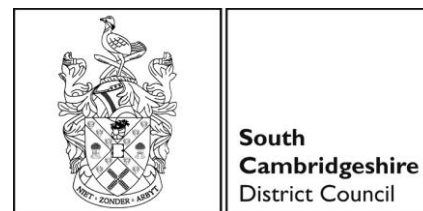


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Friday 21 April 2023

To: Chair – Councillor William Jackson-Wood
Vice-Chair – Councillor Sally Ann Hart
Members of the Employment and Staffing Committee – Councillors
Anna Bradnam, Sunita Hansraj, Mark Howell, Richard Stobart and
John Williams

Quorum: 3

Substitutes: Councillors Heather Williams, Sue Ellington, Graham Cone, Bunty Waters,
Dr. Shrobona Bhattacharya, Peter Fane, Ariel Cahn,
Dr. Aidan Van de Weyer, Peter Sandford and Bridget Smith

Dear Councillor

You are invited to attend the next meeting of **Employment and Staffing Committee**, which will be held in **Council Chamber - South Cambs Hall** at South Cambridgeshire Hall on **Tuesday, 2 May 2023 at 2.00 p.m.**

Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution ***in advance of*** the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 refers.

Yours faithfully

Liz Watts

Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

Agenda		Pages
1.	Apologies for Absence To receive Apologies for Absence from Committee members.	
2.	Declarations of Interest	
3.	Minutes of Previous Meeting To authorise the Chair to sign the Minutes of the meeting held on 23 February 2023 as a correct record.	5 - 8
4.	Results of the Four-Day Week Trial and Next Steps	9 - 118

5. **Date of Next Meeting**
Wednesday 28 June 2023 at 2 pm.

Guidance For Visitors to South Cambridgeshire Hall

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Emergency and Evacuation

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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 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Thursday, 23 February 2023 at 2.00 p.m.

PRESENT: Councillor William Jackson-Wood – Chair
Councillor Sally Ann Hart – Vice-Chair

Councillors: Anna Bradnam Mark Howell
Richard Stobart John Williams

Officers:	Laurence Damary-Homan	Democratic Services Officer
	Bethan Gregory	Senior HR Advisor
	Clare Lomer Hill	HR Advisor
	Jeff Membery	Head of Transformation, HR and Corporate Services
	Liz Watts	Chief Executive

Councillor Heather Williams was in attendance as a guest.

Councillor Sunita Hansraj was in attendance remotely.

1. Apologies for Absence

There were no Apologies for Absence.

2. Declarations of Interest

There were no Declarations of Interest.

3. Minutes of Previous Meeting

The error at the start of the Minutes, a misplaced “n”, was removed from the Minutes. With the amendment, the Committee authorised the Chair, by affirmation, to sign the Minutes of the meeting held on 10 November 2022 as a correct record.

4. Update on the Four Day Week (4DW) Trial

The Chief Executive presented the report. Clarity on the tables in Appendix B was provided and it was confirmed that there was an error in Questions 1, 5 and 6, with response 1 being listed as “strongly agree” where it should have read “strongly disagree”. Members stated that the use of email signatures had ensured that there was clear communication around the availability of officers and commended the management of cover arrangements, stating that they had been highly effective and that it had ensured there had not been a drop in service levels. Clarity was given regarding the costs of the Health and Wellbeing survey and Members were informed that existing practice had been adapted to accommodate the four day week (4DW), hence there were no financial implications. The Committee noted that the data presented in the report was recently gathered and had been collated in a short amount of time. Members

acknowledged that the data showed no immediate cause for concern and, whilst correlations were starting to emerge, firmer conclusions could be drawn at a later date as the body of evidence grew and more technical data became available. It was noted that good working practices were emerging as a consequence of the trial, which had started in the planning process, and requested that further information, both anecdotal and measurable, on how good practice was being developed be brought to the Committee at future meetings. Officers informed the Committee that public feedback had been limited since the start of the trial and assured that customer satisfaction data would be presented as it became available.

The Committee **noted** the report.

5. **Pay Policy Statement**

The Head of Transformation, HR and Corporate Services presented the report and informed the Committee that the statement was produced annually to meet statutory obligations. Members were advised that the report was unlikely to result in changes to organisational operations due to the Council's commitments to fair pay, but officers did comment that the annual production of the statement would highlight if issues did start to arise. It was also noted that the statement was available to the public. The Committee discussed the reasons behind the gender pay gap favouring women in the organisation and noted that a significant amount of staff in the lower quartile were male, with workers in waste the depot making up a large proportion of lower quartile staff. The Committee noted that current minimum hourly rates were above the minimum living wage, as defined by the Joseph Rowntree Foundation, and that the Council was ahead of most other authorities regarding pay standards.

By affirmation, the Committee agreed to **recommend** the pay policy statement to Full Council.

6. **Workforce Breakdown**

The HR Advisor presented the report and informed the Committee that she was presenting on behalf of the Senior Policy and Performance Officer (Kevin Ledger) who was unable to attend the meeting. Members enquired as to how the data was used and were informed that the report could highlight any issues regarding representation, with the Council's Disability Confident commitments being referenced, but that it was unlikely to have significant impact on Council operations as the Council's staffing had been generally representative of the demographic of the District. Officers confirmed that, whilst personalised data was gathered to produce the statistics, the data in the report was anonymous. Members noted that Councillors were not included in the dataset.

The Committee **noted** the report.

7. **Retention and Turnover: Q3 (1 October- 31 December 2022)**

The Senior HR Advisor presented the report and informed the Committee that data from Infinistats would be utilised in future reports to provide current data from other authorities for comparison. Members commended the levels of upskilling of staff to fill vacancies. The Committee discussed data regarding the Performance Indicator value (Chart 1 in the report) and the fact that below target indicated good performance. Members felt that this was not a clear way to present the data and the Senior HR Advisor agreed to explore options on how to present the data more clearly in future reports. The impact of the 4DW was discussed and Members noted that, whilst there was an uptick in turnover

performance which could be an early indicator of success for the 4DW trial, it was too early to draw solid conclusions about the impact of the 4DW. The Committee was informed that exit interviews would include a question regarding the impact of the 4DW on an individual's decision to leave the organisation.

The Committee **noted** the report.

8. Sickness Absence: Q3 (1 October- 31 December 2022)

The HR Advisor presented the report and advised Members of changes to Attendance Management Policy. The Committee discussed the Council's menopause policy and commended the practices in place; Members were informed that ongoing work was being undertaken to further strengthen the menopause policy.

Members raised queries over the increase of sickness in the Shared Planning Service and the Head of Transformation, HR and Corporate Services informed Members that they would be briefed on this topic outside of the meeting to ensure confidentiality was not breached. Clarity was provided over the variance statistics provided in the appendix to the report.

The Committee **noted** the report.

The Meeting ended at 3.15 p.m.

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Agenda Item 4



**South
Cambridgeshire**
District Council

Report to:	Employment & Staffing Committee	2 May 2023
Lead Cabinet Member:	Cllr John Williams, Lead Cabinet Member for Resources	
Lead Officer:	Liz Watts, Chief Executive	

Results of the Four-Day Week Trial and Next Steps

Executive Summary

1. To review the attached draft report to Cabinet.

Recommendations

2. It is recommended that the Employment & Staffing Committee review and comment on the report attached at Appendix A and recommend it to Cabinet for approval, with any amendments proposed.

Reasons for Recommendations

3. To inform the Cabinet decision.

Appendix

Appendix A: Draft report to Cabinet on 15 May 2023

Report Authors:

Liz Watts – Chief Executive
Telephone: (01954) 712926

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Appendix A

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

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^{1,2} 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 Committee³ 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 £30,614⁴ - 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

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

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

³ [Turnover Q3 2022-23 ESC Report.pdf \(moderngov.co.uk\)](https://moderngov.co.uk)

⁴ [How much does staff turnover really cost you? | HRZone](https://hrzone.co.uk)

and were struggling at work. The survey provided us with baseline data which confirmed the anecdotal evidence (more detail below).

10. Across the council, colleagues reported physical health at a level rated as 'caution' and mental health at a level rated as 'risk'⁵.
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

⁵ (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).

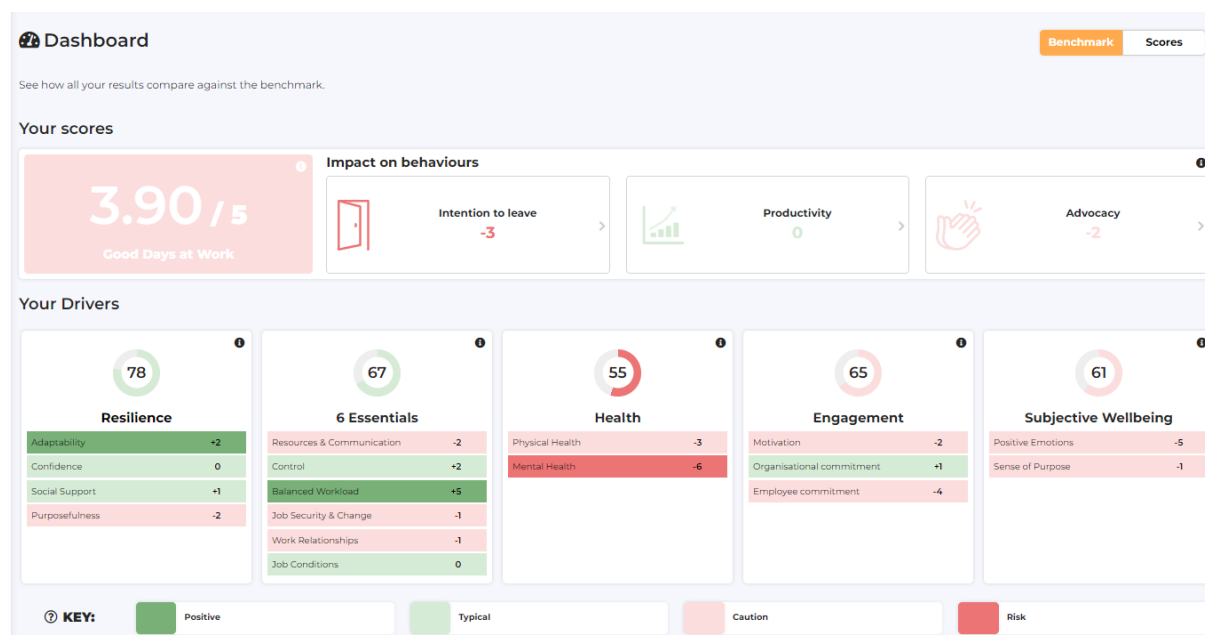
16. The Council's usual suite of key performance indicators was the first measure used to assess whether the trial had been successful or not. A successful trial would show that performance across the KPIs had been maintained. The Council enlisted the support of the Bennett Institute for Public Policy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

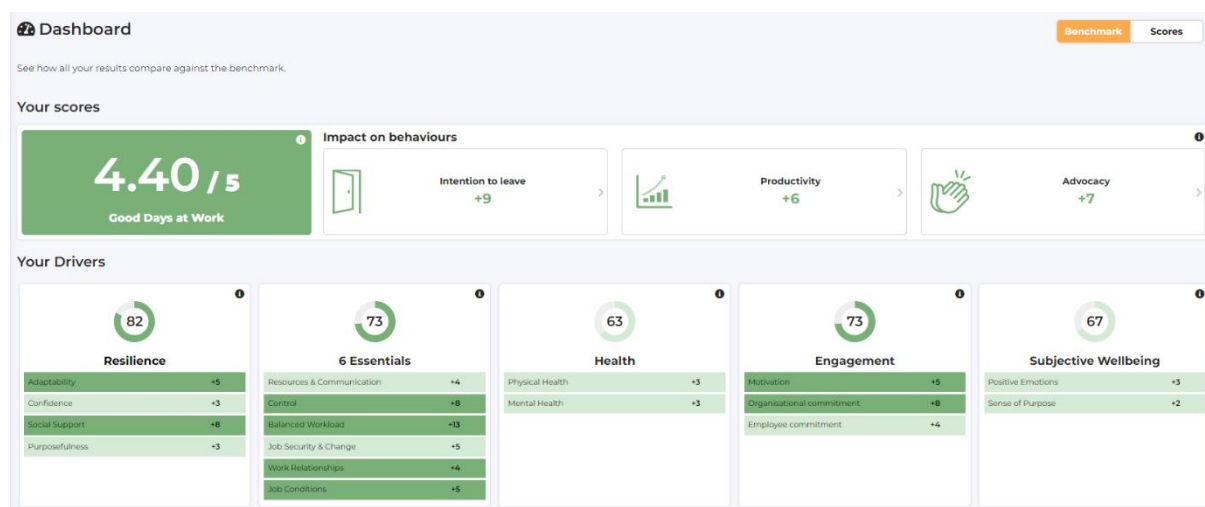
22. The Health and Wellbeing survey was undertaken by Robertson Cooper, an industry leader in collecting and analysing comprehensive data about employee experiences and comparing an organisation's employees against benchmarked data from 90,000 employees in other organisations (in the public and private 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 dashboards⁶ below (pre-trial and post-trial).

⁶ 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 \(moderngov.co.uk\)](https://moderngov.co.uk/DocumentDownload.aspx?DocumentID=12345)

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)



South Cambridgeshire
District Council's

Four day week trial:

How we ran the trial
and what we learned



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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

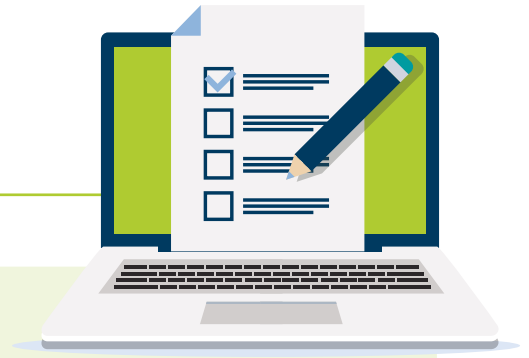
As a result of colleagues taking either a Monday or a Friday as a non-working day, anecdotally we have found that Mondays and Fridays became very productive for those at work. Generally, there are few meetings on Mondays and Fridays which created 'quieter' time and space that was valuable in progressing 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

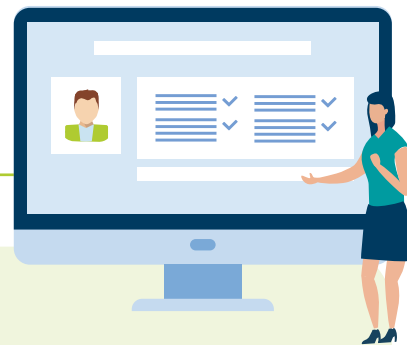
Through the weekly check-in survey referenced earlier in this document, and during the drop-in sessions outlined earlier, we were able to collate ongoing themes related to the four-day week from a wide range of employees. Where it became evident that more formal guidance was required to ensure a unified 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?

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REPORT

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

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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
	Q4, 22-23	Actual	Target	Intervention
% 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.

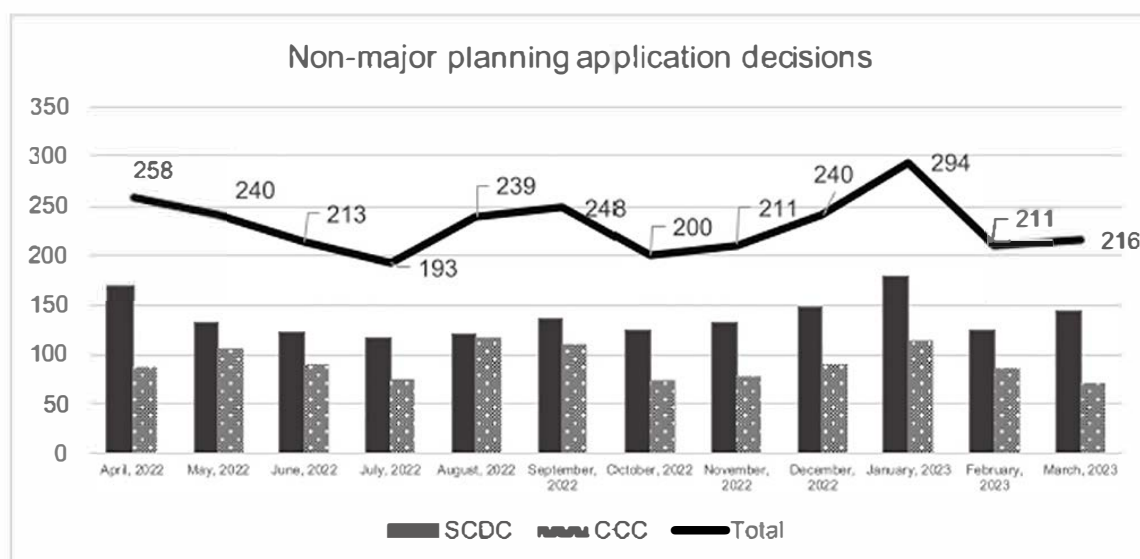
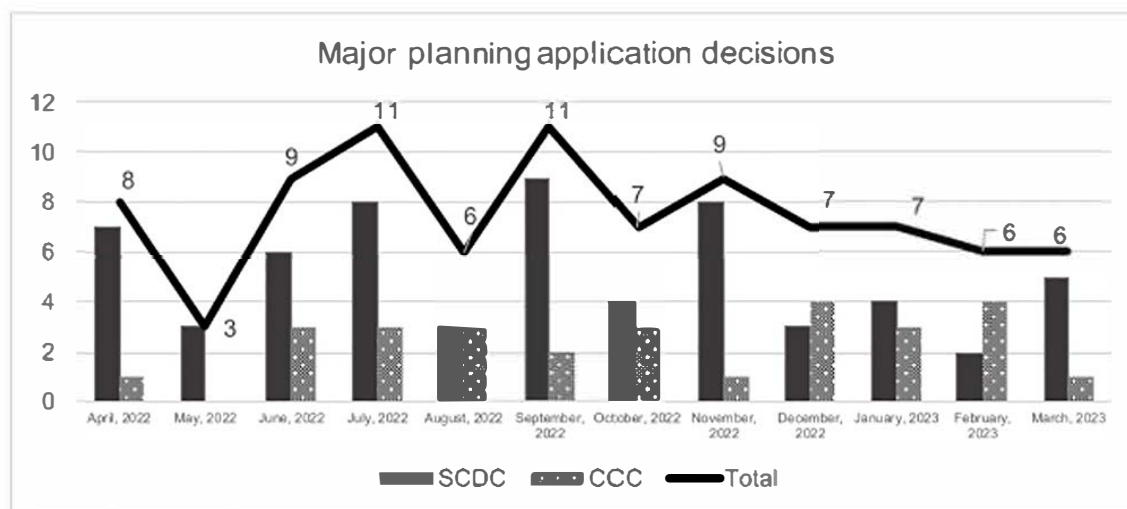
Another important consideration is the historical context/data in assessing the status of each KPI. For example, while the average days it takes to re-let all housing stock (AH211) has consistently tracked as amber or red throughout the trial, there is in fact an improvement on the average performance 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

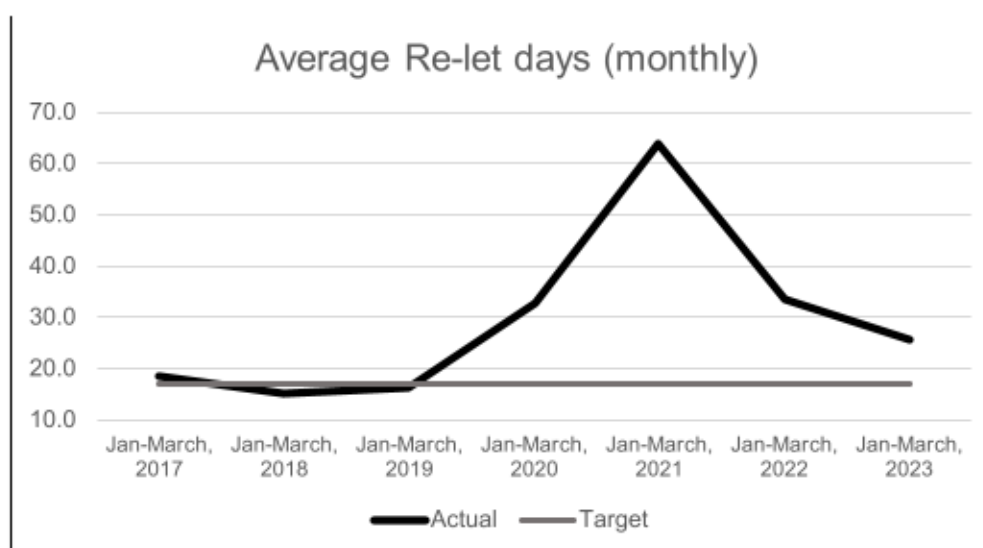
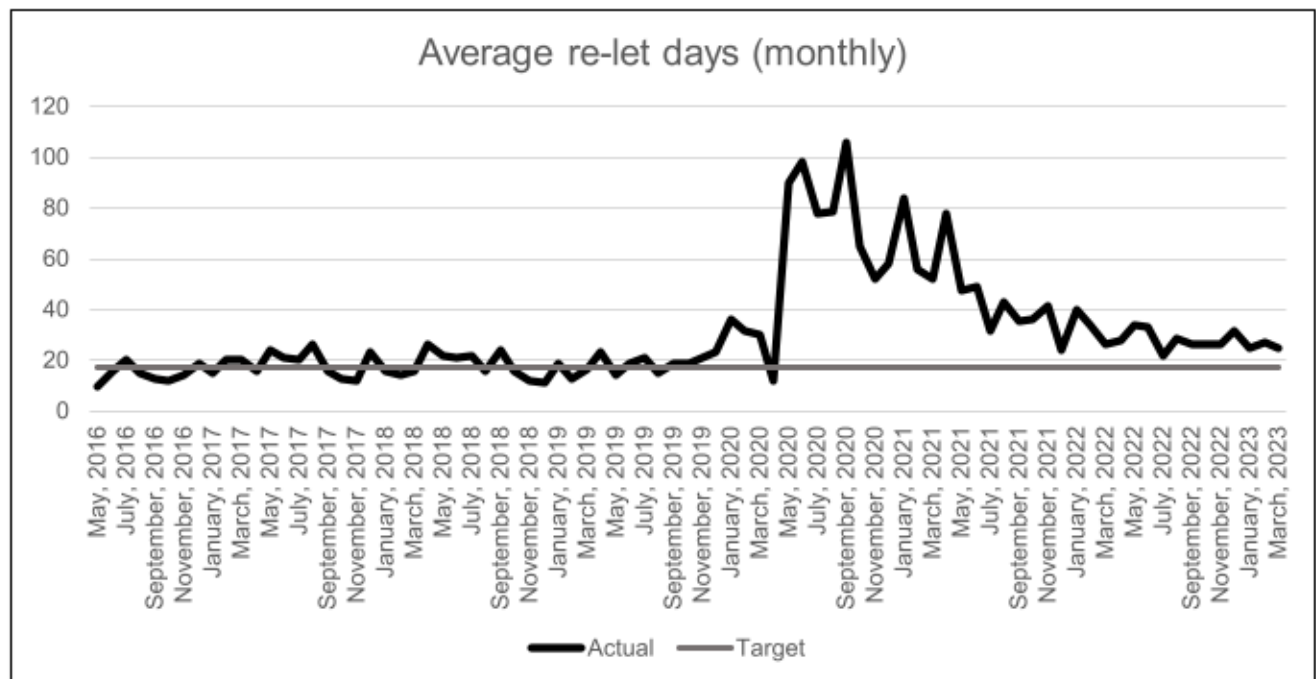
performance levels for many KPIs are not decreasing (and even seem to be improving for some) compared to recent historical data, many KPIs are still struggling to maintain their pre-pandemic performance levels. The key question that arises here is whether it would be useful for the internal performance 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

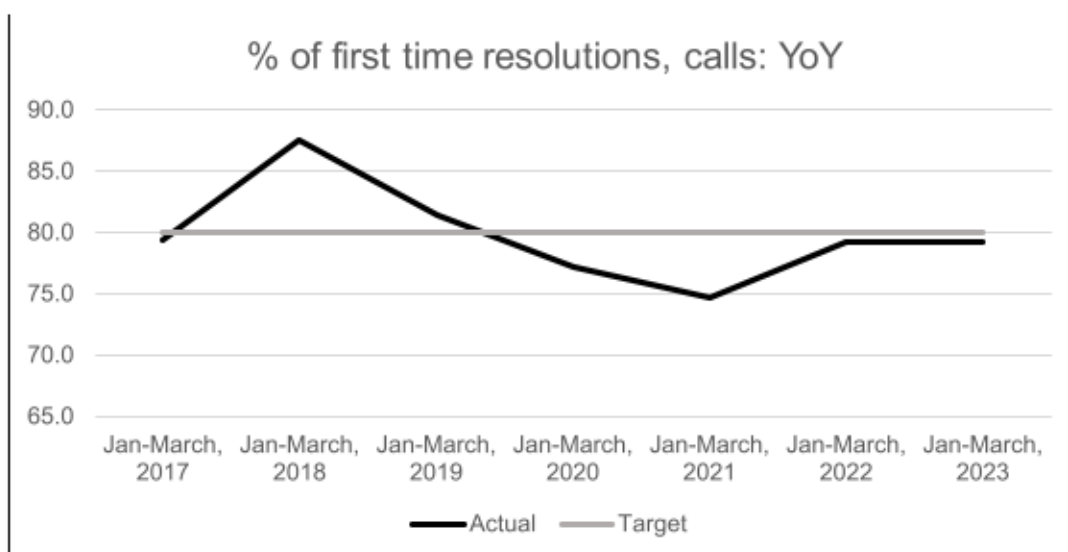
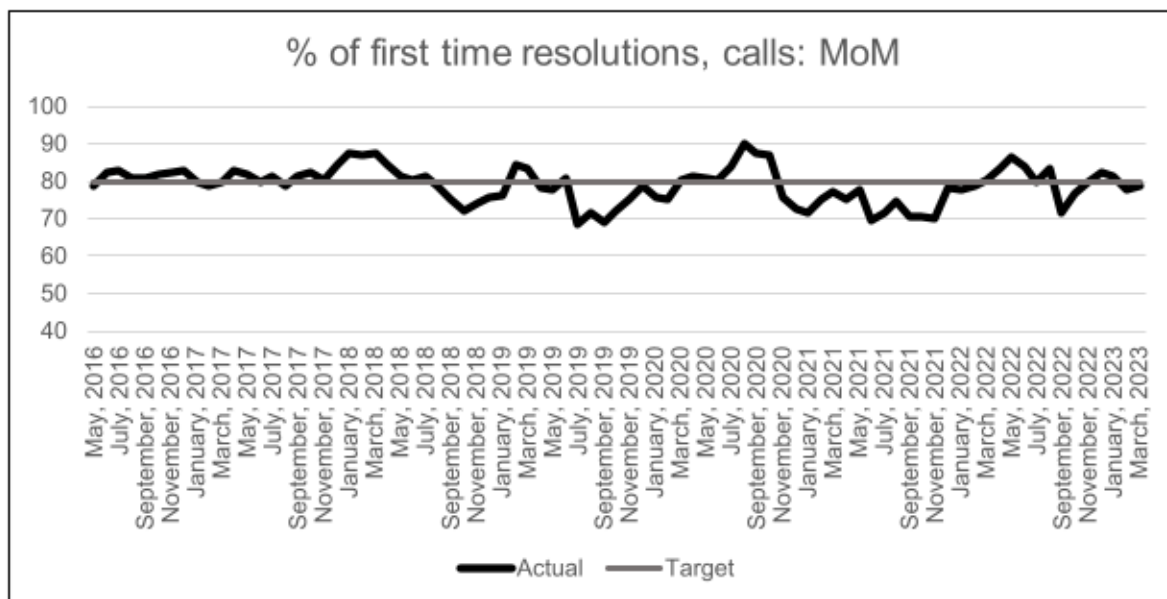
The average monthly re-let days for each of the three months of the trial was well within range for previous period, but still above the target level for each month, and in some cases (e.g., February) above the intervention level. One glaring fact from the data is that performance has yet to return to 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

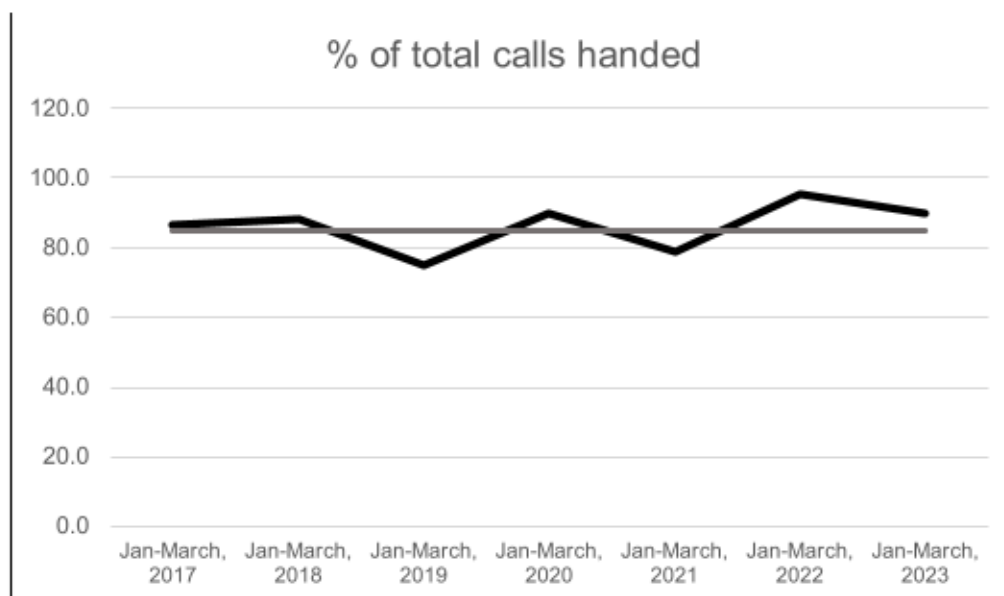
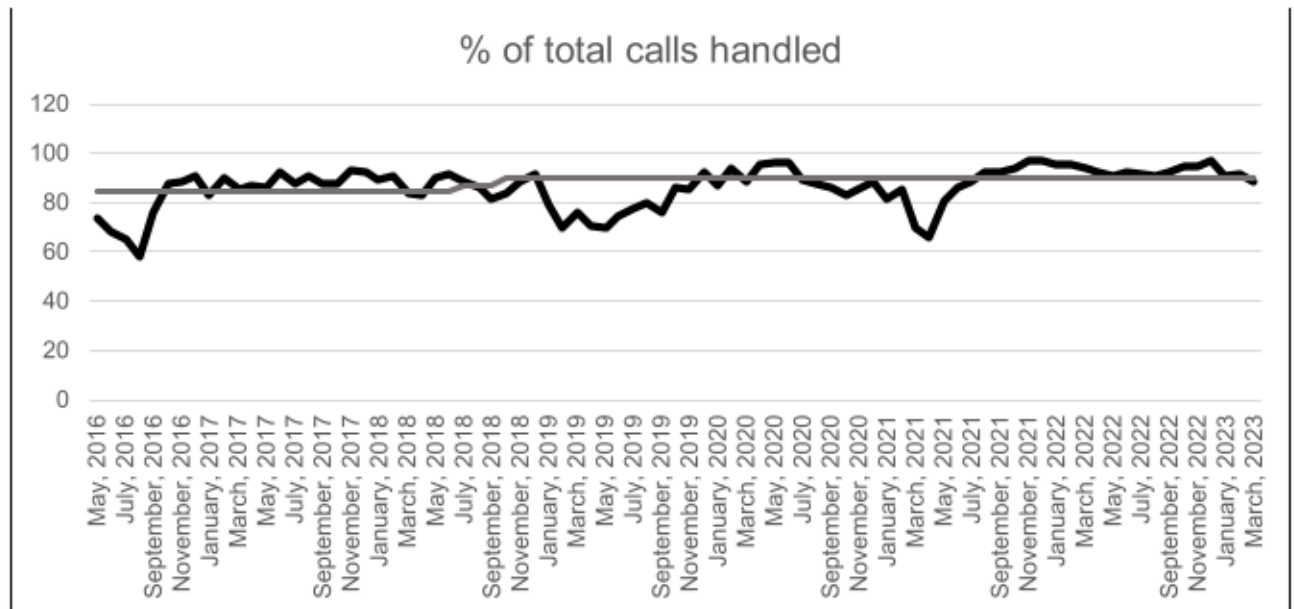
The percentage of first time resolutions for January, February and March 2023 are respectively 81.04, 77.78, and 78.76 percent respectively. Although the performance across the three months of the trial is below that of December and November 2022, this performance level is consistent with what is obtainable 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

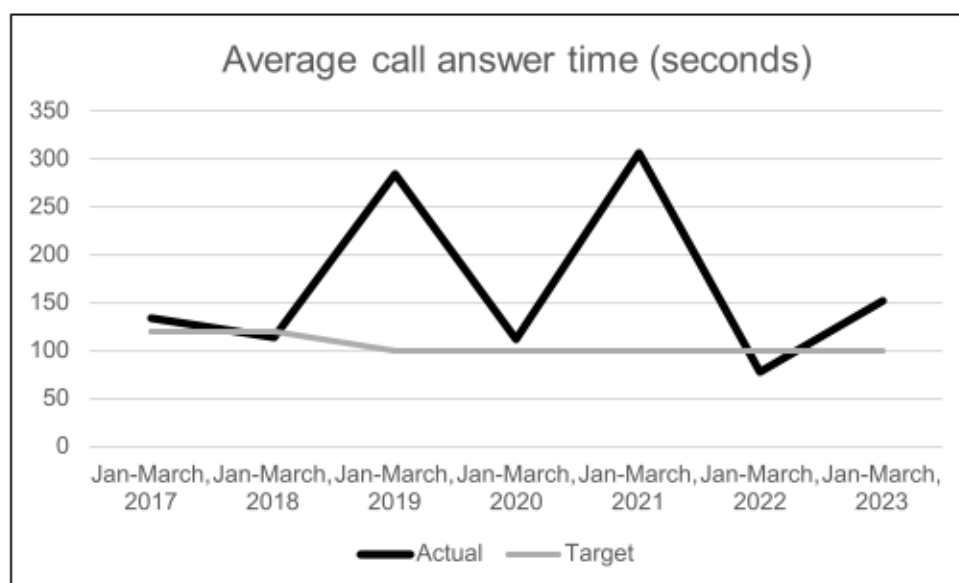
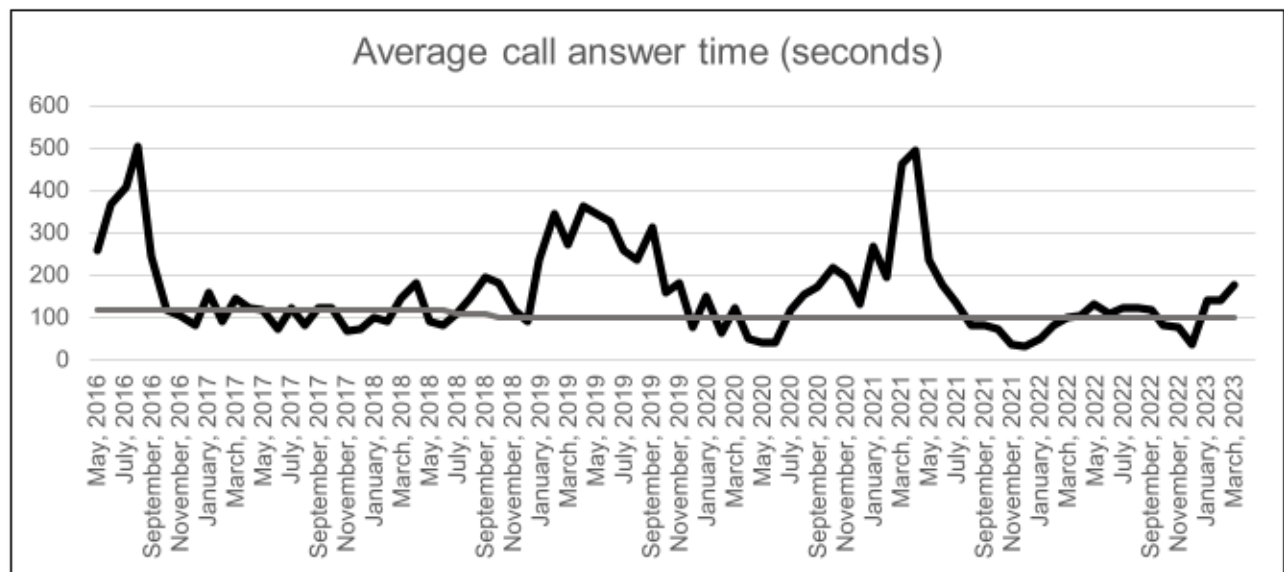
The percentage of calls to the contact centre that were handled for the trial period seems to be slightly below the average performance for six months prior. The same period the previous year (January – March 2022) also had a higher percentage of calls handled than the trial period. This is however nothing 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

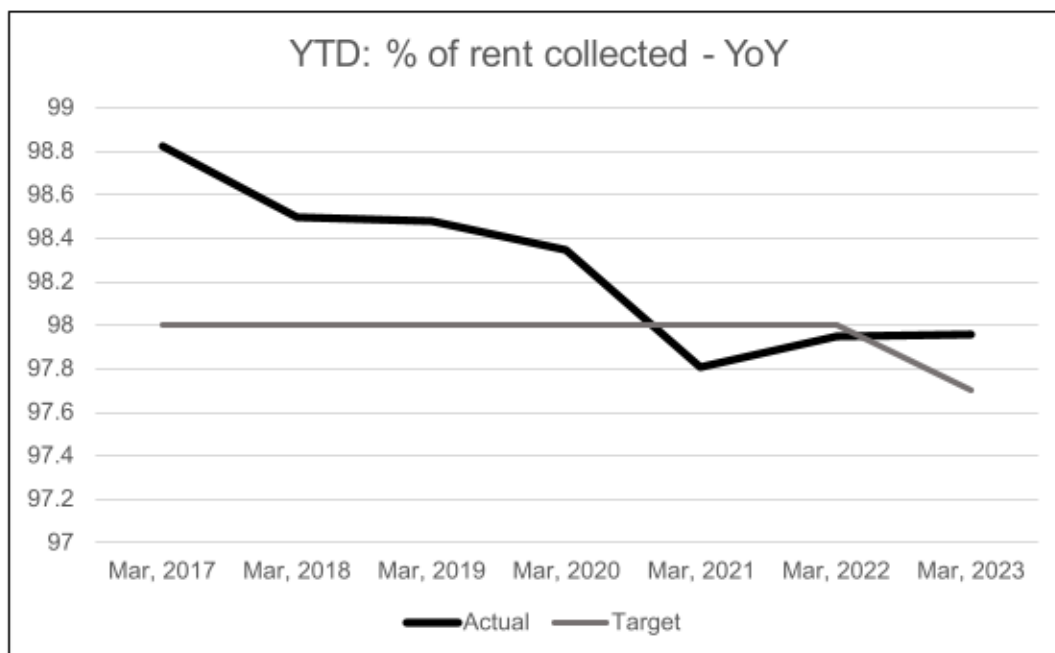
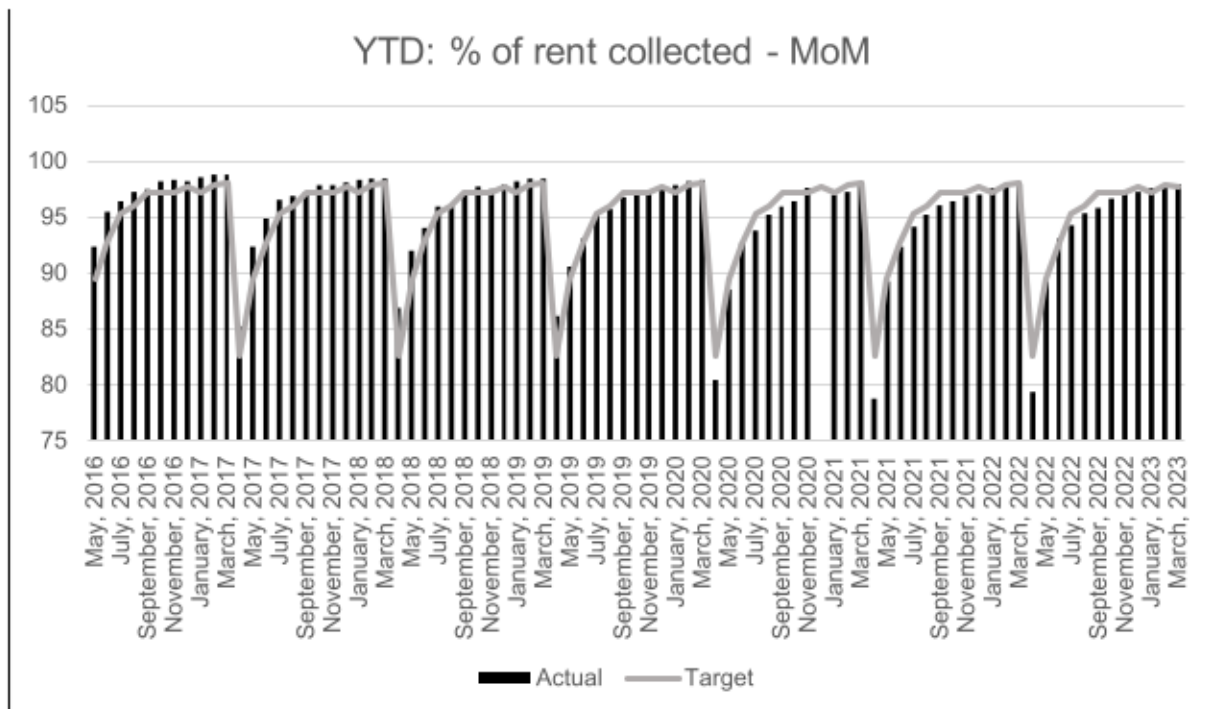
The average call answer time for previous periods has generally been erratic and does not follow a distinct pattern. However, the average call answer time for each of the trial months is

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.



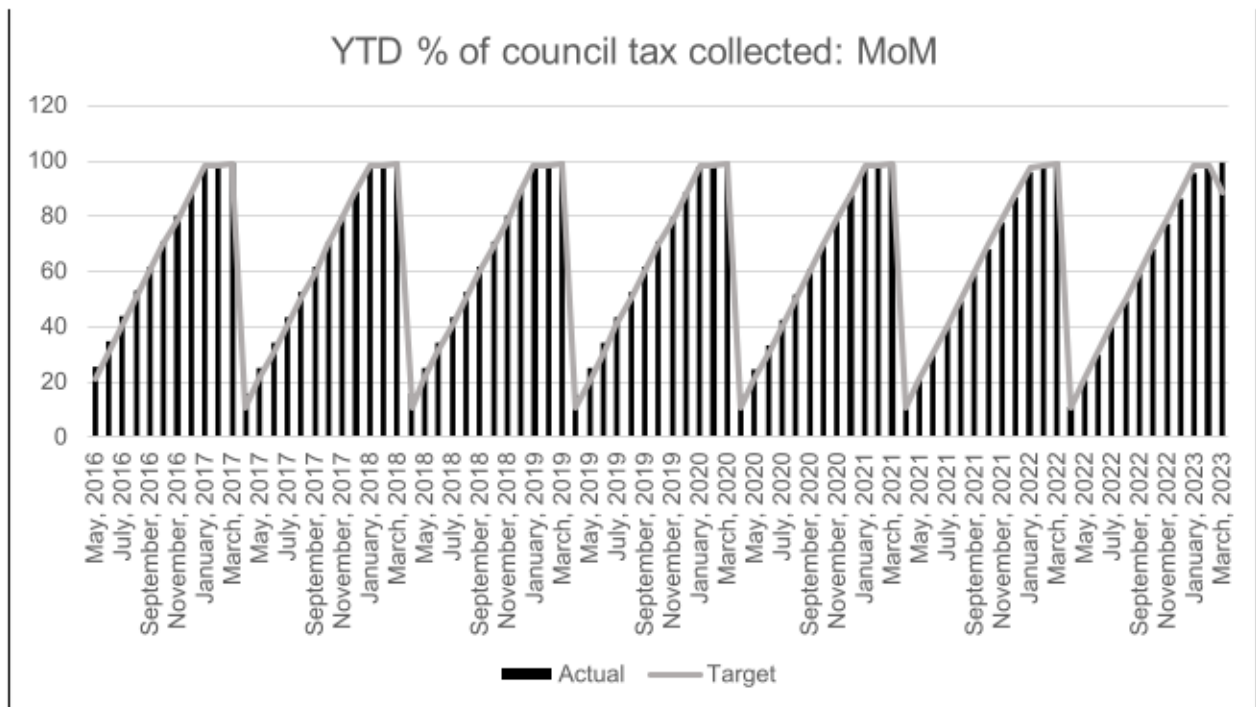
Percentage of housing rent collected: FS102

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.



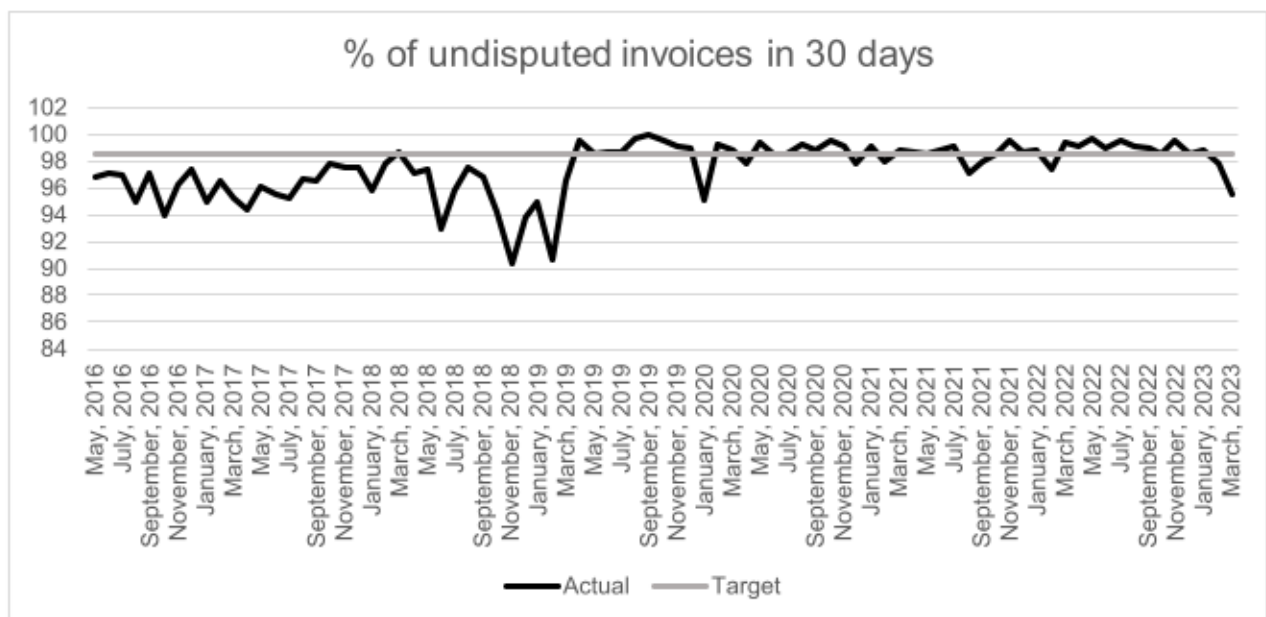
Percentage of council tax collected: FS 105

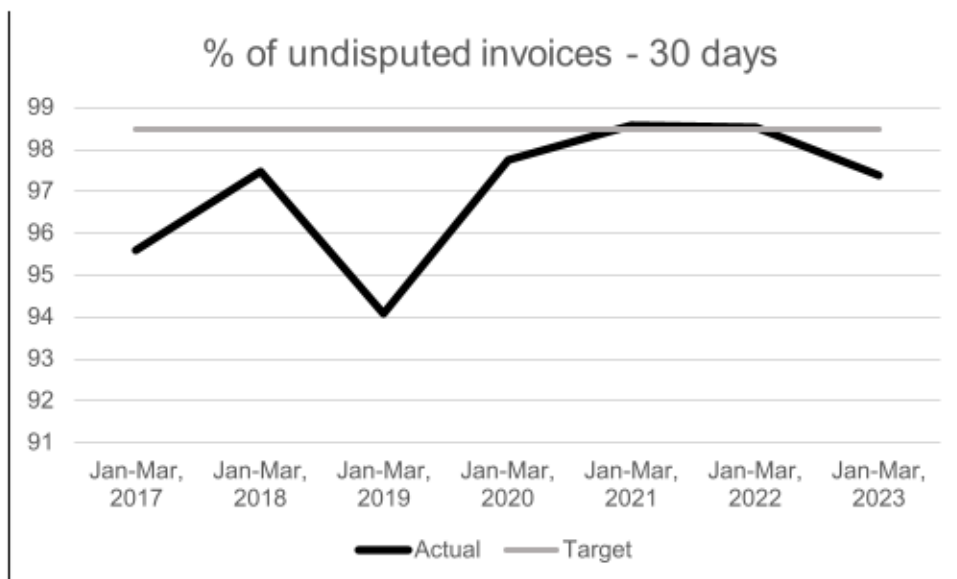
Similar to FS102 above, this is a YTD KPI, and the first chart below shows the YTD council tax collected per month since April 2016. The YTD council tax collected for March 2023 is about the same level as previous years (year-to-year chart excluded).



Percentage of undisputed invoices paid in 30 days: FS109

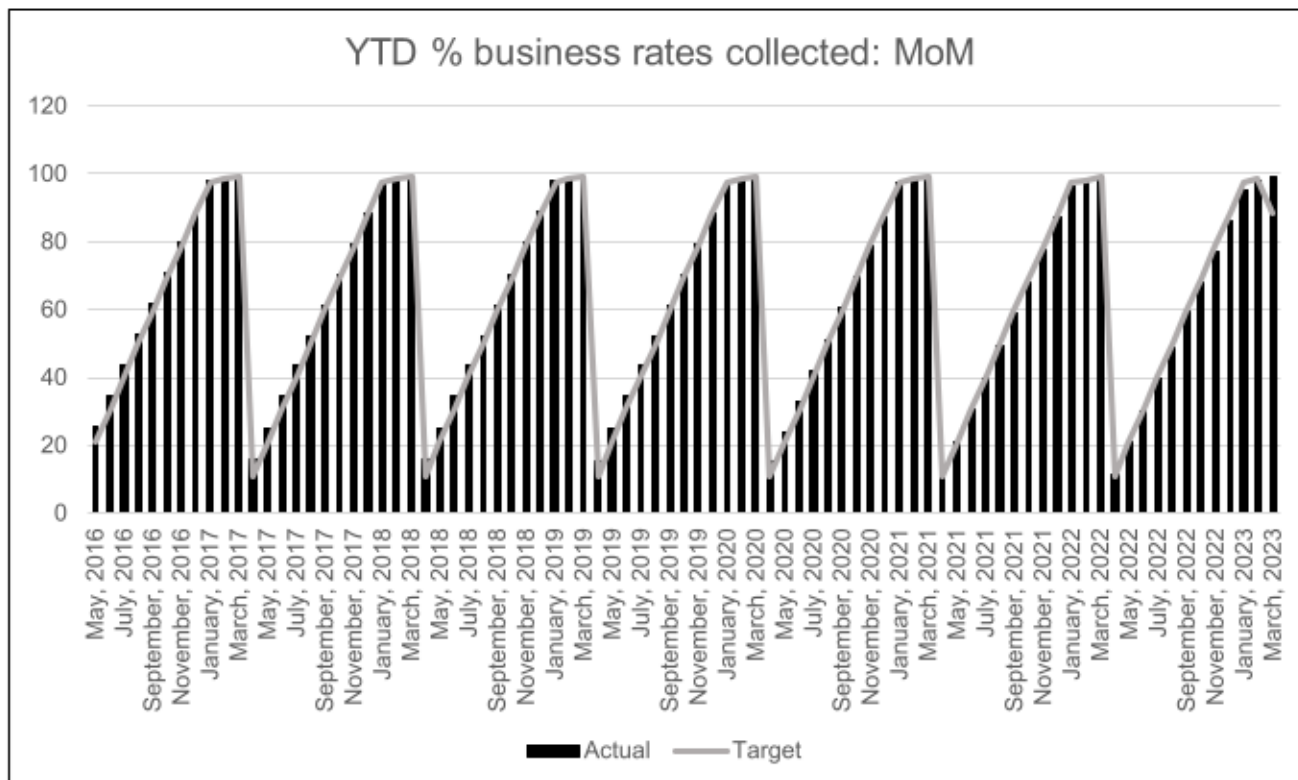
The percentage of undisputed 30-day invoices for the three months of the trial hovers around the average range for previous periods. The year-on-year chart shows that the average percentage undisputed invoices for the trial period (January – March 2023) is slightly below January – March 2022; but this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





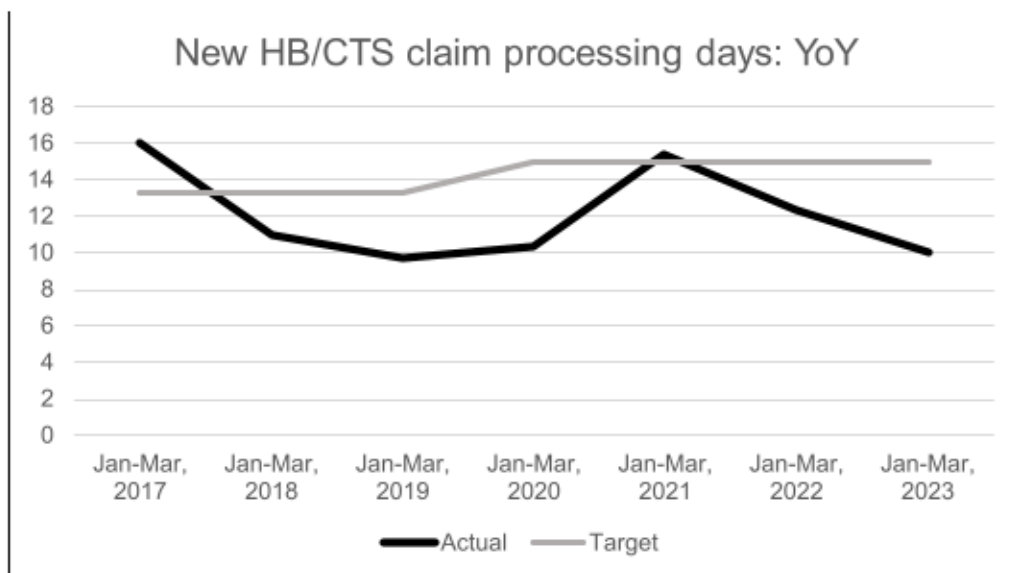
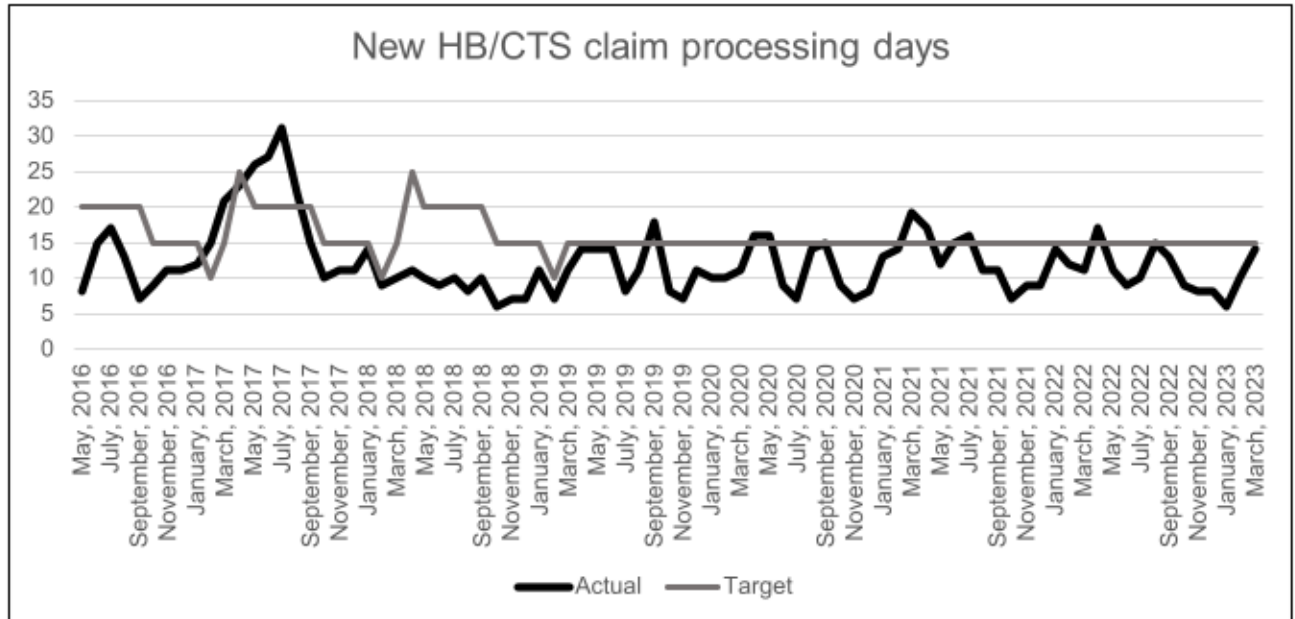
Percentage of business rates collected: FS104

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.



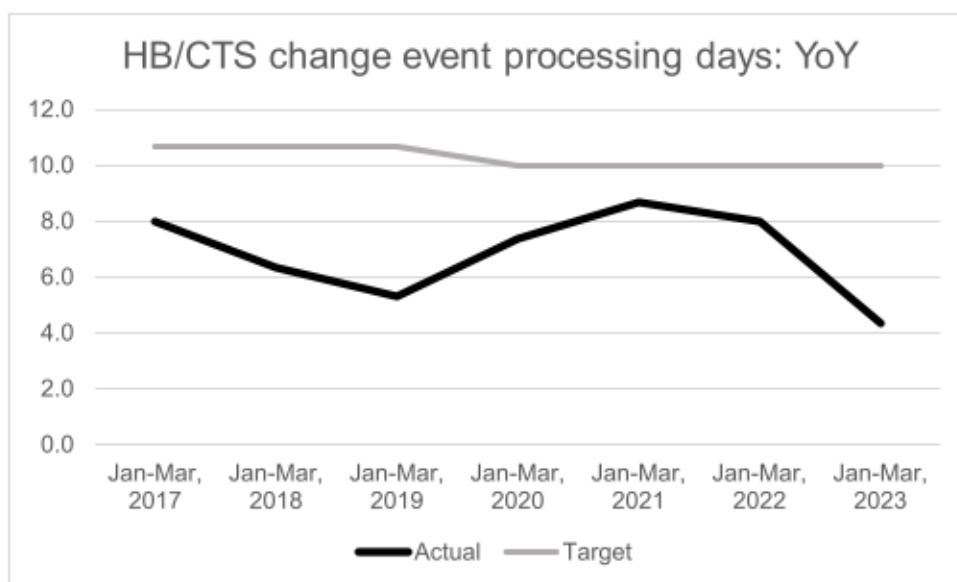
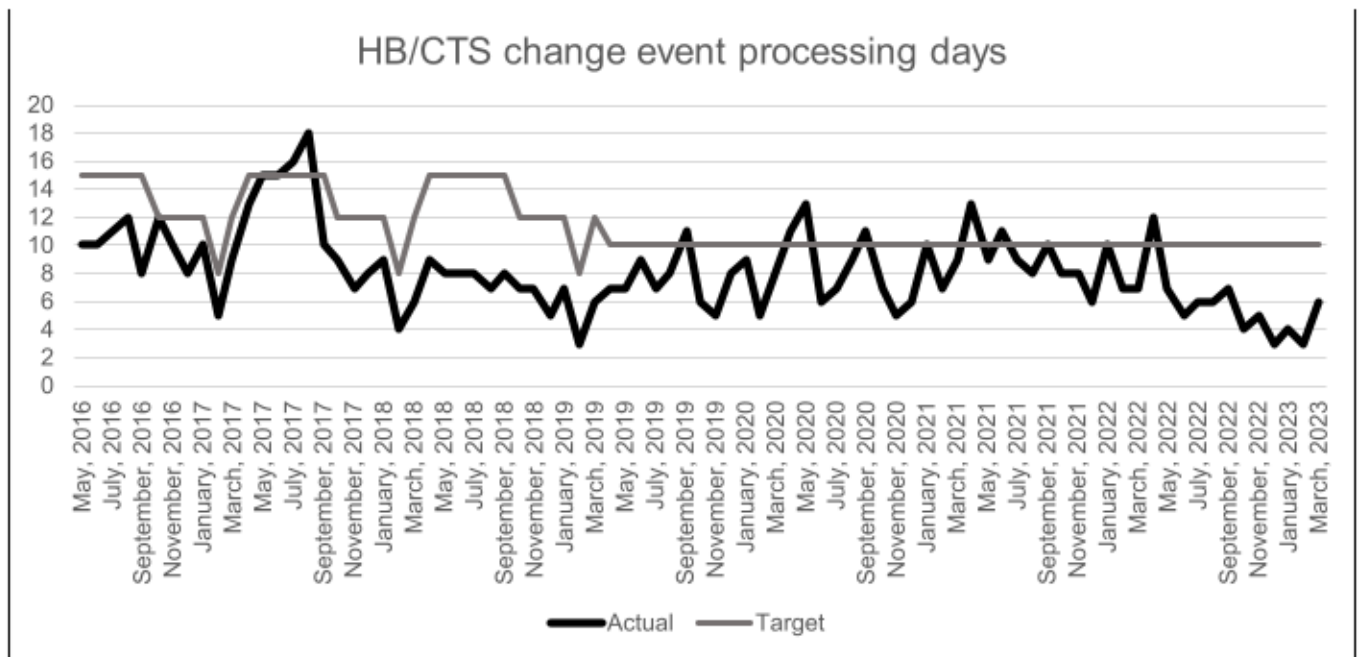
Average number of days to process new HB/CTS claims: FS 112

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.



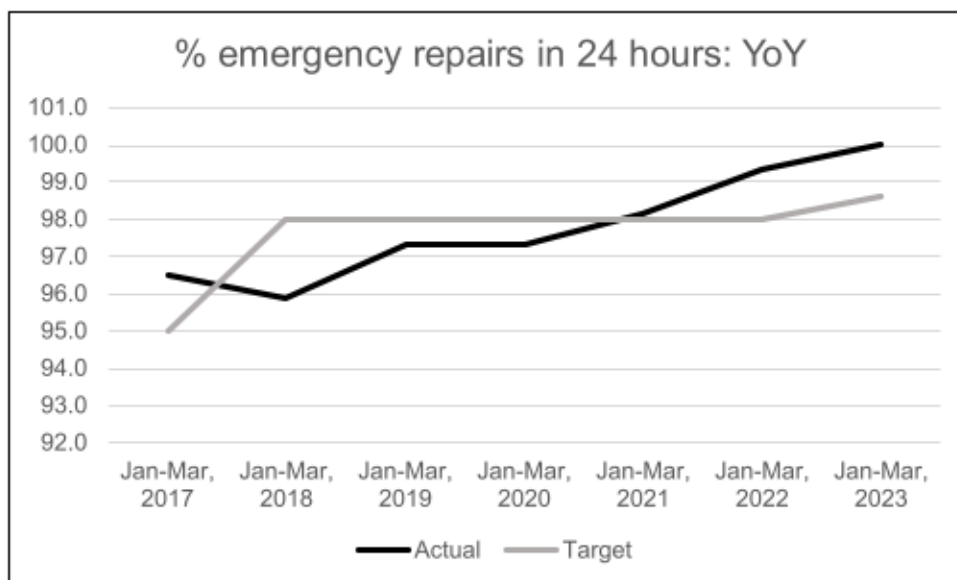
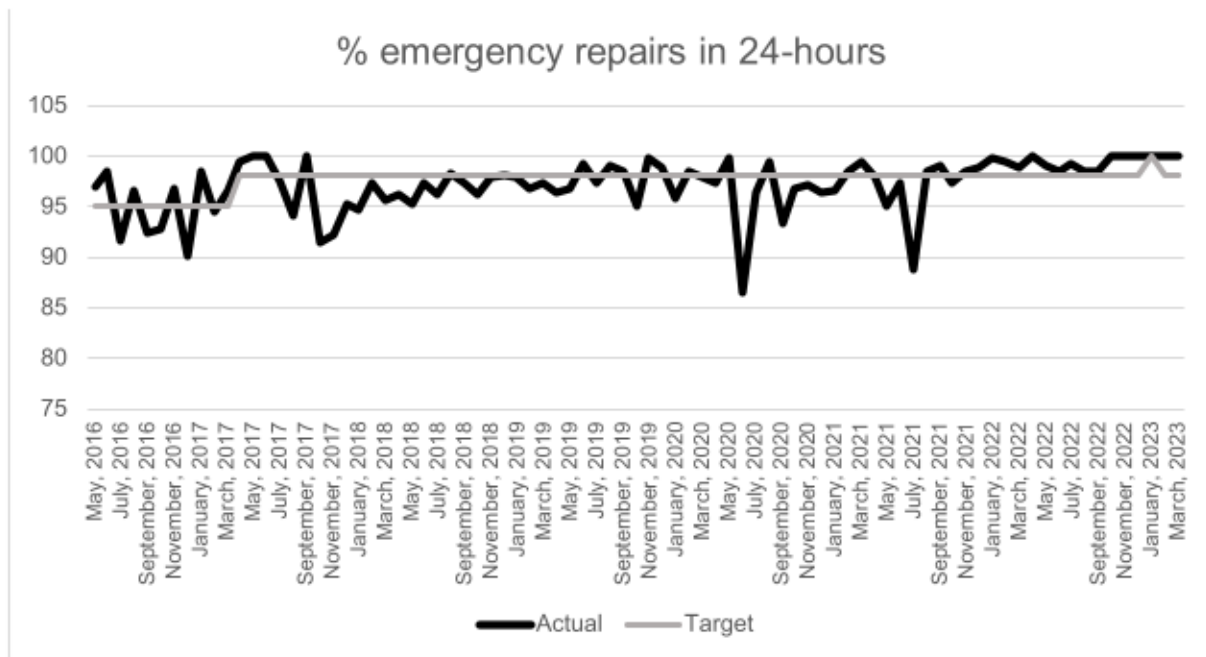
HB/CTS change event processing days: FS113.

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.



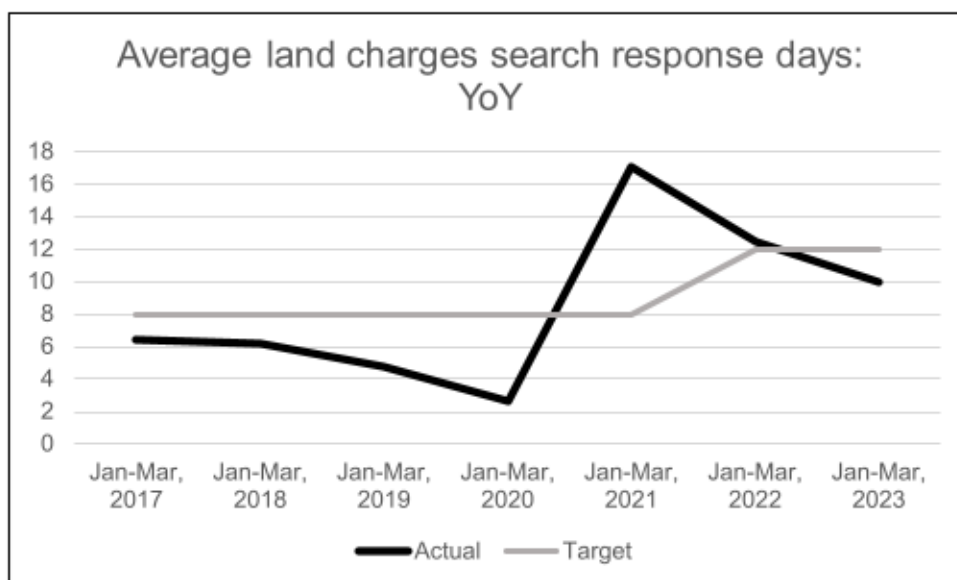
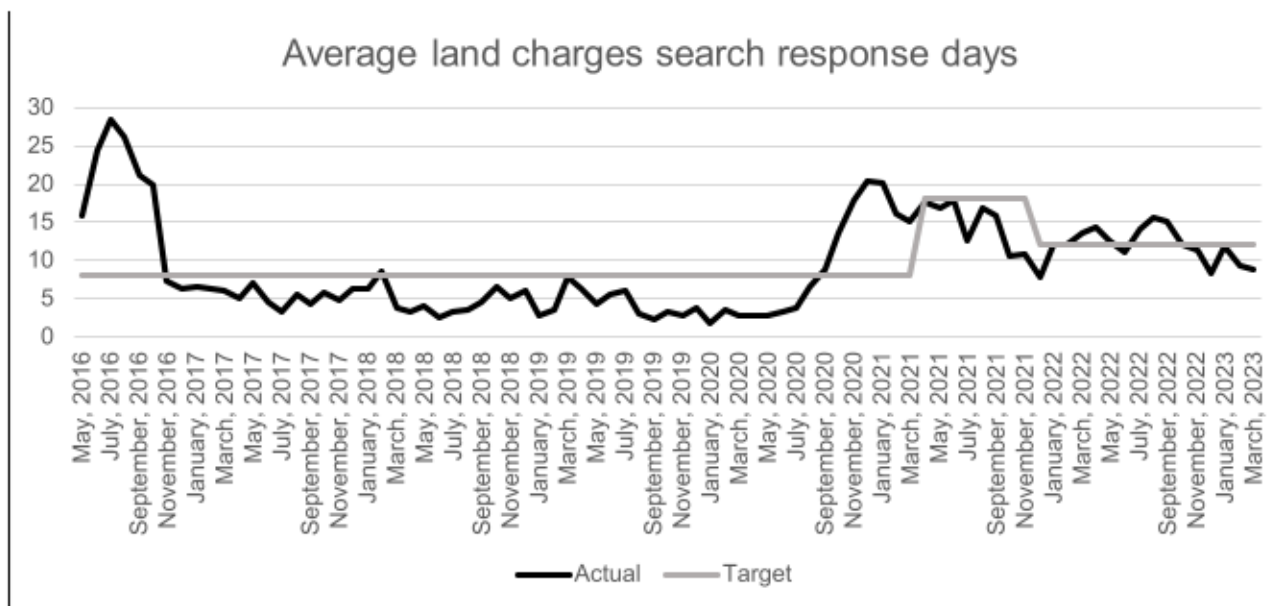
Percentage of emergency repairs completed in 24 hours: SH 332

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.

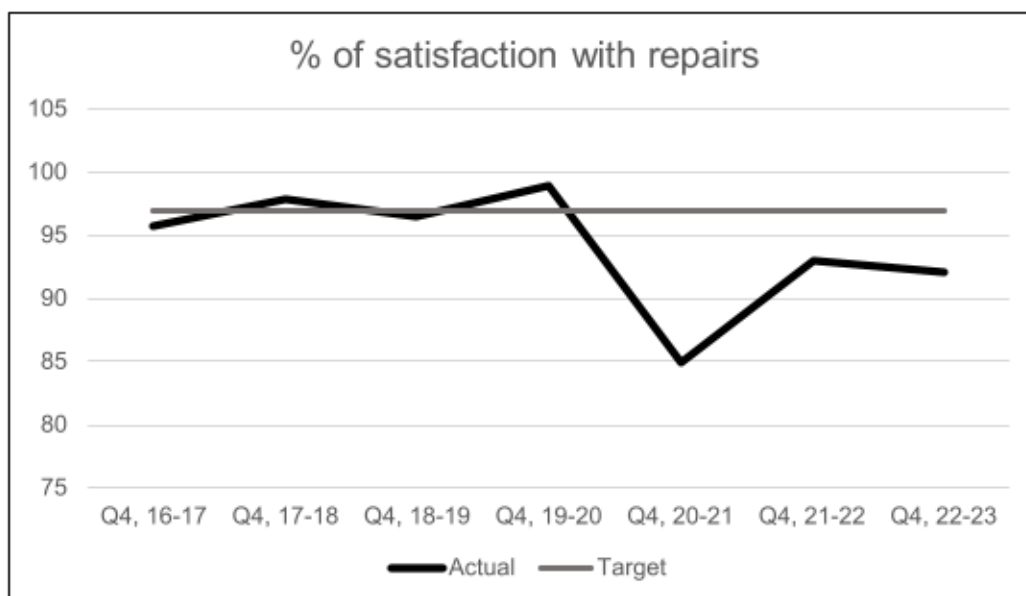
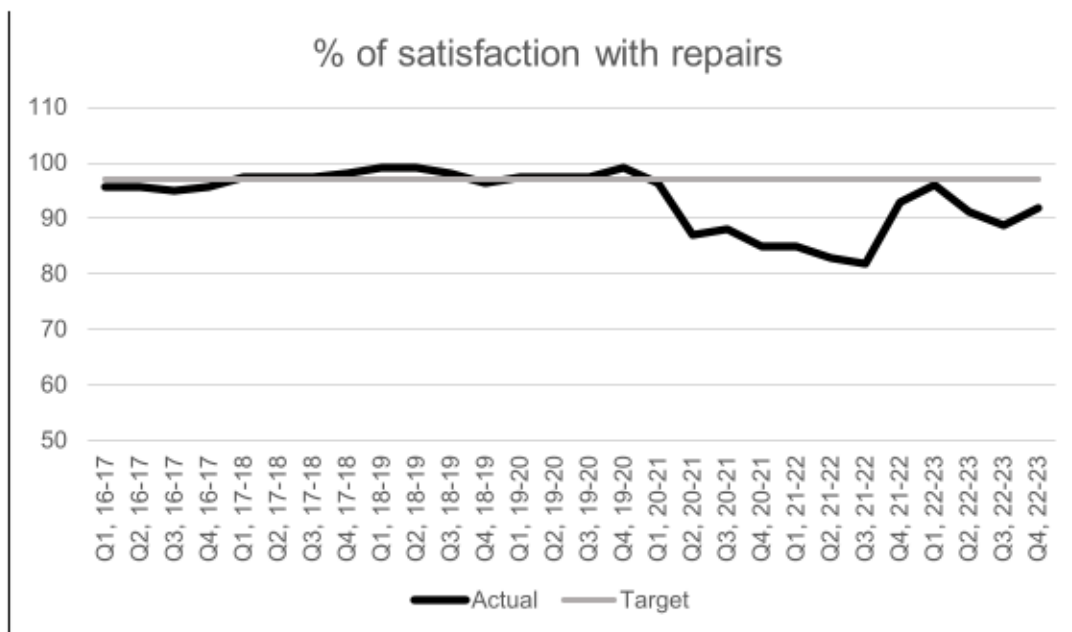


Quarterly KPIs

Percentage of satisfaction with repairs: AH204

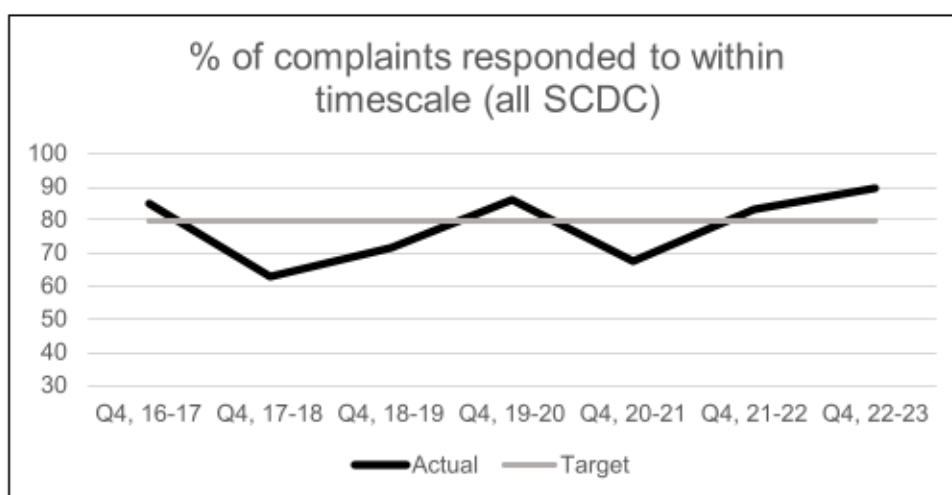
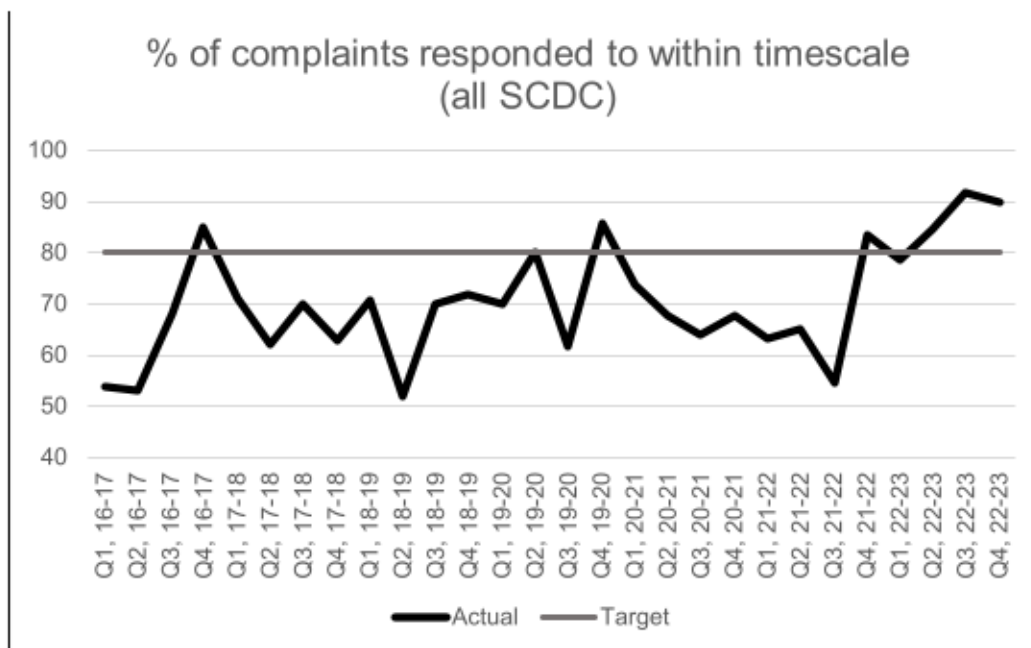
The percentage of satisfaction with repairs increased slightly during the 4DW compared to two Quarters preceding it, although this is still below the target point. However, the year-on-year comparison between January – March 2023 and January – March 2022 shows a slight drop in KPI performance during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



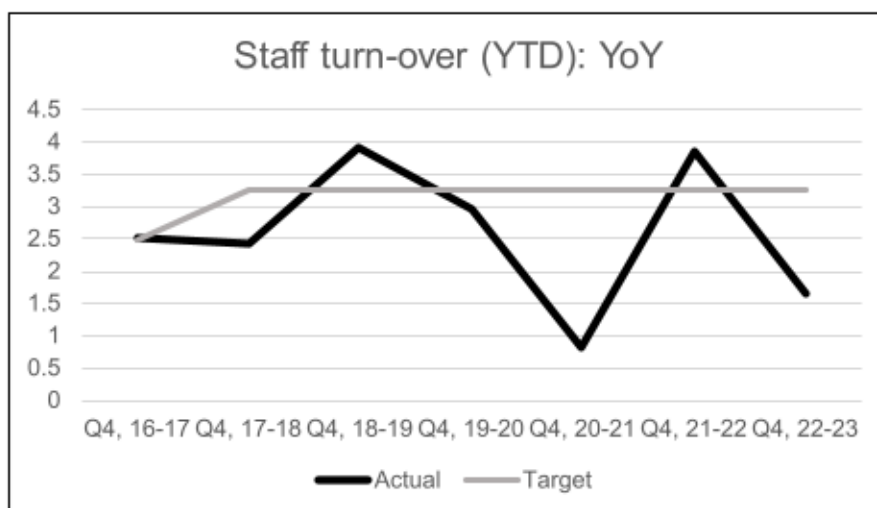
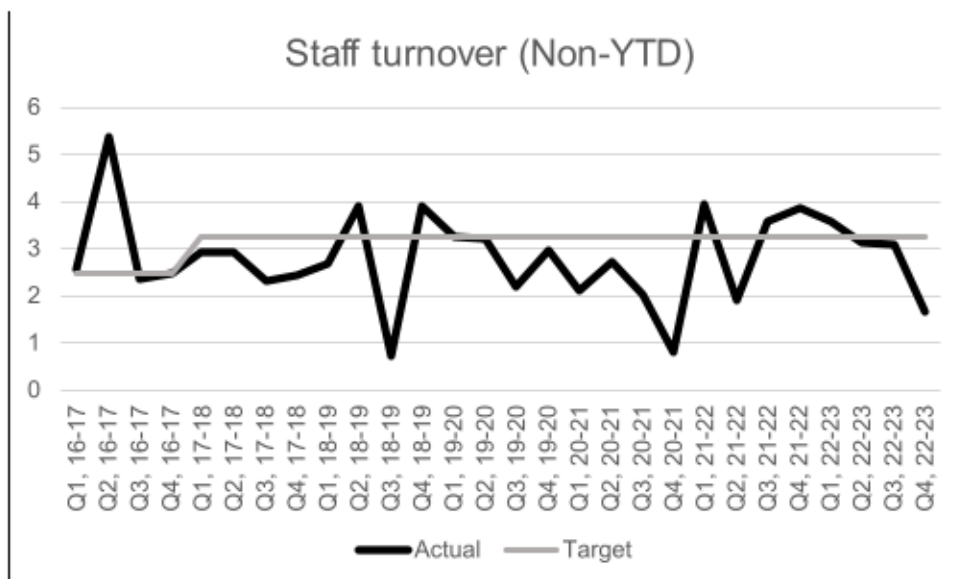
Percentage of complaints responded to within timescale: CC305

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.



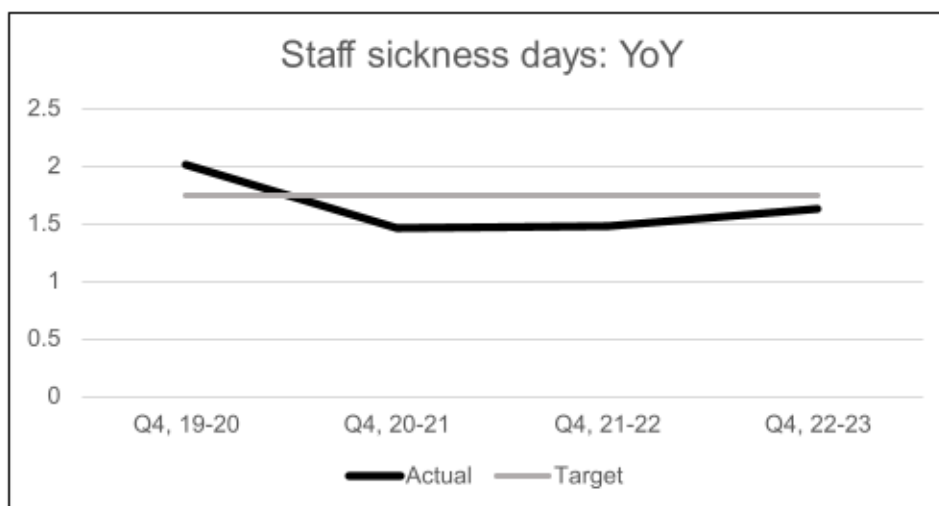
Staff turnover (non-cumulative): FS117

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.

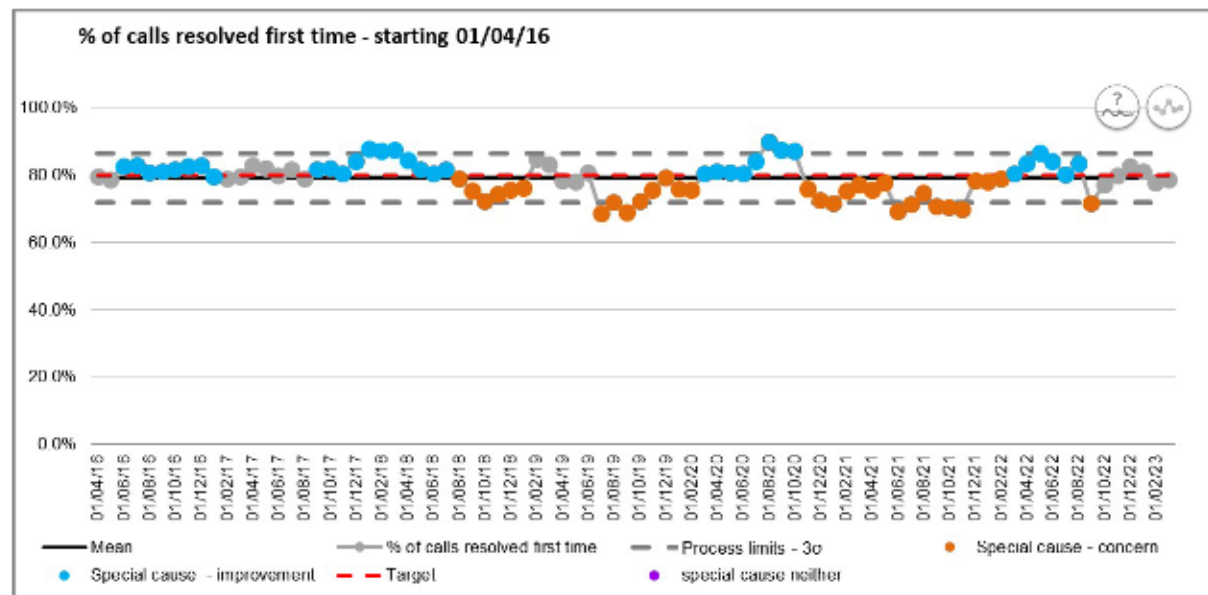


Appendix 2: Statistical process control (SPC)

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.

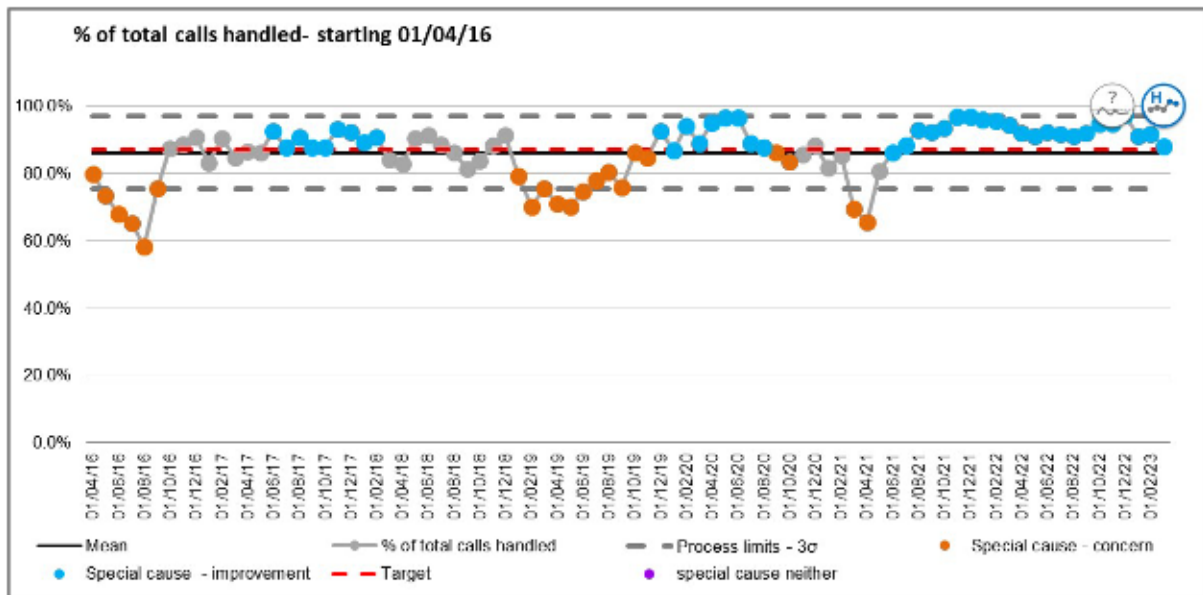
Percentage of calls resolved first time: CC302

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.



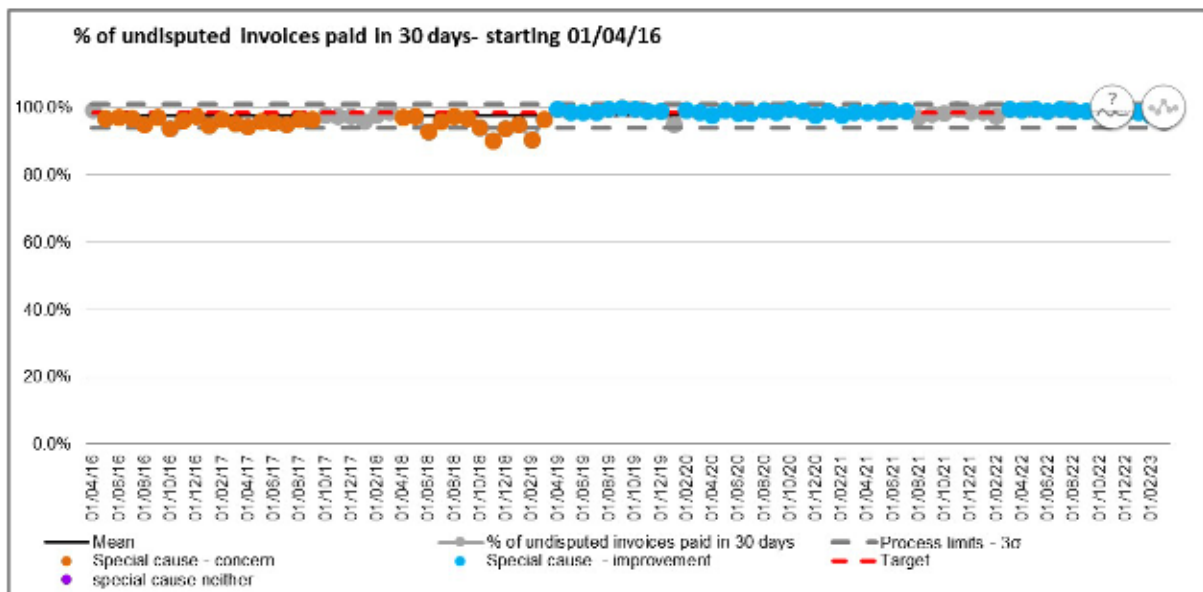
Percentage of total calls handled: CC 303

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



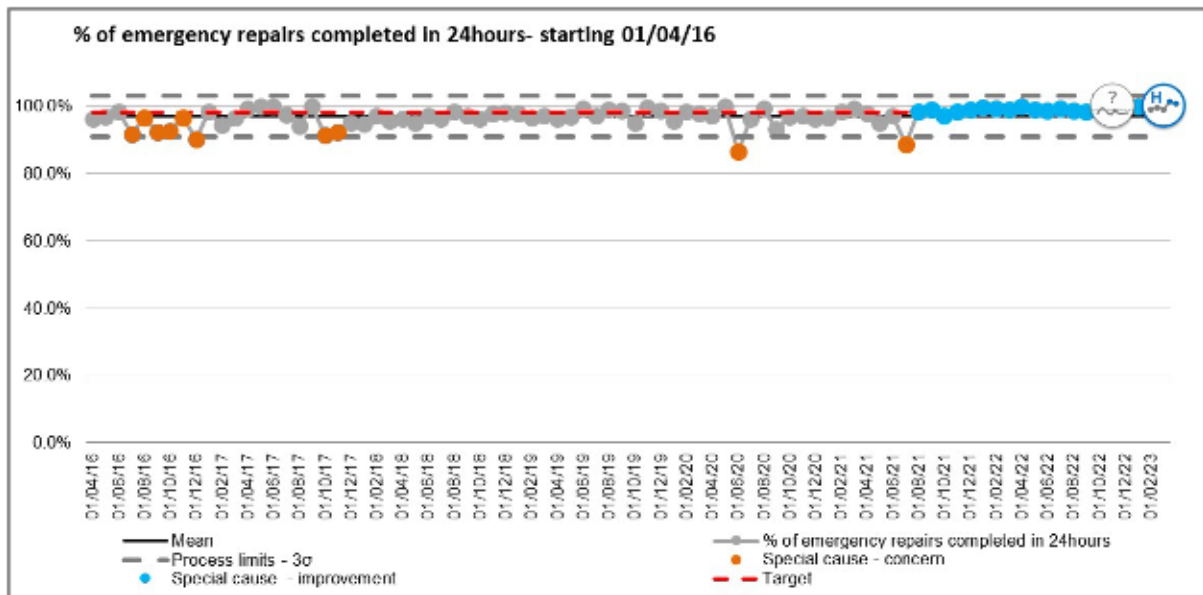
Percentage of undisputed invoices paid in 30-days: FS 109

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.



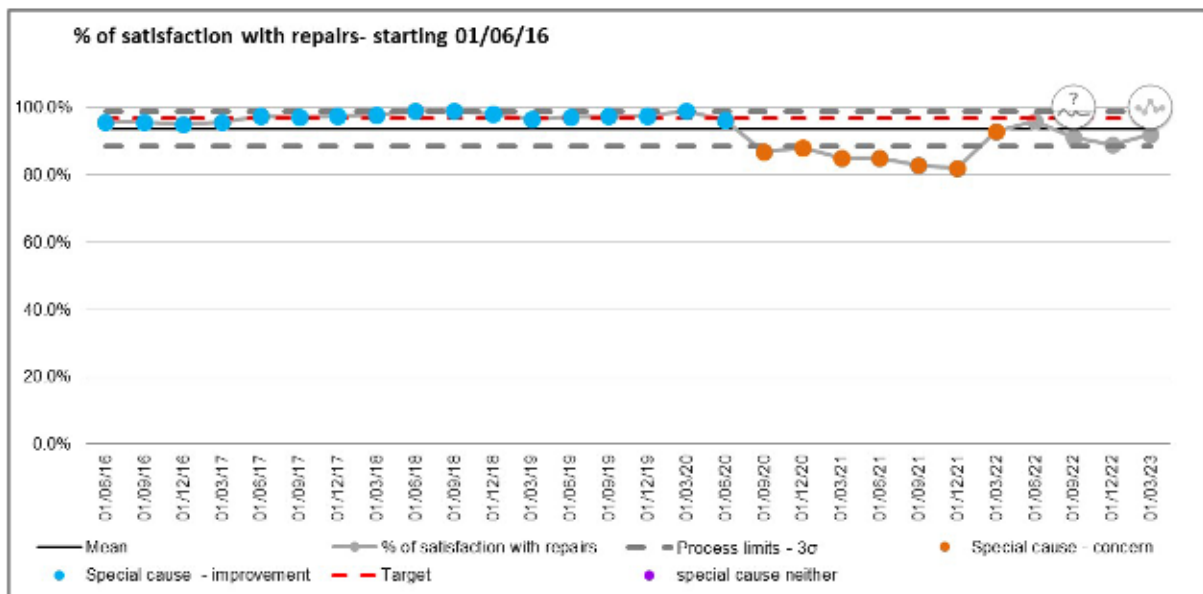
Percentage of emergency repairs completed within 24-hours: SH332

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



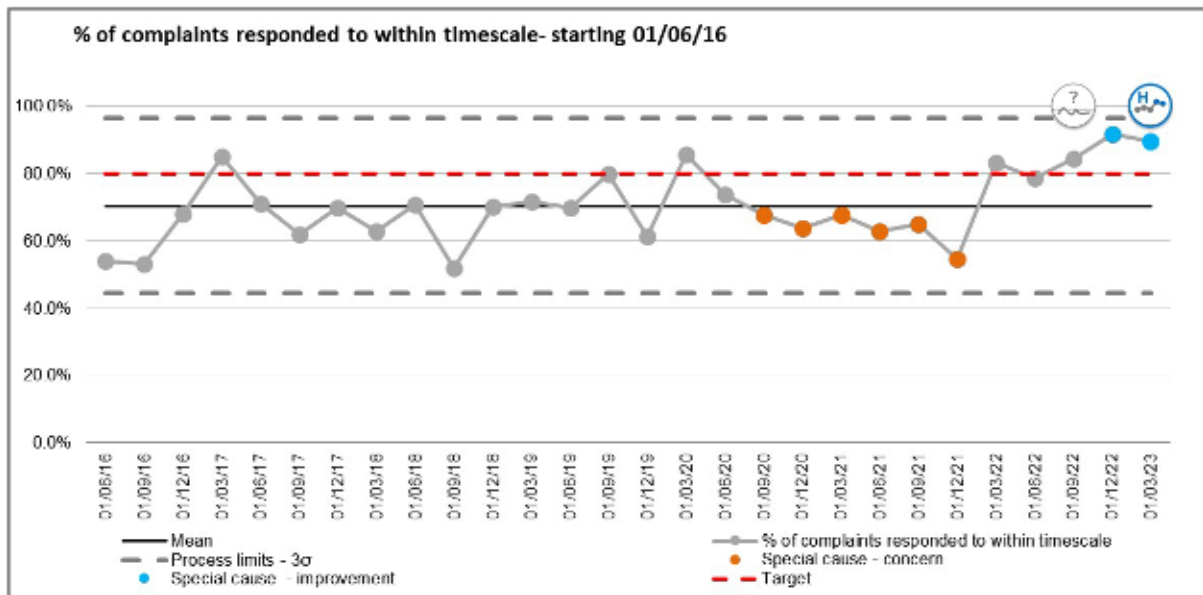
Percentage of satisfaction with repairs: AH204

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.

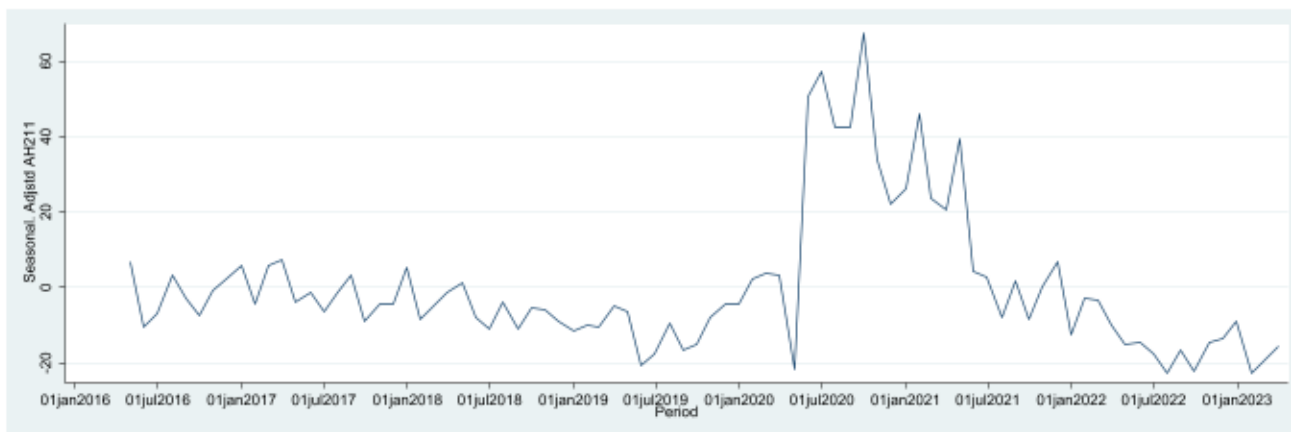
In each table is also the coefficient 'DUM_4DW' which shows how much the four-day work week changes the difference between the means of the reference month (December) and the four-day-work-week months. **In the table below, for example, it could be interpreted that on average the four-day work week reduces 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

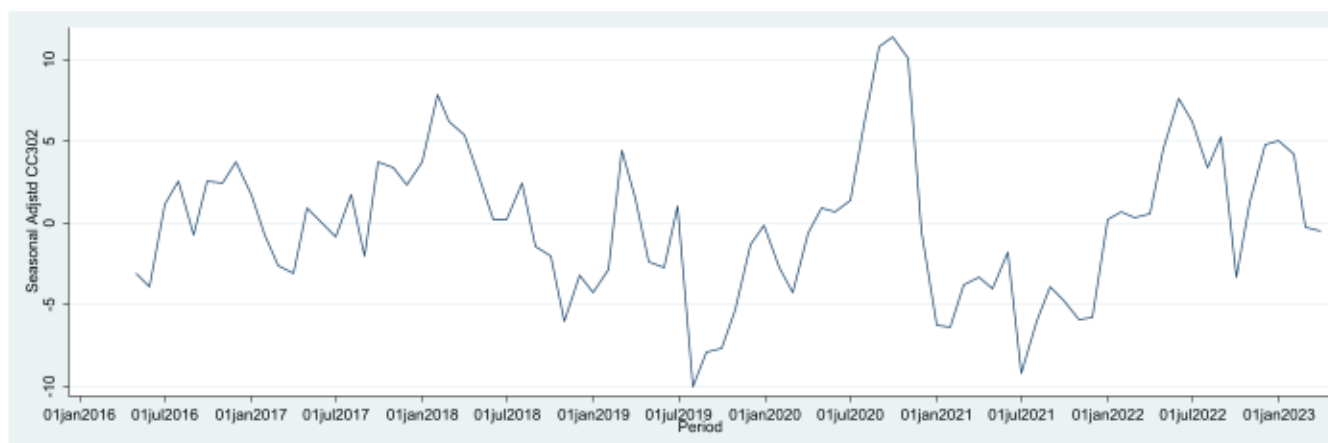
The four-day work week increases the gap between the averages of January – March 2023 and December by five percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, and it increases the percentage of calls resolved first time; however, 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

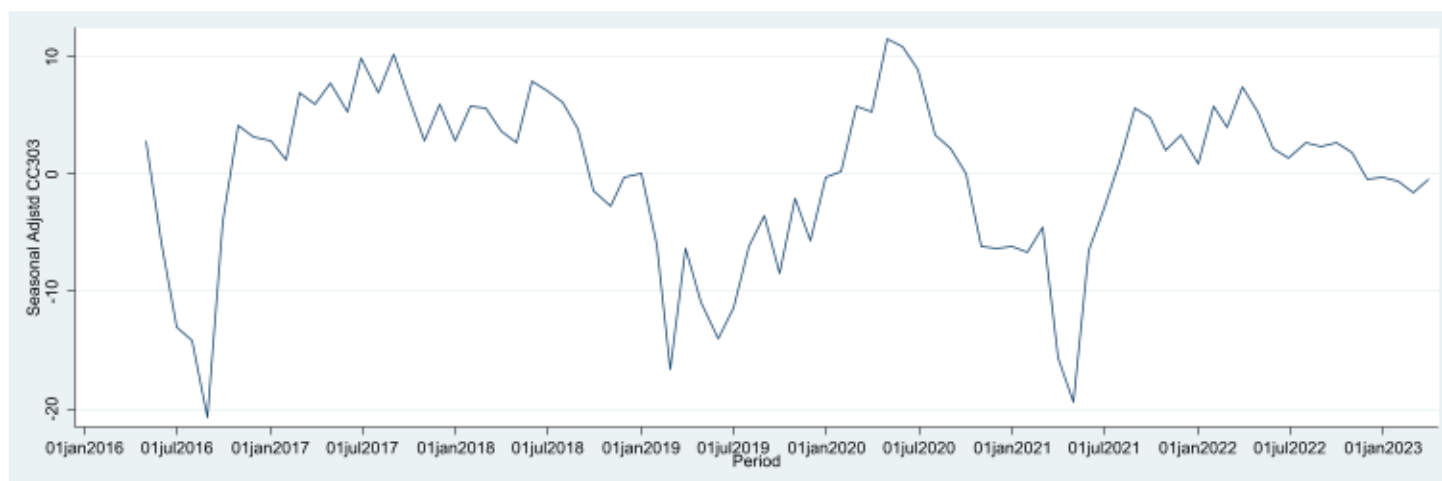
The four-day work week reduces the gap between the averages of January – March 2023 and December by 0.7 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it reduces the percentage of calls handled; however, this difference is 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

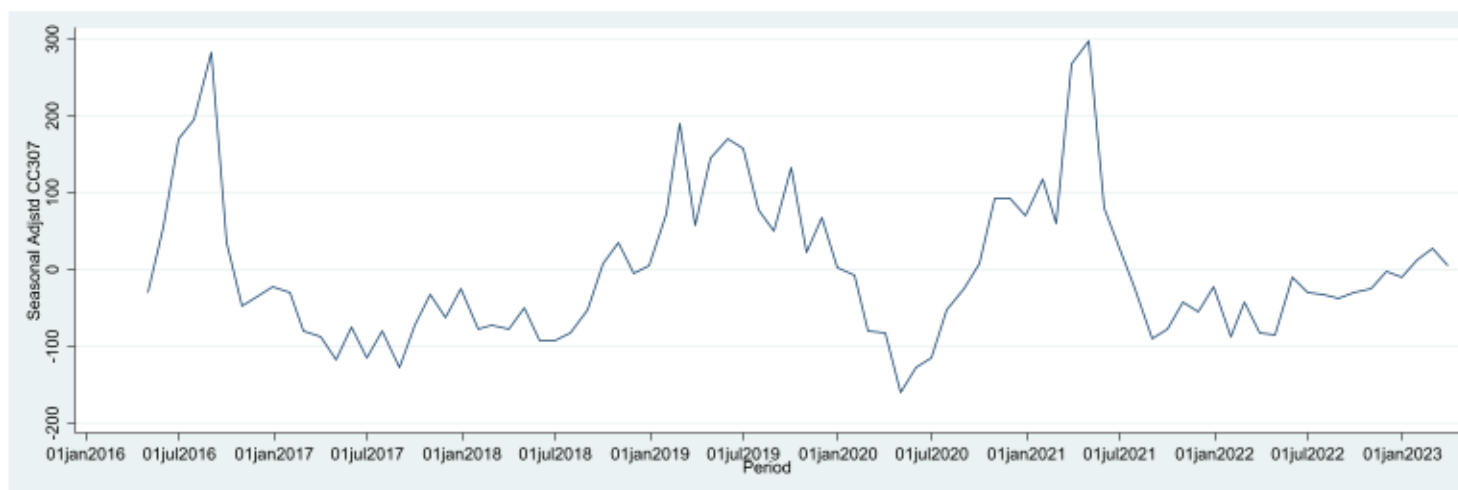
The four-day work week increases the gap between the averages of January – March 2023 and December by 14.5 percent. In other words, controlling for seasonality, the four-day work week has a negative effect on this KPI performance, as it increases the average call answer time; however, this difference 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

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

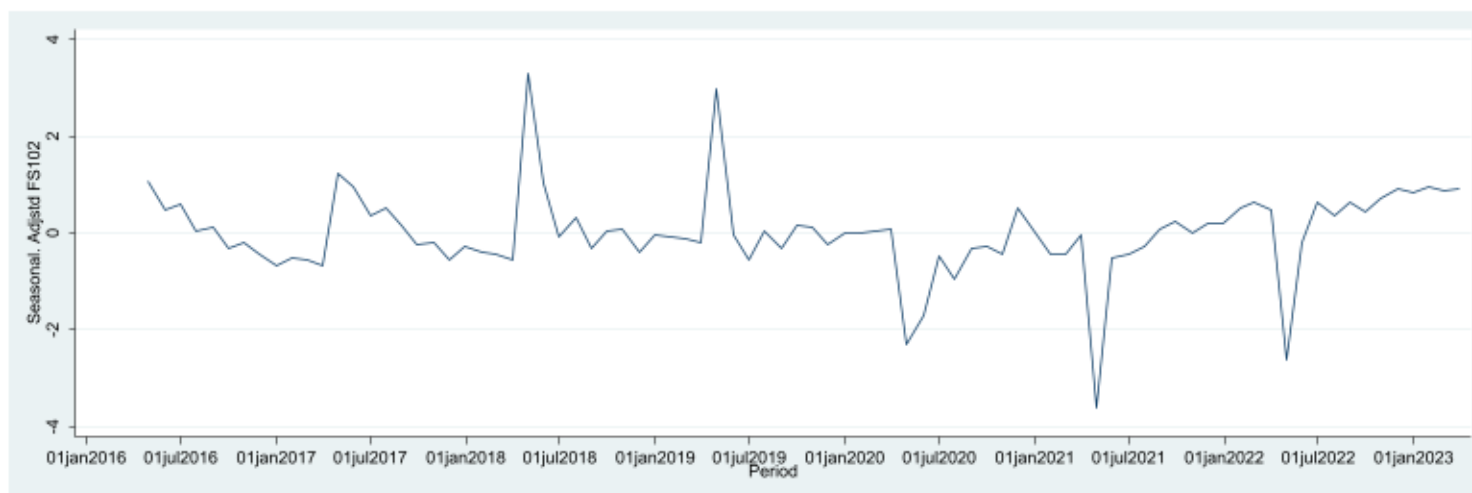


Percentage of housing rent collected: FS102

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

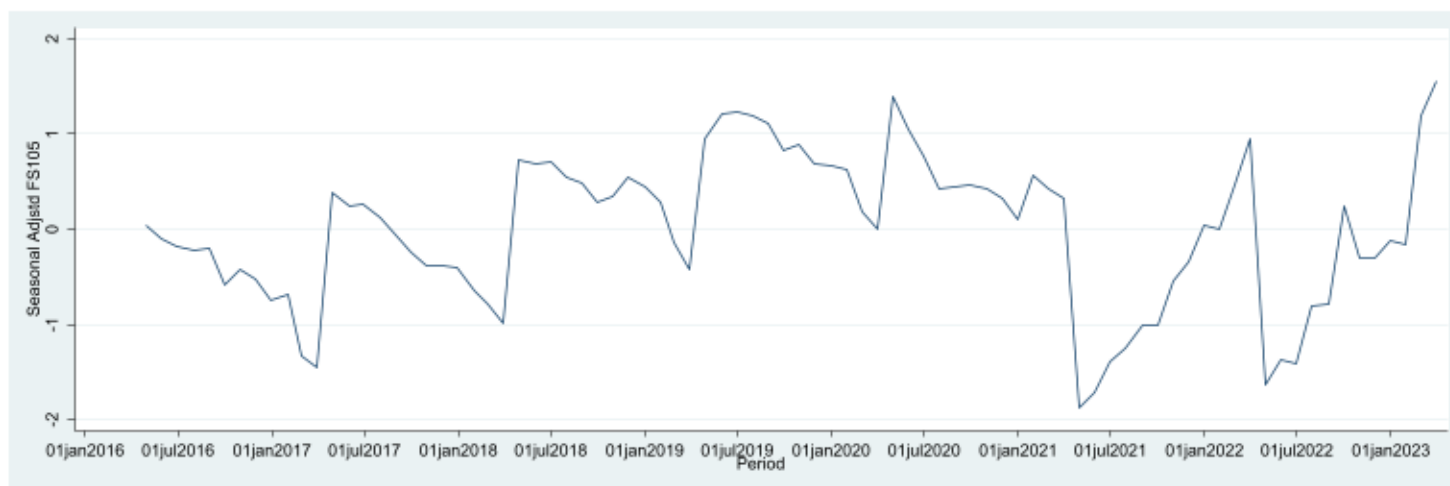


Percentage of council tax collected: FS 105

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



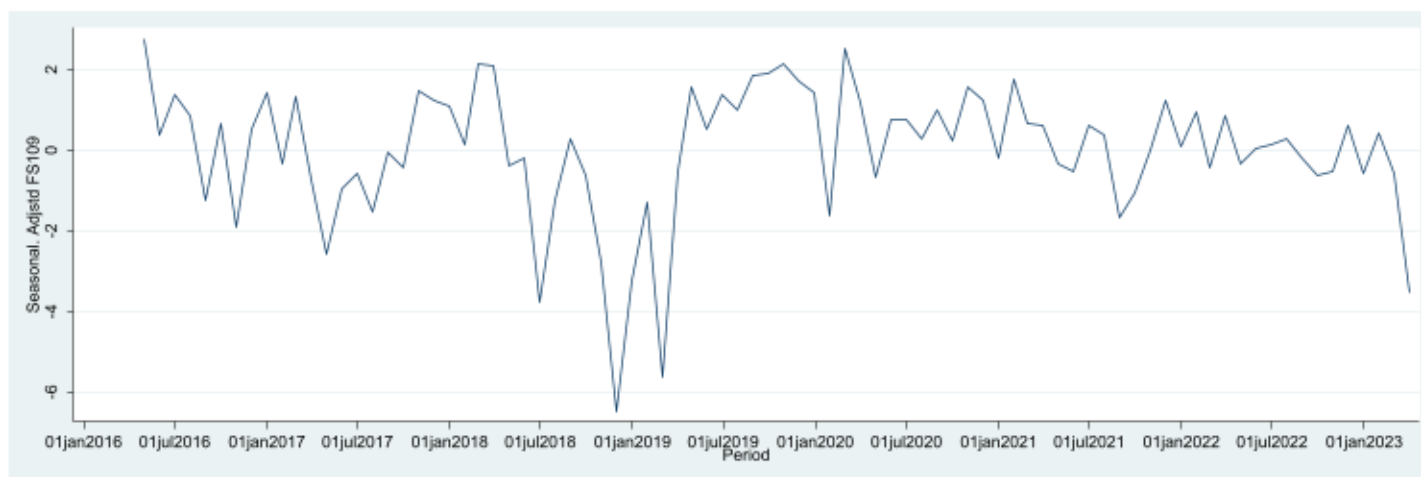
Percentage of undisputed invoices paid in 30 days: FS109

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	

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



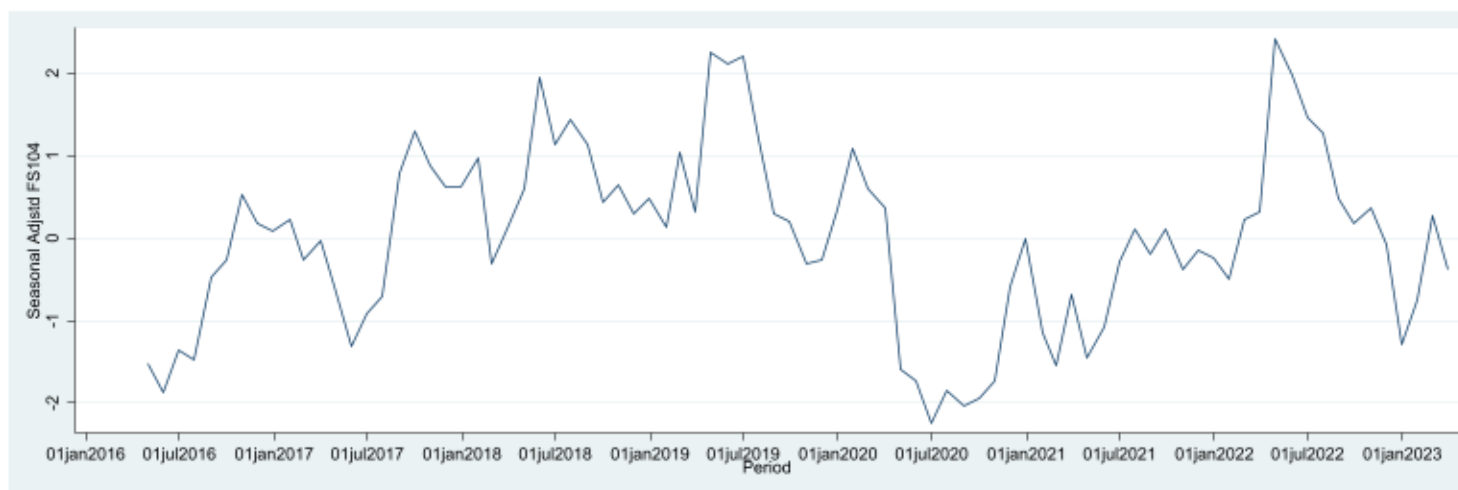
Percentage of business rates collected: FS104

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

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



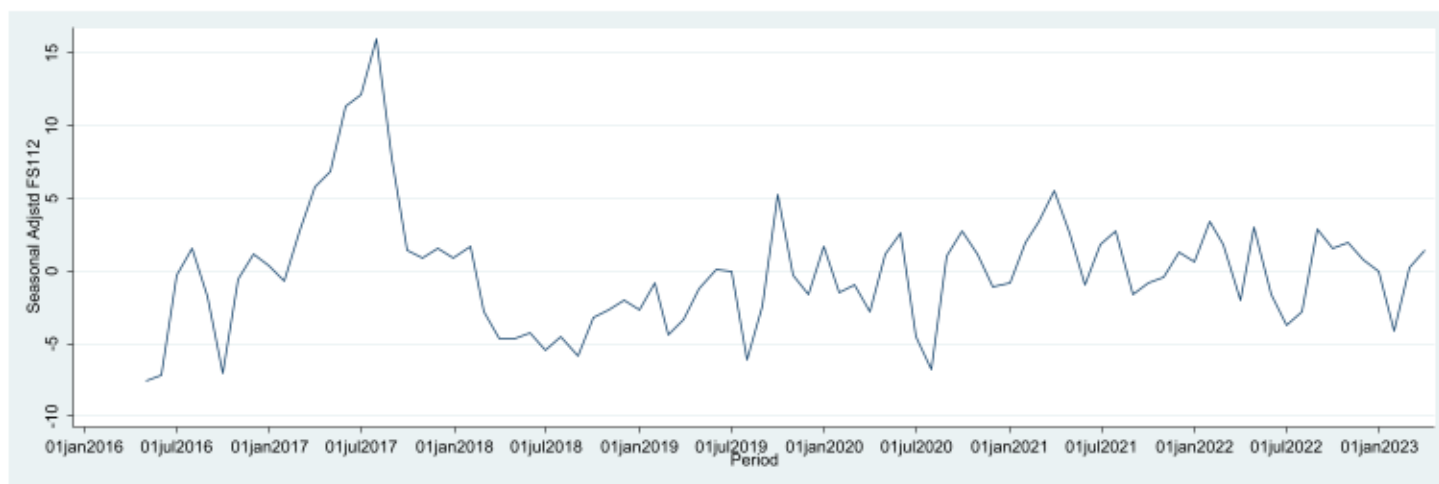
Average number of days to process new HB/CTS claims: FS 112

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	

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



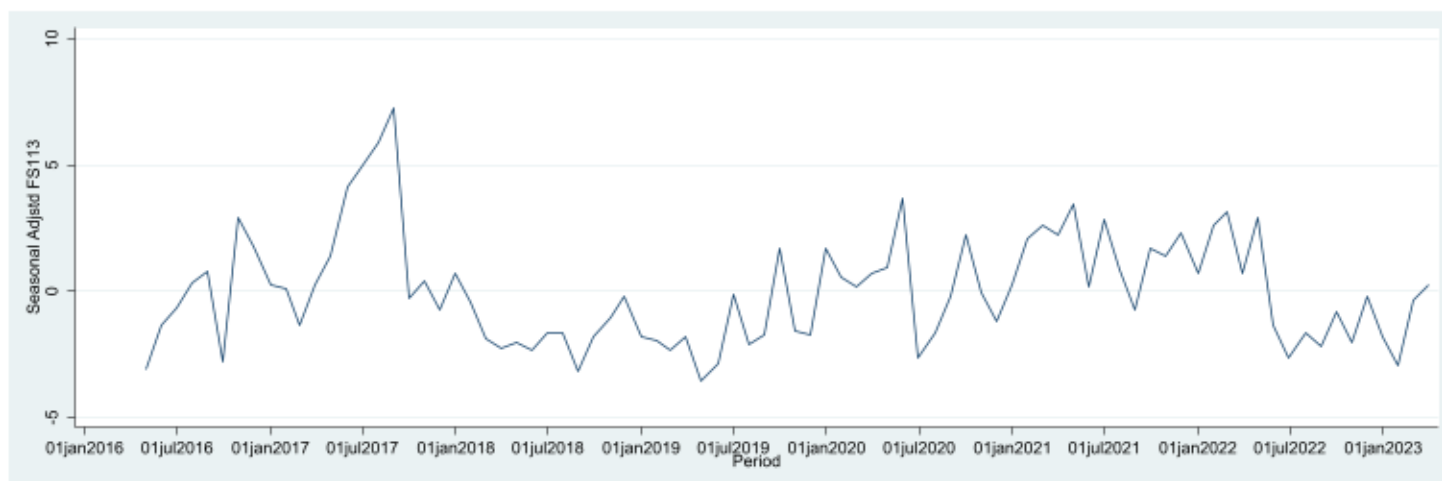
HB/CTS change event processing days: FS113

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	Coeff.	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	

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



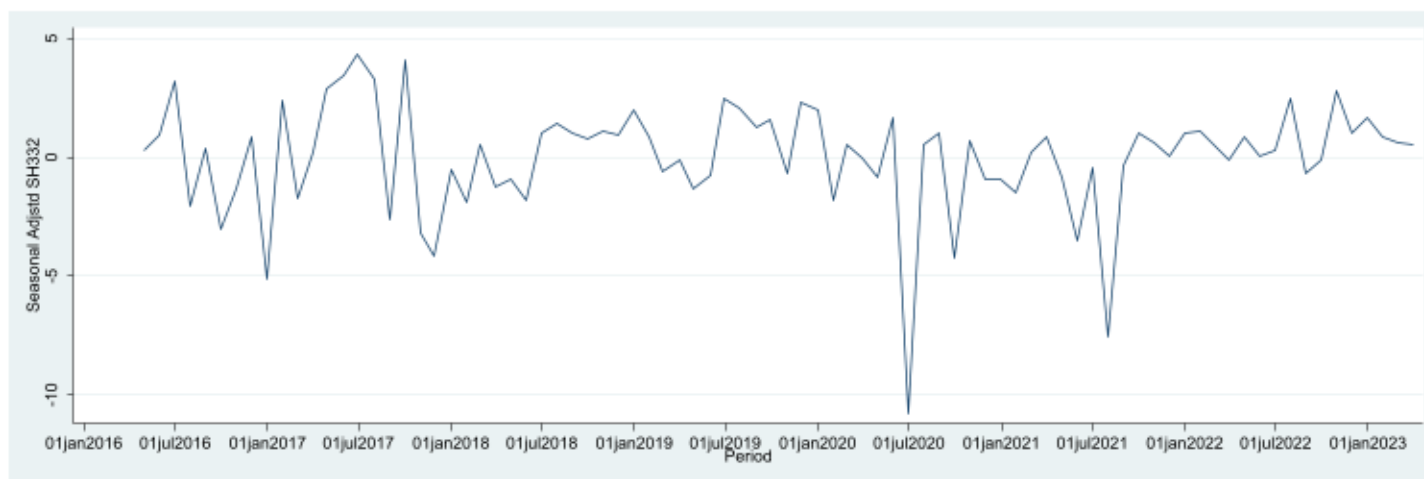
Percentage of emergency repairs completed in 24-hours: SH 332

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	

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



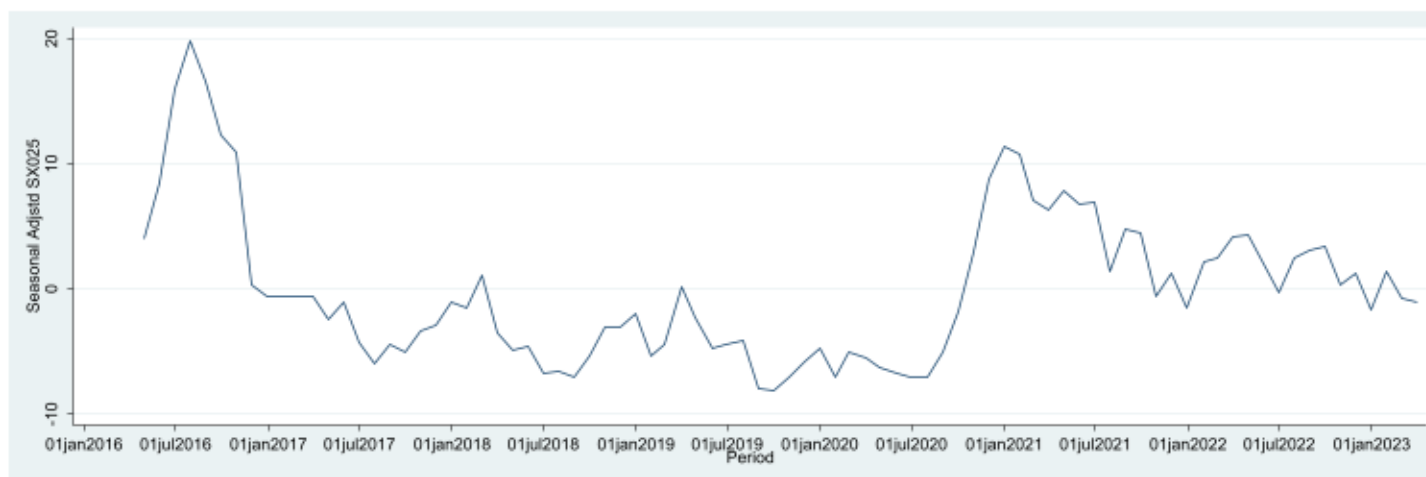
Average land charges search response days: SX025

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

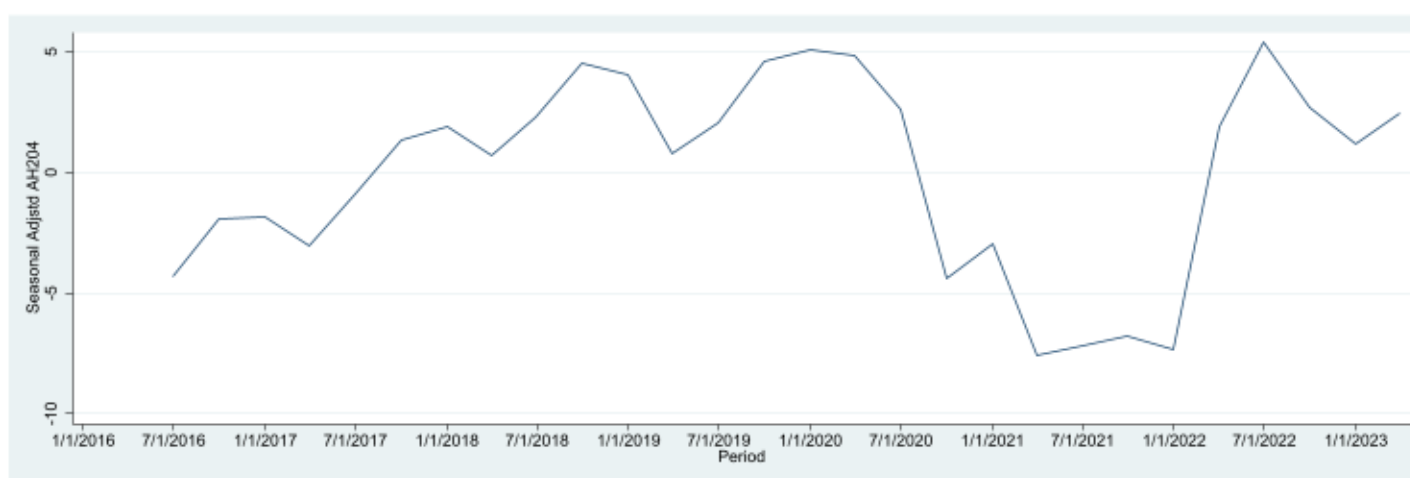
The four-day work week increases the gap between the averages of Q4, 2022/23 and Q1 by 3.2 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of satisfaction with repairs; however, this difference 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

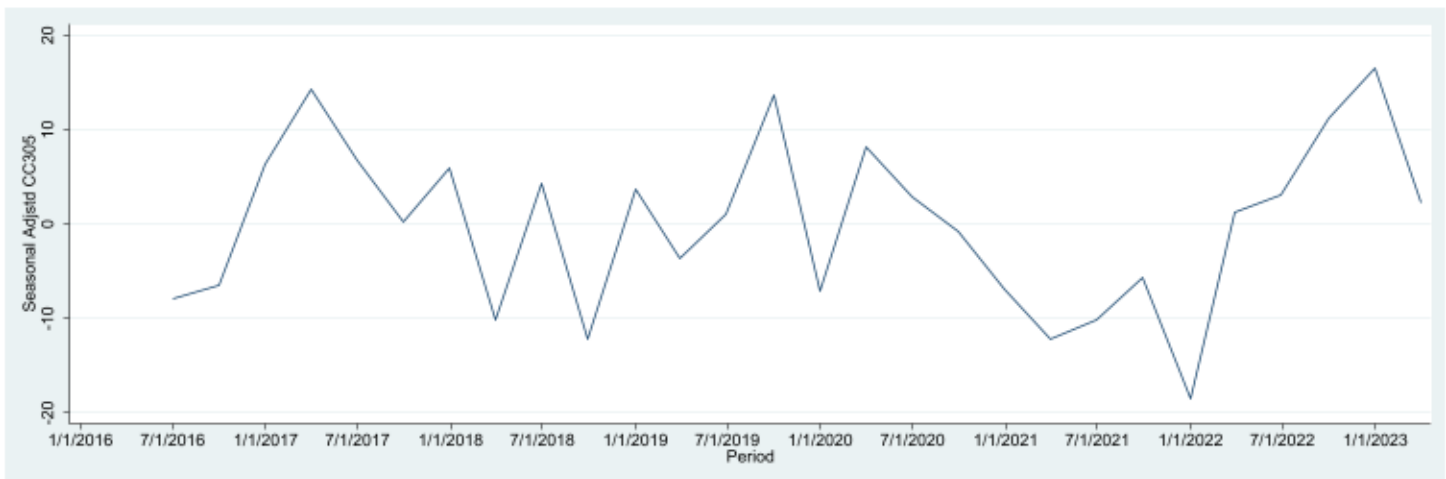
The four-day work week increases the gap between the averages of Q4, 2022/23 and Q1 by 6.0 percent. In other words, controlling for seasonality, the four-day work week has a positive effect on this KPI performance, as it increases the percentage of complaints responded to within timescale; however, this 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

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



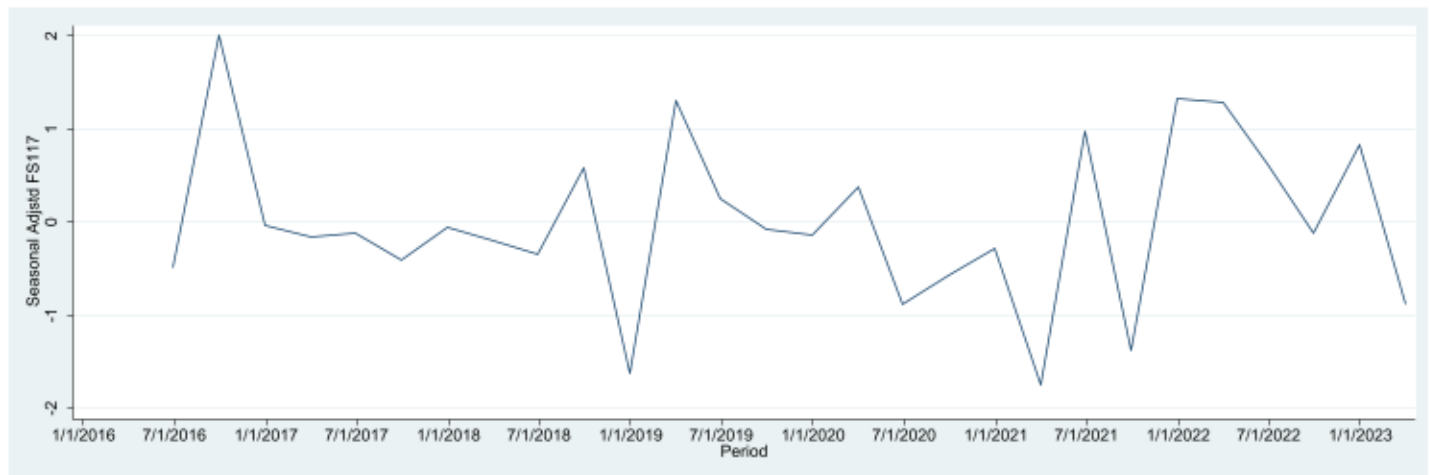
Staff turnover (non-cumulative): FS117

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	

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



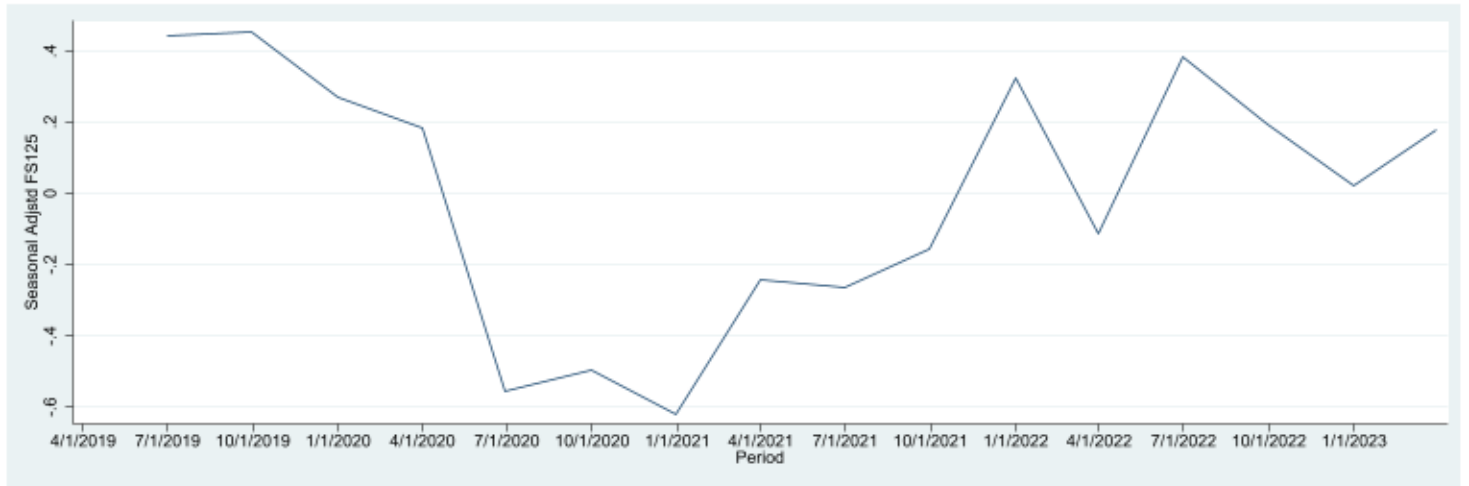
Staff sickness days per FTE excluding SSWS (non-cumulative): FS125

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

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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

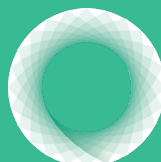
With regard to the above-mentioned partial lack of availability or accessibility of contact persons, several members suggested that it would be helpful if members could contact SCDC officers via Microsoft Teams. This would allow them to see who is currently online and who is out of office before emailing 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
Resilience	78 (+2)	82 (+4)	+4	+5% ***
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% ***
Health	55 (-4)	63 (+4)	+8	+15% ***
Physical Health	54 (-3)	60 (+4)	+6	+11% ***
Mental Health	56 (-6)	65 (+5)	+9	+16% ***
Engagement	68 (-1)	74 (+5)	+6	+9% **
Motivation	71 (-2)	76 (+5)	+5	+7%
Organisation Commitment	62 (+1)	69 (+8)	+7	+11% ***
Employee Commitment	70 (-4)	78 (+3)	+8	+11% ***
Subjective Wellbeing	62 (-2)	67 (+3)	+5	+8% ***
Positive Wellbeing	52 (-5)	60 (+3)	+8	+15% ***
Sense Of Purpose	71 (-1)	74 (+2)	+3	+4% *
Six Essentials Overall	67 (+1)	73 (+7)	+6	+9% ***
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).

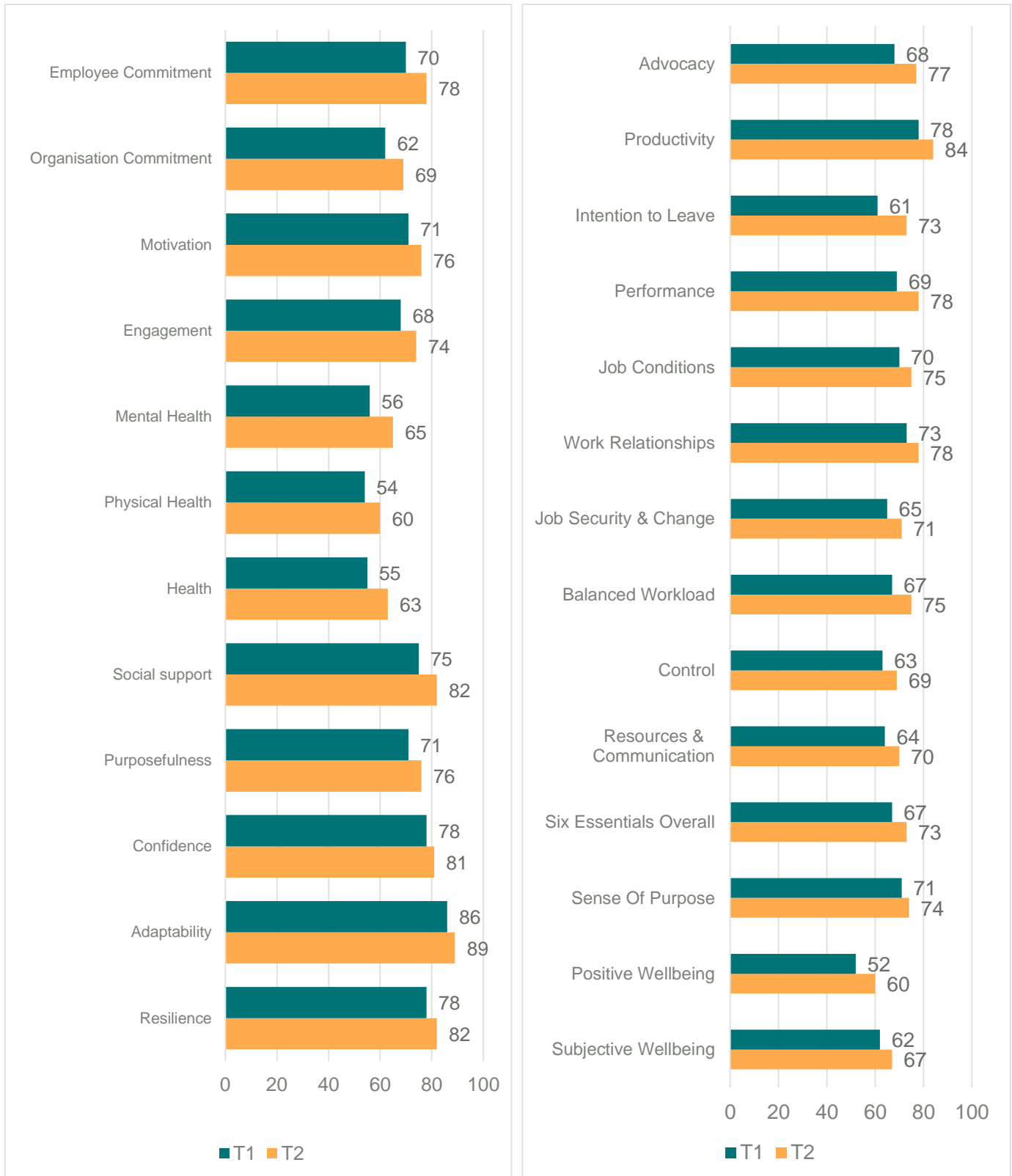
Figure 2: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Good Days at Work	3.90 (-3)	4.40 (+7)	+0.50	+13% ***
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
Performance	69 (0)	78 (+1)	+9	+13% ***
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
Resilience	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% *
Health	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% ***
Engagement	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% **
Subjective Wellbeing	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%
Six Essentials	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% **
Good Days at Work	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

	Housing				Finance				Executive			
Item	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	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%
Health	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%
Engagement	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%
Subjective Wellbeing	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%
Six Essentials	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%
Performance	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%
Good Days at Work	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 $p < 0.05$

	Transformation, HR and Corporate Services				Shared Waste and Environment				Shared Planning			
Item	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	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% **
Health	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% **
Engagement	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% **
Subjective Wellbeing	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%
Six Essentials	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%
Performance	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% ***
Good Days at Work	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
Resilience	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% ***
Health	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% ***
Engagement	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% ***
Subjective Wellbeing	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% *
Six Essentials	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% ***
Performance	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% ***
Good Days at Work	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?

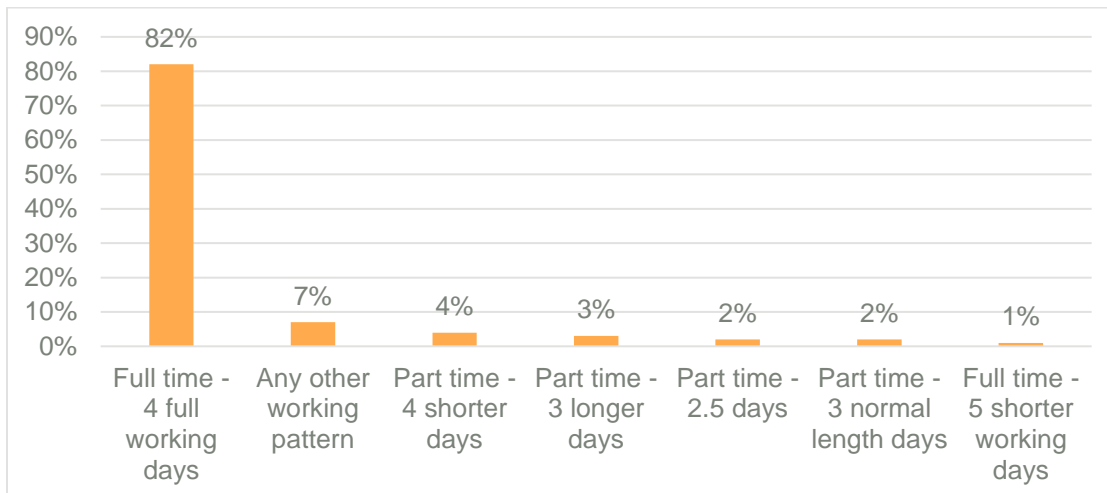
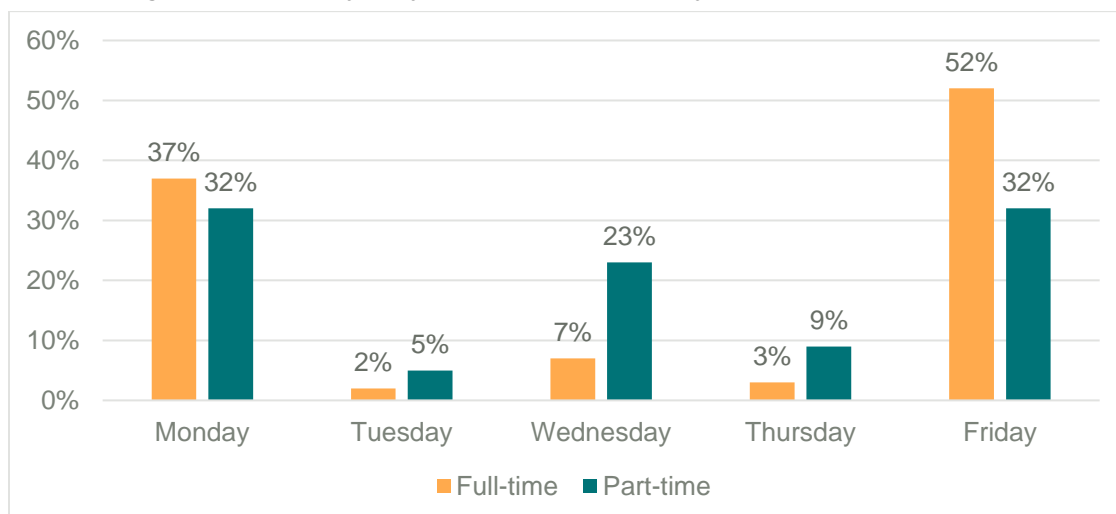
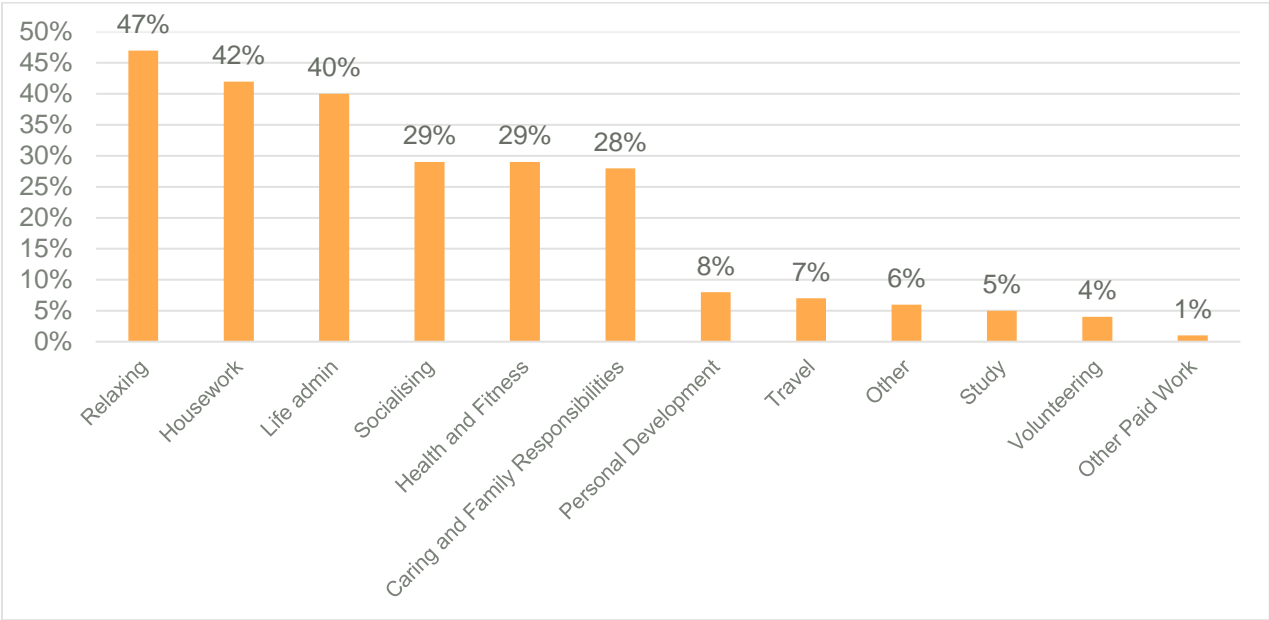


Figure 9: Which day did you take off for the 4 Day Week Trial?



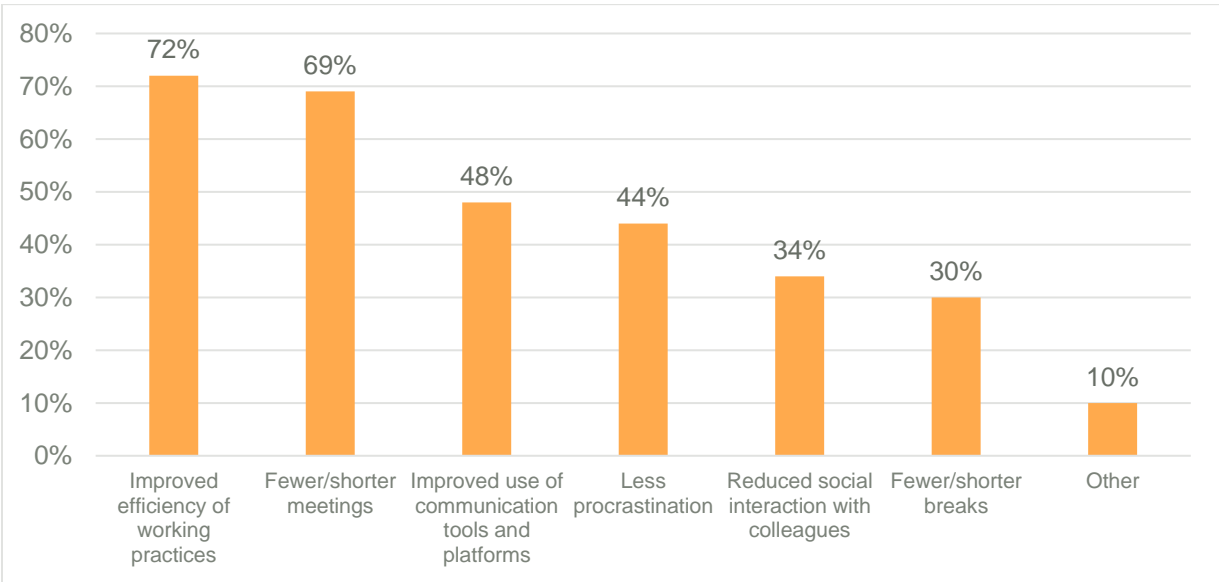
The top five activities employees spent the most time on during their extra day or time off during the trial were ‘Relaxing’ (47%), ‘Housework’ (42%), ‘Life Admin’ (40%), ‘Socialising’ (29%), and ‘Health and Fitness’ (29%). Following just behind these activities, 28% of employees spent the most time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

Figure 12

During the 4 Day Week Trial, did you feel your work days intensified?

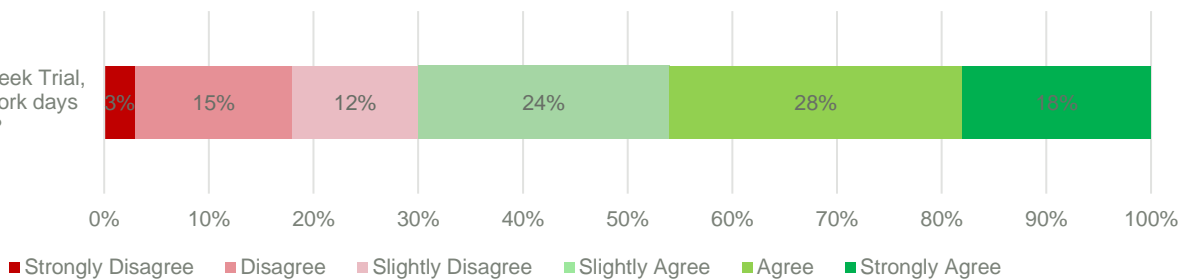


Figure 13

During the 4 Day Week Trial, did you feel that your levels of stress increased?

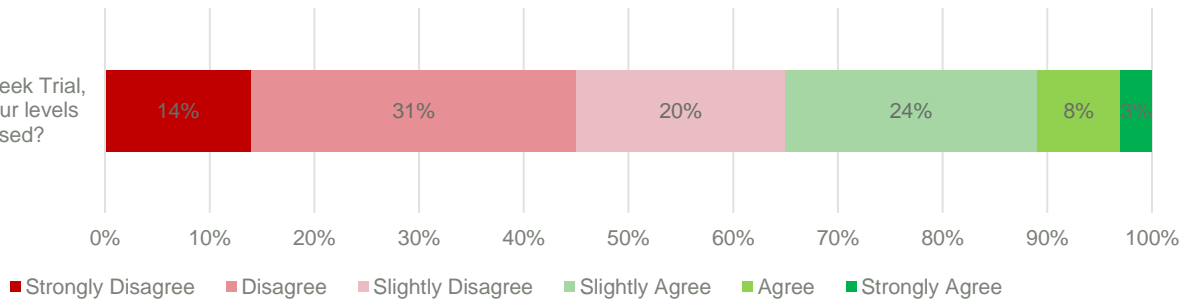
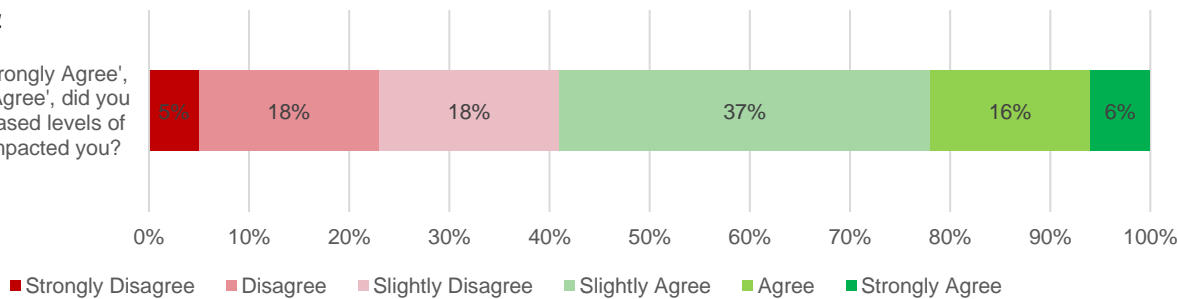


Figure 14

As you selected 'Strongly Agree', 'Agree' or 'Slightly Agree', did you feel that your increased levels of stress adversely impacted you?



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?

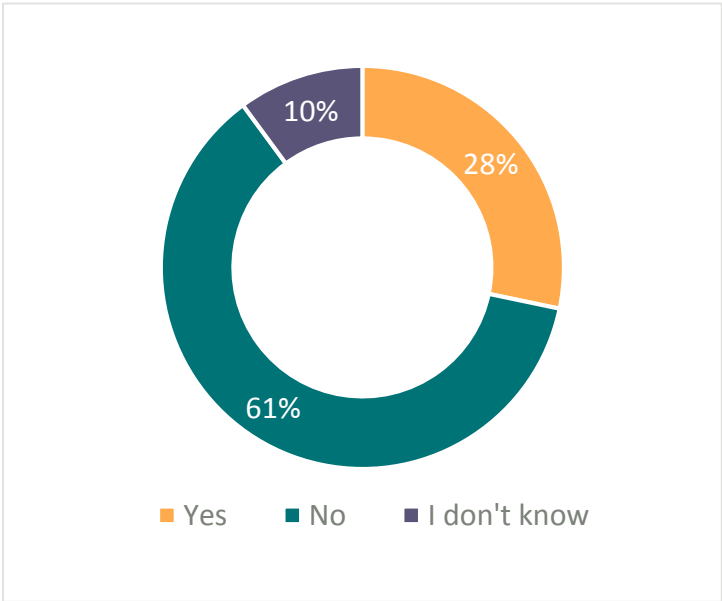
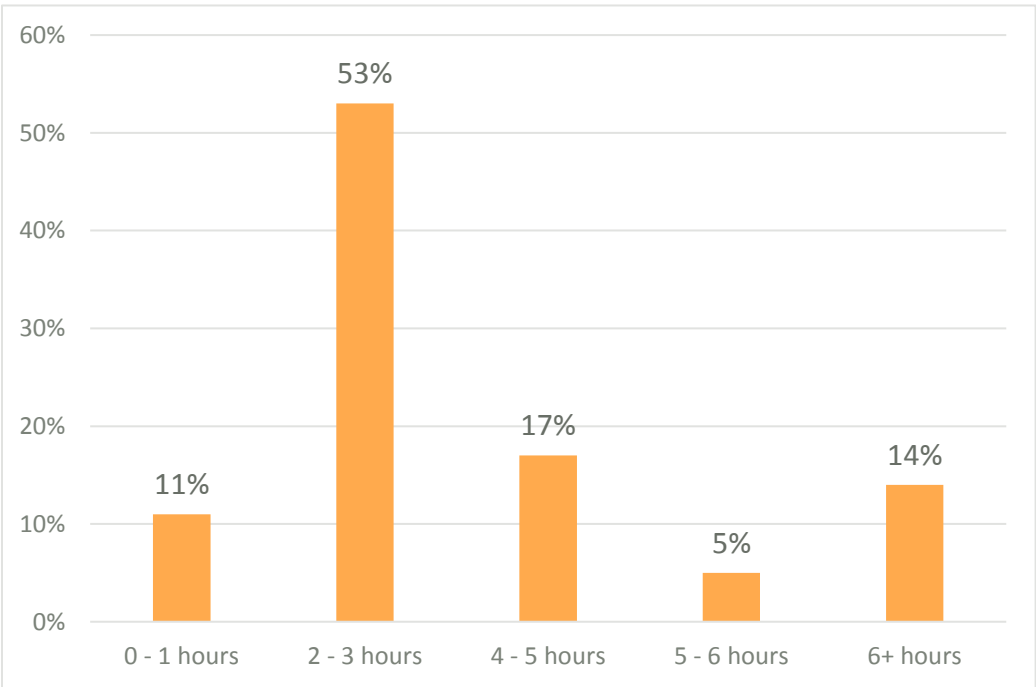


Figure 16: How many more hours did you work on average, per week?



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 17

Do you feel SCDC have the tools and processes in place to make the 4 day work week work?

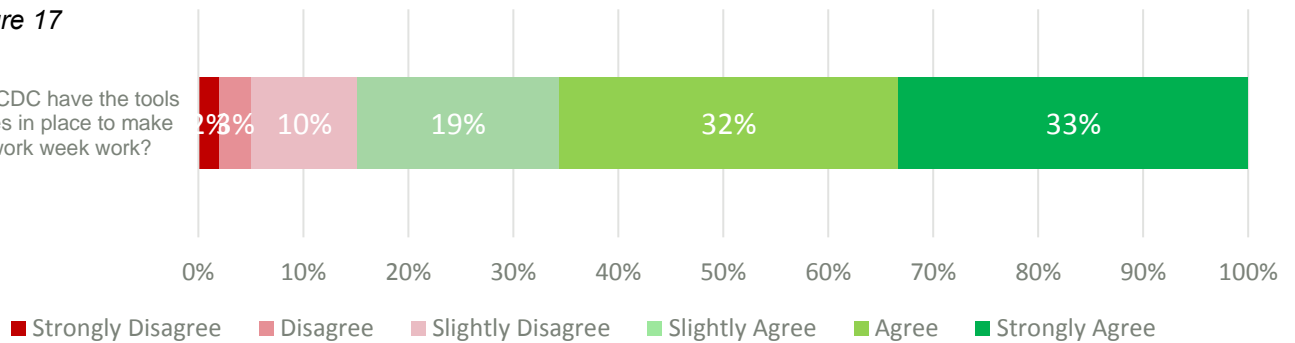


Figure 18

Do you feel it's worthwhile putting in extra effort at work in order to work 80% of hours for 100% of pay?

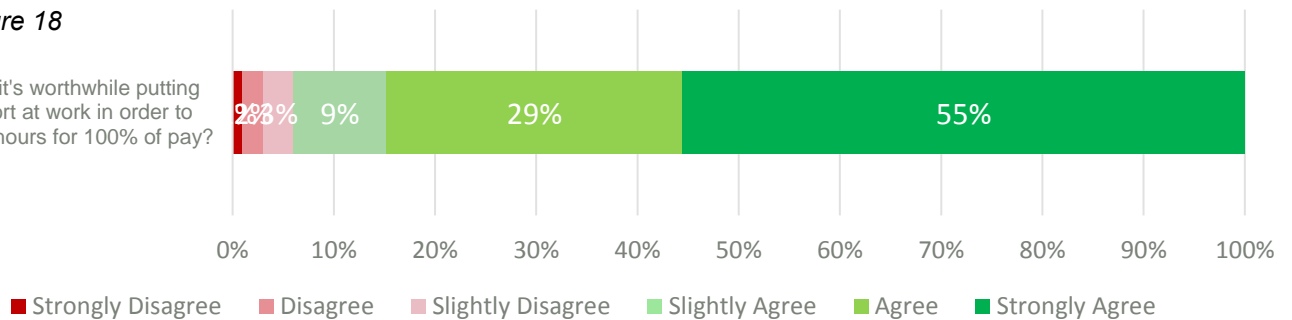
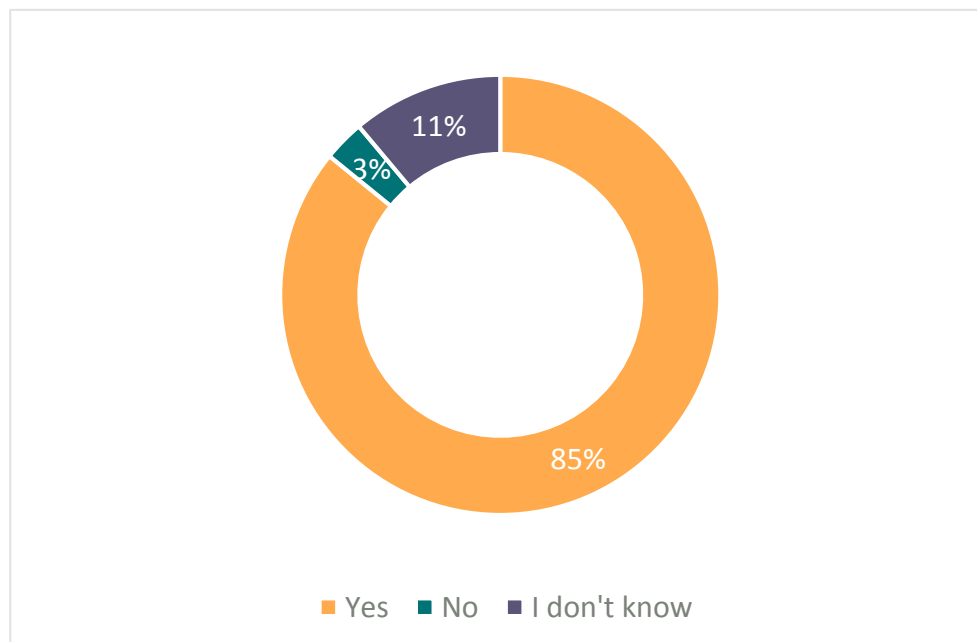


Figure 19: Would you be more likely to apply for a job with a permanent 4-day week employer?



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)*

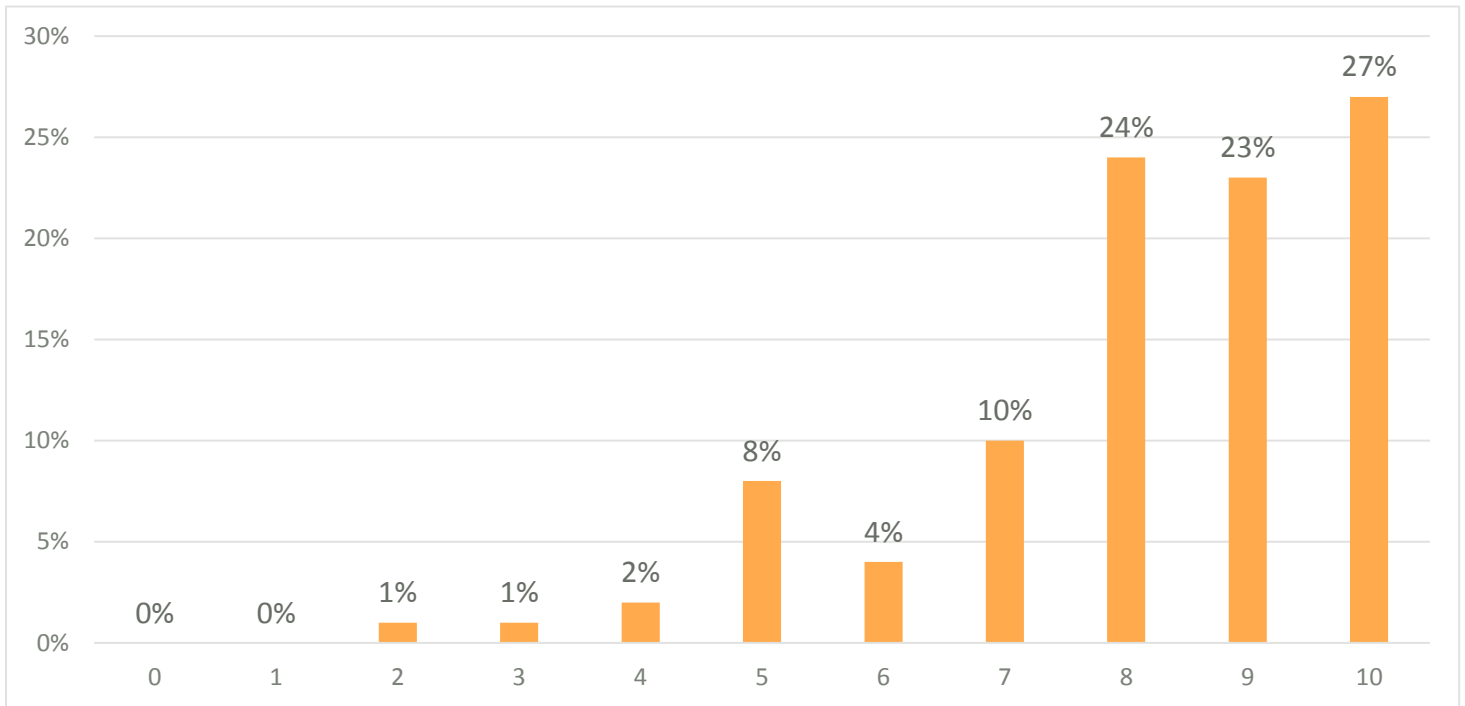
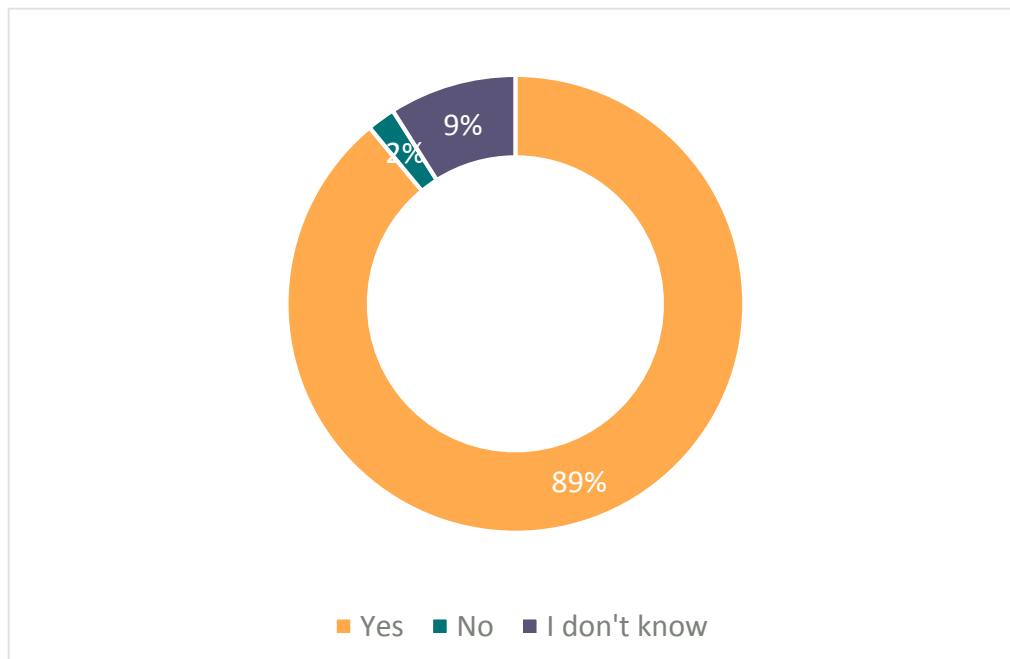


Figure 21: Would you like SCDC to move permanently to a 4 day week?



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

	T1		T2		
Question	Agree	Disagree	Agree	Disagree	Increase in Agree
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.

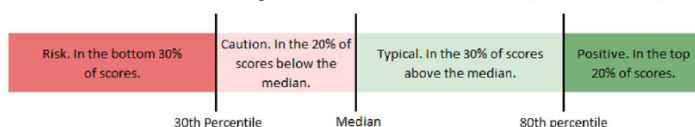
How is the benchmark calculated?

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 30th 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 80th 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)

robertsoncooper

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