amount towards the cost of the infrastructure, the government, and not the local authority, will need to assume liability for the gap funding.

**Question 22:** To what extent do you agree that the government should look to go further, and enable specified upfront payments for items of infrastructure to be a condition for the granting of planning permission?  
**Strongly Agree**

**Response:** The Councils strongly agree that there should be the potential for upfront payments for infrastructure either as part of planning conditions, delivery agreements or S106 planning agreements. This could be a useful option in appropriate cases, which local authorities could use at their discretion. This will assist in the delivery and implementation of the right infrastructure at the right place and time, particularly for strategic and major development sites to support sustainable growth and development.

**Question 23:** Are there other mechanisms for ensuring infrastructure is delivered in a timely fashion that the government should consider for the new Infrastructure Levy? **Yes**

**Response:** The suggestion of securing a financial contribution for a specific infrastructure project through a Delivery Agreement (offset against the total Levy liability) could be a useful tool.

**Question 24:** To what extent do you agree that the strategic spending plan included in the Infrastructure Delivery Strategy will provide transparency and certainty on how the Levy will be spent? **Disagree**

**Response:** A strategic spending plan in an Infrastructure Delivery Strategy (IDS) could provide certainty for the local authority, developers and the wider community as a whole in identifying priorities for spending the Levy and the delivery of the amount of affordable housing. However, the Councils consider that there will remain a high degree of uncertainty regarding costs at the plan-making stage, and the IDS would require a very significant amount of work to identify reliable cost estimates, with the

burden of funding this work seemingly being placed upon local authorities. This uncertainty risks reducing the value of using an IDS to support delivery as development comes forward.

In addition, the Councils appreciate how difficult it is to determine priorities, especially if the Levy funded infrastructure list is long and all items within the list are considered essential to mitigate the impact of development that is often dispersed across an authority's area – for example should the provision of a new school trump provision of strategic flood defences? Typically, strategic transport interventions are prioritised but are very costly to deliver. Councils seeking to reduce borrowing risk are likely to seek to deliver just the highest priority infrastructure requirements until such time as Levy liabilities exceed borrowing. This would necessarily defer delivery of other essential infrastructure.

It will be important for the Government to manage expectations by continuing to emphasise that the extent to which local authorities will be able to deliver on these strategies depends on the amount and pace of development which comes forward and the strength of the housing market and the GDVs secured.

Beyond the above, Councils will need to have the ability to adapt their strategies to changing circumstances, so it will be important to ensure the Infrastructure Delivery Strategy can be revised/updated and priorities revisited (perhaps on an annual basis) in between major reviews in order to keep it up-to-date and relevant. This will likely be resource intensive – managing the spend profile would require significant additional resources not currently held by councils - such costs would necessarily need to be able to be recovered through the Levy.

**Question 25:** In the context of a streamlined document, what information do you consider is required for a local authority to identify infrastructure needs?

**Response:** Consistent with the current approach to developing Infrastructure Delivery Plans to sit alongside Development Plans, local authorities will need to:

- understand the development needs of the area;
- prepare population projections and analyse demographics;
- engage providers and their regulators in understanding planned and committed investment;
- undertake audits of existing infrastructure capacity and condition, assess options and feasibility of mitigation measures, including the consideration of changing service delivery models;
- determine triggers for infrastructure provision having regard to development trajectories;
- and be able to design and cost individual infrastructure requirements.

**Question 26:** Do you agree that views of the local community should be integrated into the drafting of an Infrastructure Delivery Strategy?

**Yes**



**Response:** The Council's consider that it would be appropriate to seek the views of the local community into the drafting of the Infrastructure Delivery Strategy, if only to confirm that there are no omissions and to illicit broad agreement to matters such as how the Levy is to be operated (Levy rates applicable to which areas and land uses; the thresholds to be applied; qualifying development; exempt development; the affordable housing to be secured, the neighbourhood share portion etc). However, given the majority of Levy-funded infrastructure is likely to be strategic in both nature and scale, it would be more appropriate for the delivery bodies to undertake more detailed consultation on their specific infrastructure items matters such as route or location selection, detailed design considerations, and operational matters should therefore be treated as being outside of the scope of consultation on the Infrastructure Delivery Strategy, or risk the strategies potentially taking years to prepare.

**Question 27:** Do you agree that a spending plan in the Infrastructure Delivery Strategy should include:

- Identification of general 'integral' infrastructure requirements  
**Yes**
- Identification of infrastructure/types of infrastructure that are to be funded by the Levy **Yes**
- Prioritisation of infrastructure and how the Levy will be spent  
**Yes to the degree it can**
- Approach to affordable housing including right to require proportion and tenure mix **Yes**
- Approach to any discretionary elements for the neighbourhood share **Yes where the approach is to be determined by the local authority**
- Proportion for administration **Yes**
- The anticipated borrowing that will be required to deliver infrastructure **Yes**
- Other – please explain your answer
- All of the above

**Response:** The Councils consider all categories described in question 27 should be included in the Infrastructure Delivery Strategy in principle. However, the Councils have their concerns about being forced to borrow large sums if the Levy can only be collected at the end of development repay infrastructure delivered. The Councils do not want to underwrite the full infrastructure bill for Levy-funded infrastructure without certainty that it can be repaid in full over a relatively short period (i.e. less than 10 to 15 years – the length of a local plan period).

With respect to prioritising the infrastructure within the Infrastructure Delivery Plan, this may prove extremely difficult. The Levy-funded infrastructure will all need to be essential to the mitigating the impact of development which will often be dispersed across the authority area. What Levy funded infrastructure is required first will depend on the timing of when developers intend to bring forward their sites, the development quanta proposed, build out rates, interim provisions etc. The Councils are concerned that the process of prioritisation will necessarily need to involve prioritising the delivery of one or two strategic developments over others. This could significantly impact the ability to meet housing requirements. More careful consideration is therefore urged.

Further, the Councils are concerned that prioritisation will see some of the softer measures deferred or not funded – these include supporting new communities with community support which aids in community cohesion and seeks to reduce impacts on mental health.

There should also be a section in the Infrastructure Delivery Strategy on other mainstream funding sources, towards infrastructure (e.g. education provision or highways and transportation), and how they will contribute alongside Levy funding to deliver specific items.

With respect to the discretionary element for the neighbourhood share, the approach to how this is to be governed, should be for the local authority to determine based on local circumstances. The requirement on the local authority should be to clearly set this out in the Infrastructure Delivery Strategy, which is to be the subject of public consultation and engagement.

**Question 28:** How can we make sure that infrastructure providers such as county councils can effectively influence the identification of Levy priorities?

- Guidance to local authorities on which infrastructure providers need to be consulted, how to engage and when
- Support to county councils on working collaboratively with the local authority as to what can be funded through the Levy
- Use of other evidence documents when preparing the Infrastructure Delivery Strategy, such as Local Transport Plans and Local Education Strategies
- Guidance to local authorities on prioritisation of funding
- Implementation of statutory timescales for infrastructure providers to respond to local authority requests
- Other – please explain your answer

**Response:** The Councils would endorse support for county councils to work collaboratively with the district councils as to what can be funded through the Levy and the priority to afford to specific items. This should also extend to the consideration of

appropriate triggers for when certain infrastructure items will be required. As county councils will likely be responsible for the commissioning and delivery of a significant portion of the Levy funded infrastructure (strategic transport provision and schools), Cambridge City Council and South Cambridgeshire District Council would also support county councils' sharing in the risk of borrowing to forward fund provision. Joint funding arrangements would help alleviate the concerns district councils have will borrowing to fund high-cost infrastructure items for which it is not the responsible authority.

**Question 29:** To what extent do you agree that it is possible to identify infrastructure requirements at the local plan stage? **Disagree**

**Response:** Local Plans are important in determining the development needs of an area and planning for its provision, including trying to identify the infrastructure required to support growth and its implementation in a timely manner. However, often our delivery partners are not in a position to adequately inform the infrastructure requirements – most are concerned with meeting current needs and their funding arrangements and service delivery plans only look towards the immediate future (the next 1-3 years). The Council's therefore consider that service providers, such as the NHS, should be resourced to support the proper long-term infrastructure planning of a district. In the absence of this, there will remain uncertainties as to whether the Infrastructure Delivery Strategy is robust and a true reflect of what may be required to mitigate development impacts.

The Councils further consider that the ability of local authorities to introduce an Infrastructure Levy should not be constrained by the timing of their Local Plan. Given the on-going need to mitigate the impact of new development, it is vital that local authorities are not left without an effective means to secure developer contributions until the next Local Plan is adopted.

## **Chapter 5 – Delivering affordable housing**

**Question 30:** To what extent do you agree that the 'right to require' will reduce the risk that affordable housing contributions are negotiated down on viability grounds? **Unsure**

**Response:** Without understanding how the Levy will be set at a local level and the percentage of affordable housing agreed, it is difficult to make a judgement as to whether the 'right to require' will improve the delivery of affordable housing from its current position.

Whilst having surety of the affordable housing provision from the outset would be welcomed, it is difficult to understand what happens if the infrastructure costs (both integral and Levy funded) are more on specific schemes or above that set out in the Infrastructure Delivery Strategy. This could lead to lower quality or poor provision for those living on new developments, or local authorities having to pick up the cost. Government should be looking towards increased central funding to support the provision of affordable housing, especially for social rented homes, alongside the infrastructure needed to ensure the development is fully functional.

Under the current system it encourages competition for housing providers to bid for the affordable housing, with often the highest bid being successful. It would be interesting to understand how the 'right to require' fits with the current system and whether having a monetary value attached to the affordable through the 'right to acquire' would be secured as the 'sale price' to the housing provider rather than sold to the highest bidder. This would make the process more transparent and fairer and should ensure that homes are kept at affordable levels.

Further assessment is needed to understand the implications of using a monetary value based on floorspace to determine the affordable housing provision, in terms of how this relates to actual numbers of affordable homes. Affordable dwelling floorspace should be the same proportionally as for private housing, but to understand how this works in practice we would want to see some modelling on schemes already built out and whether under the proposed levy the scheme would have received either the equivalent or more than the affordable housing previously provided. We would still need to ensure the affordable housing is of good quality, meets maximum space standards for rented units due allocating to full occupancy and provides varying property sizes and not just smaller units to meet housing needs. It should be up to the local authority to determine the property sizes and tenures for each site based on the monetary value, to ensure it meets housing need. One size fits all, will not work.

**Question 31:** To what extent do you agree that local authorities should charge a highly discounted/zero-rated Infrastructure Levy rate on high percentage/100% affordable housing schemes? **Agree but for the local authority to determine based on local circumstances**

**Response:** The affordability of housing is a key concern to the Councils. It might be appropriate to discount, reduce or apply a nil rate from the proposed Levy charges on genuine affordable housing schemes given the constraints placed on the funding for RPs and to ensure that 100% affordable housing schemes are able to be brought forward. This should be at the discretion of the local authority dependent on issues such as the type and size of the development and the infrastructure required. Councils need to be able to balance competing pressures in order to both make sure affordable housing can be secured and that the demands for infrastructure arising from these developments can be mitigated.

The Councils would advocate for a nil Levy rate for rural exception site schemes to ensure they continue to be deliverable to provide affordable housing for local people. From experience we know that rural exception site schemes are not viable and will not be delivered if there are significant infrastructure costs above those that are integral to the scheme.

**Question 32:** How much infrastructure is normally delivered alongside registered provider-led schemes in the existing system? Please provide examples.

**Response:** The size, scale, location, and circumstances around an affordable housing (AH) scheme tend to determine the specific infrastructure required to be delivered. This might include, for example, on site indoor and outdoor open space and play areas, highways and education place provision and other social or health needs.

In addition, generally through, for example, rural exception sites, contributions would be sought to ensure the 'integral' infrastructure is provided. Other contributions that sit outside of the 'integral' infrastructure are kept to a minimum to ensure the scheme can be delivered. Further analysis on provider-led schemes and rural exception sites should be undertaken to understand how current contributions compare between the different scenarios.

**Question 33:** As per paragraph 5.13, do you think that an upper limit of where the 'right to require' could be set should be introduced by the government? **No**

Alternatively, do you think where the 'right to require' is set should be left to the discretion of the local authority? **Yes**

**Response:** The setting of the Levy rates will be set locally having regard to local infrastructure needs and local development viability. The Councils do not see any reason why the 'right to require' should also not be determined locally based upon local needs for affordable housing.

## **Chapter 6 – Other areas**

**Question 34:** Are you content that the Neighbourhood Share should be retained under the Infrastructure Levy? **Yes, but not consistent with the existing CIL requirements**

**Response:** The principle of providing a portion of the Levy for local community priorities is supported but not at the current CIL levels of 15% or 25%, as this would represent a significant uplift on CIL and would be to the detriment of being able to fund the Levy funded infrastructure required and to secure an appropriate provision of affordable housing. Currently it is not possible to estimate what the total Levy liabilities will be for an area and, like CIL, will likely vary significantly between areas. As such it should be for the local authority to determine what proportion of the Levy should form the Neighbourhood Share, as well as matters such as whether a fixed-annual cap should be applied. The Council's would also not want the spending of the Neighbourhood Share to be constrained to just the neighbourhood within which the development paying the Levy is located. The scope and nature of strategic infrastructure provision often results in communities outside of the development area being impacted. Local authorities should have the ability to direct some of the neighbourhood share to these communities if necessary and appropriate.

**Question 35:** In calculating the value of the Neighbourhood Share, do you think this should A) reflect the amount secured under CIL in parished areas (noting this will be a smaller proportion of total revenues), B) be higher than this equivalent amount C) be lower than this equivalent amount D) Other (please specify) or E) unsure. **D) Other**

**Response:** Generally, the value of the neighbourhood share should be the equivalent in value to the existing CIL funding for Parish Councils, provided the local authorities can fund and deliver the necessary infrastructure to support sustainable growth and development and secure an appropriate provision of affordable housing. Notwithstanding, and given the proposed Levy is a new initiative, it might be appropriate to consider the Neighbourhood Share (NS) should be a matter for local decision and be set locally depending on the scale of local development. This might enable a higher share for smaller in-fill developments, which tend to increase demands on existing facilities within the local vicinity. It would also be appropriate to allow local councils to vary the amount of the Neighbourhood Share and to determine whether it is appropriate to set a fixed annual cap to the total Neighbourhood Share.

**Question 36:** The government is interested in views on arrangements for spending the neighbourhood share in unparished areas. What other bodies do you think could be in receipt of a Neighbourhood Share in such areas?

**Response:** The Councils consider that this should be a matter for local discretion. We support the principle of levy funding being spent in the locality of development to mitigate the impacts it creates. Equally, it is vital that the responsibility to borrow for and deliver infrastructure is undertaken by properly constituted democratically accountable bodies of standing. In Cambridge, the City Council already provides a democratically elected mechanism for making sure local developer contributions are invested in local mitigation projects. Whilst there could be occasions in which the Council might choose to fund other bodies or local projects via the Infrastructure Levy, given the varied nature of local groups this should not be determined at a national level. .

**Question 37:** Should the administrative portion for the new Levy A) reflect the 5% level which exists under CIL B) be higher than this equivalent amount, C) be lower than this equivalent amount D) Other (please specify) or E) unsure. **Option D Other**

**Response:** It is important that local authorities are capable of recovering the full costs they incur in operating the Levy through the administrative portion chargeable to the Levy. However, at this time, and in the absence of any detailed work to understand the full breath of resourcing required, it is impossible to say what this cost might be and how this might translate as a percentage of the Levy. Unlike the existing CIL

regime, the administration of the Levy would also need to include the securing of the affordable housing ask of individual schemes, independent evaluations, management of the debt portfolio, and programme management, alongside the design and delivery of Levy funded infrastructure. As it is likely that the actual costs will only be known once an authority has implemented and is operating its Levy, it may be more appropriate that the regulations place a requirement upon local authorities to publish their administrative costs annually through an annual monitoring report on the Infrastructure Delivery Strategy.

**Question 38:** Applicants can apply for mandatory or discretionary relief for social housing under CIL. Question 31 seeks views on exempting affordable housing from the Levy. This question seeks views on retaining other countrywide exemptions. How strongly do you agree the following should be retained:

- residential annexes and extensions; **Agree**
- self-build housing; **Strongly Disagree**

**Response:** Agree to exemptions being retained for residential annexes and extensions, given the assertion in paragraph 6.10 that these do not generally result in new pressure on infrastructure.

Disagree to retaining a country-wide exemption for self-build housing because this should be a matter for local discretion. Where self-build housing contributes to planned growth that has a cumulative impact on an area and creates the need for new infrastructure to mitigate its impact, applying the Levy would be reasonable.

**Question 39:** Do you consider there are other circumstances where relief from the Levy or reduced Levy rates should apply, such as for the provision of sustainable technologies? **Yes, in principle but a matter for local discretion.**

**Response:** In principle yes, a reduced Levy rate could be applied to support sustainable technologies, but this should be a matter for local discretion. It should not necessarily be prescribed. It would depend on the impact the development would place on local infrastructure. The technologies referred to in the question are also not specified. The document describes that this could be where they go beyond national policies. Where local plans require higher environmental standards as the norm this should not result in reduced levy requirements.

**Question 40:** To what extent do you agree with our proposed approach to small sites? **Disagree**

**Response:** All new residential development, including small sites, cumulatively, place an increased burden on local infrastructure. If such development is viable and can afford the full Levy, the Councils believe the full Levy should be sought. However, the Councils appreciate that local circumstances will vary and would strongly suggest that the decision to provide a discount be made locally.

**Question 41:** What risks will this approach pose, if any, to SME housebuilders, or to the delivery of affordable housing in rural areas? Please provide a free text response using case study examples where appropriate.

**Response:** Having regard to our response to question 40, the Councils believe there are little to no significant risks to SME housebuilders, especially if local authorities have the ability to vary the Levy applicable to small sites should local viability considerations warrant.

**Question 42:** Are there any other forms of infrastructure that should be exempted from the Levy through regulations?

**Response:** Generally, the exemption of public funded infrastructure or development from the Levy would be supported. However, it should be defined clearly which types of public funded infrastructure should be exempt.

**Question 43:** Do you agree that these enforcement mechanisms will be sufficient to secure Levy payments? **Agree in principle**

**Response:** Agree in principle. The enforcement measures and mechanism should be put in place to make sure the Levy is paid particularly to support key major developments. However local land charge should not be removed when the provisional levy liability is paid but only once the final levy liability is paid. There should be robust enforcement mechanisms and fines for late payments of the Levy and in cases of deliberate non-payment significant penalties to act as a deterrent.

## Chapter 7 – Introducing the Levy

**Question 44:** Do you agree that the proposed ‘test and learn’ approach to transitioning to the new Infrastructure Levy will help deliver an effective system? Agree

**Response:** The Councils consider that the principle of a proposed ‘test and learn’ approach to the transition to the new Levy is helpful to ensuring its effective operation when taken up national-wide. It will ensure the Levy is capable of achieving existing or better levels of infrastructure funding and affordable housing provision, and any issues arising resolved. This would assist a smoother transition to the new Levy system from the existing planning obligations regime – (S106, CIL and S278). This would save resources in relation to the previous issues which arose with the



introduction of the CIL and its subsequent amendments and reforms. Once the lessons from 'Test and Learn' are addressed it should help the roll out of the Levy.

**Question 45:** Do you have any views on the potential impact of the proposals raised in this consultation on people with protected characteristics as defined in section 149 of the Equality Act 2010?

**Yes**

**Response:** Yes. developer contributions play an important part in the promotion of social inclusion and cohesion. It is important that the consultation of people with protected characteristics, to support their needs, for example, age, physical and mental health, disabilities and that access to local services are and continue to be available to meet their needs.

In particular the Councils note that every new strategic scale development has been evidenced to have higher levels of mental health than established communities, and this must be addressed when we consider infrastructure. Connected to this, as well as considering protected characteristics there is a need to consider the impacts on low incomes. This allows us to address potential inequalities at the outset.

As much as the Government seeks to make the Infrastructure Levy scheme as simple as possible, the process is still likely to be found quite complicated by many householders and the community, not least those affected by dyslexia. Mitigations will need to be considered to help make the new scheme easier to understand in different formats.

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