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Thursday 07 September 2023

To: Chair – Councillor Sally Ann Hart
Vice-Chair – Councillor Anna Bradnam
Members of the Employment and Staffing Committee – Councillors
Sunita Hansraj, Mark Howell, William Jackson-Wood, 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 at South Cambridgeshire Hall on **Friday, 15 September 2023** at **10.00 a.m.**

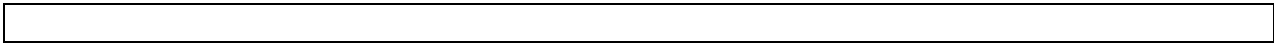
Members are respectfully reminded that when substituting on committees, subcommittees, and outside or joint bodies, Democratic Services must be advised of the substitution ***in advance of*** the meeting. It is not possible to accept a substitute once the meeting has started. Council Standing Order 4.3 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 28 June 2023 as a correct record.	5 - 8
4.	Staff Health and Wellbeing Survey	9 - 118

5.	HR Recruitment, Retention and Absence data - June and July 2023	119 - 126
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Agenda Item 3

South Cambridgeshire District Council

Minutes of a meeting of the Employment and Staffing Committee held on
Wednesday, 28 June 2023 at 10.00 a.m.

PRESENT: Councillor Sally Ann Hart– Chair
Councillor Anna Bradnam– Vice-Chair

Councillors: John Williams Sunita Hansraj
Mark Howell Richard Stobart

Officers: Helen Cornwell HR Service Manager
Laurence Damary-Homan Democratic Services Officer
Jeff Membery Head of Transformation, HR and Corporate
Services

1. Apologies for Absence

The Chair, Councillor William Jackson-Wood, sent Apologies for Absence. The Vice-Chair, Councillor Sally Ann Hart, assumed the role of Chair for the meeting and Councillor Anna Bradnam was appointed, by affirmation, as Vice-Chair for the meeting.

Councillor Mark Howell was not present at the start of the meeting.

2. Declarations of Interest

There were no Declarations of Interest.

3. Minutes of Previous Meeting

Minute 6 was amended to reflect that the meeting had been scheduled for 10am, not 2pm. With the amendment, the Committee authorised the Chair to sign the Minutes of the meeting held on 2 May 2023 as a correct record, by affirmation.

4. Review of Hybrid Policy

The HR Service Manager presented the report. Members stated that the CIPD report was useful but requested that it be listed as the Chartered Institute of Personnel and Development at least once in the report; officers confirmed that the Council did not take part in the CIPD research. It was also requested that a definition of hybrid working be provided at the beginning of future reports. Members discussed a number of topics:

IT provision

The Committee discussed IT provision and officers informed Members that IT products were updated on an ongoing basis and a rollout of new laptops was underway. In response to a question regarding staff with poor internet connection at home, officers advised that all equipment necessary for work was made available for all staff in the office.

Wellbeing monitoring for staff in a hybrid working environment

In response to Member questions and comments, officers informed the Committee that managers were being equipped with the skills they need to ensure the wellbeing of their staff. Training and guidance was being provided by HR and teams had been told to get together at least twice a month to ensure the sense of team was preserved in a hybrid environment. Officers advised that all staff had been moved to the first floor of the office which would help build a sense of community amongst those who came into the office for work.

Performance monitoring

Members were informed that training for managers to monitor team performance was provided. Opportunities to enrol in the leadership academy had been given to managers and team charters had been implemented to assist managers in ensuring their teams were on track. Key Performance Indicators (KPIs) were referenced, and the Committee was informed that Leadership Team were monitoring KPIs to try and recognise issues and address them pre-emptively. It was noted that the use of Microsoft Teams had helped teams stay in regular contact, especially those whose work required them to be mobile across the District. Officers informed the Committee that some departments had effective management information systems in place and that the Council aimed to rollout management information systems to all teams within the next 12-18 months.

Working with confidential documents

Members enquired as to how confidential documents were managed in a hybrid working environment. Officers advised that all staff were given GDPR training and confidentiality training was provided where appropriate, with staff working with awareness of their environments when handling confidential documents. It was noted that most confidential documents were held securely in electronic format which provided greater security. The Committee was advised that all work was undertaken on Council issued devices which could be remotely wiped in case of theft or loss. Members suggested that the use of computed privacy screens by those working with confidential documents be explored.

Hybrid working for Members

It was clarified that the Member survey was to gather data on both how Members found working themselves in a hybrid environment, as well as with officers. Officers advised that work was ongoing to give Members greater access to shared online resources. Members enquired as to how information on the hybrid policy was shared with the wider Membership and officers agreed to look into including information on hybrid working in future Weekly Bulletins.

Councillor Mark Howell joined the Committee during the discussion

Members expressed support for the policy, noted its importance and thanked officers for the review. The Council was commended for being a leader in adapting to hybrid work. The Committee **recommended** that the policy be reviewed again in a year's time, with any updates to be provided in the meantime, and **noted** the report.

5. HR Recruitment, Retention and Absence Data for May 2023

The HR Service Manager presented the report. Members stated that the use of white text in blue boxes was difficult to read requested that in future an alternate form of presentation be used. Clarity was sought over the timeframe that the report referred to and if the data was utilised by HR staff. Officers advised that the data was came from standard reporting packages and agreed to look at alternative presentation. It was

confirmed that the data related to the previous month, but HR staff had a wider set of data which was regularly monitored to determine if any areas of concern were arising and if any interventions were required. It was noted that management also utilised the data.

Regarding retention, it was asked if it was possible to see what the effect of different policies, such as the hybrid policy or 4-day week (4DW) policy. Officers advised that a number of surveys with applicants to roles, discussions with new staff and exit interviews were all being undertaken to provide further data. It was noted that survey responses required honesty and were not 100% accurate, but they were a useful tool to generate an overview. Members commented that, whilst it was still early in the 4DW trial, recruitment had improved after years of difficulties recruiting. Officers advised that it was too early to effectively assess if this was a direct result of the 4DW trail but that the filling of previously difficult to fill roles seemed to be more than a coincidence.

The Committee **noted** the report.

The Meeting ended at 10.45 a.m.

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Agenda Item 4



**South
Cambridgeshire
District Council**

Report to:	Employment & Staffing Committee 15 th September 2023
Lead Cabinet Member:	Cllr John Williams
Lead Officer:	Jeff Membery

Staff Health and Wellbeing Survey – actions taken and areas of concern

Executive Summary

1. In August 2022 we conducted an all staff survey to gather health and wellbeing information. The survey was completed by Robertson Cooper, who then compared our results to their database in order to score and categorise our results. They have a database of over 70,000 results, allowing them to rank each topic into the following:
Dark Green – Positive
Light Green – Typical
Light Red – Caution
Dark Red – Risk
2. The 2022 survey was completed by 310 employees in total, and gave us an overall score of 3.95/5 Good Days at Work. Compared to the benchmarks scores, this score was categorised as a caution. In April 2023 we invited colleagues to complete the same survey again, with some additional questions around the 4 Day Week trial. The 2nd survey was completed by 331 employees in total, and resulted in an overall score of 4.4/5 Good Days at Work, which compared to benchmarks is categorised as positive.

Key Decision

3. No

Recommendations

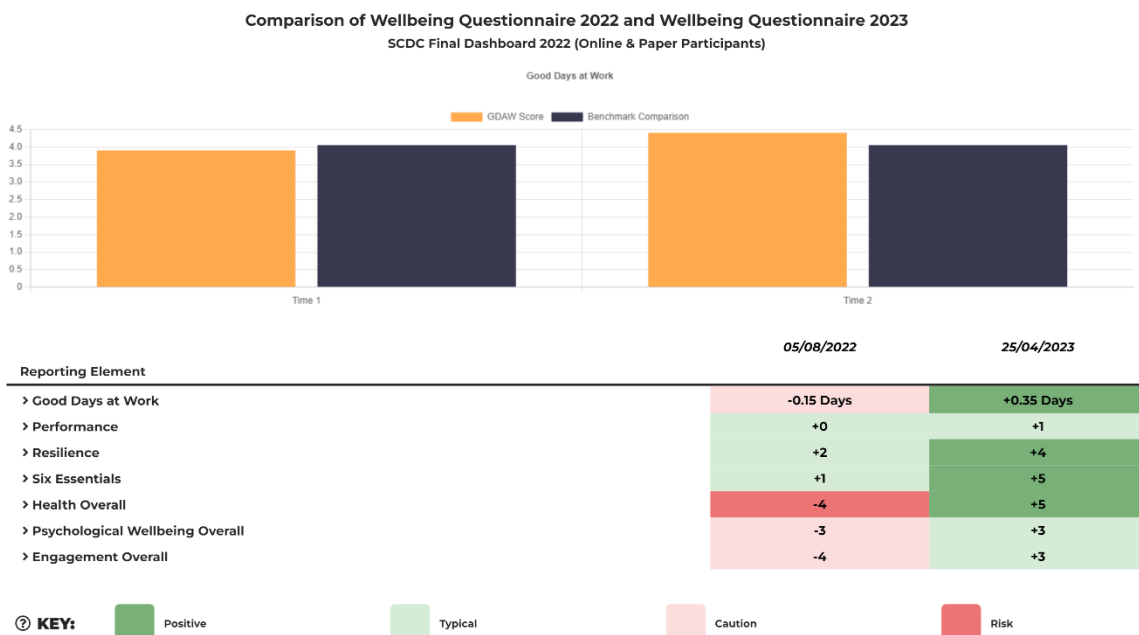
4. It is recommended that the committee note the report.

Reasons for Recommendations

- The report is a summary of actions taken and highlighting where further actions are needed. This is for information only.

Details

- The 2022 survey identified that across the whole workforce physical health was an area of caution, and mental health was an area of risk. 'Resources and communication' also scored consistently low across many services, as did 'safety at work'.
- By service area breakdown, the Greater Cambridgeshire Shared Planning Service and Finance returned the lowest results, with nearly every category being identified as a caution or a risk area. Similarly, those who identified themselves as being disabled (37 employees in total) were identified as caution or risk across all areas except 'adaptability', 'confidence', and 'balanced workload'.
- Of the concerns identified in the first survey, all have shown large improvements in the latest survey, with nearly all categories now showing as either typical or positive. There are still some caution and risk categories within our Finance Service, although there is currently a service review and restructure taking place which is likely impacting on how staff in that service are feeling.
- For our disabled colleagues, all categories are now showing as typical or positive except for mental and physical health, which are identified as areas of caution.
- The image below shows a comparison between the 2022 and the 2023 survey



11. What actions we took

12. Following the 2022 survey, we used the results to deliver some targeted actions of support to our colleagues. We have worked to promote the health and wellbeing supports that were already in place, and have also connected with other service providers to increase our offering, for example through the introduction of our Health Cash Plan which enables colleagues to better access health services.
13. We have delivered training on several health initiatives, and provided a suite of activities as part of Mental Health Awareness week. We have encouraged all staff to refresh their DSE assessment, and provided more information on the correct set up of work spaces to ensure no one is working in an unhealthy position for prolonged periods of time.
14. We have encouraged colleagues to work from the office on a more regular basis, to allow them to reconnect with other colleagues and reduce the 'loneliness' that some reported in the 2022 survey. We have also increased and enhanced our internal channels of communication, with the aim of ensuring all colleagues are kept informed of corporate changes or information related to their roles. This has been achieved by increased content in our twice-weekly vlogs, some new Teams channels being established, and a drive to increase the regularity of team meetings across the whole organisation.
15. Following the results around safety at work, our Health and Safety officer has undertaken a review of lone worker devices, to ensure these are both fit for purpose and colleagues are aware of their availability. We also ran compulsory training for colleagues identified as Lone Workers in October 2023, and have been promoting general health and safety information including risk assessments to all colleagues.

16. Further actions needed

17. We are continuing to provide support to the Finance service, to ensure their review is completed as quickly as possible and colleagues are kept informed and supported through this. We hope that once this period of change has concluded colleagues will feel more secure and better connected to the organisation. Similarly, while the Shared Planning Service's results indicated a great improvement, we are continuing with their ongoing work to support colleagues.
18. In the 2022 survey, part time colleagues reported similar results to the workforce as a whole, although their Good Day at Work rating was 4/5. The results of the 2023 survey suggest general improvements in nearly all categories, but not as much improvement as the full time staff results. In particular, the employee motivation, employee commitment, and subjective wellbeing scores are still cautionary, and their purposefulness and mental health scores are risks. Their overall score is now 4.3 good days at work, compared to the whole organisational score of 4.4 good days at work. We have received feedback from part time colleagues that they do not feel they have benefitted as much as full time colleagues under the 4 Day Week trial. As a result we have offered part-time colleagues the option of changing their 'non-working' time, to enable them to take one full non-working day a fortnight instead of part of a day each week, however

this was introduced around the time the survey was completed meaning we do not know yet what impact this has had. We are also continuing to work with part-time colleagues to review additional options to support their health and wellbeing, and have given Heads of Service the opportunity to increase part-time workers hours if they can justify the business case to do so and have the funding in place to allow this. We hope this will further improve the work experience for part-time colleagues.

Implications

19. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

20. There are no significant implications.

Appendices

Appendix A: Visual comparison of survey's

Appendix B: Presentation of results by Robertson Cooper

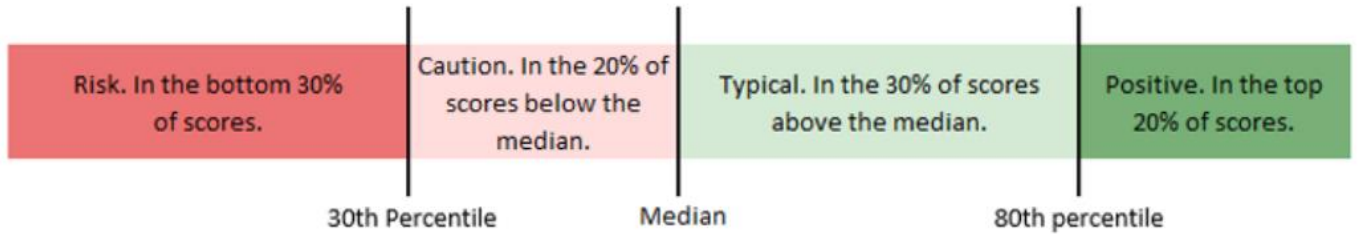
Report Author:

Chloe Whitehead – HR Business Partner

Telephone: (01954) 712903

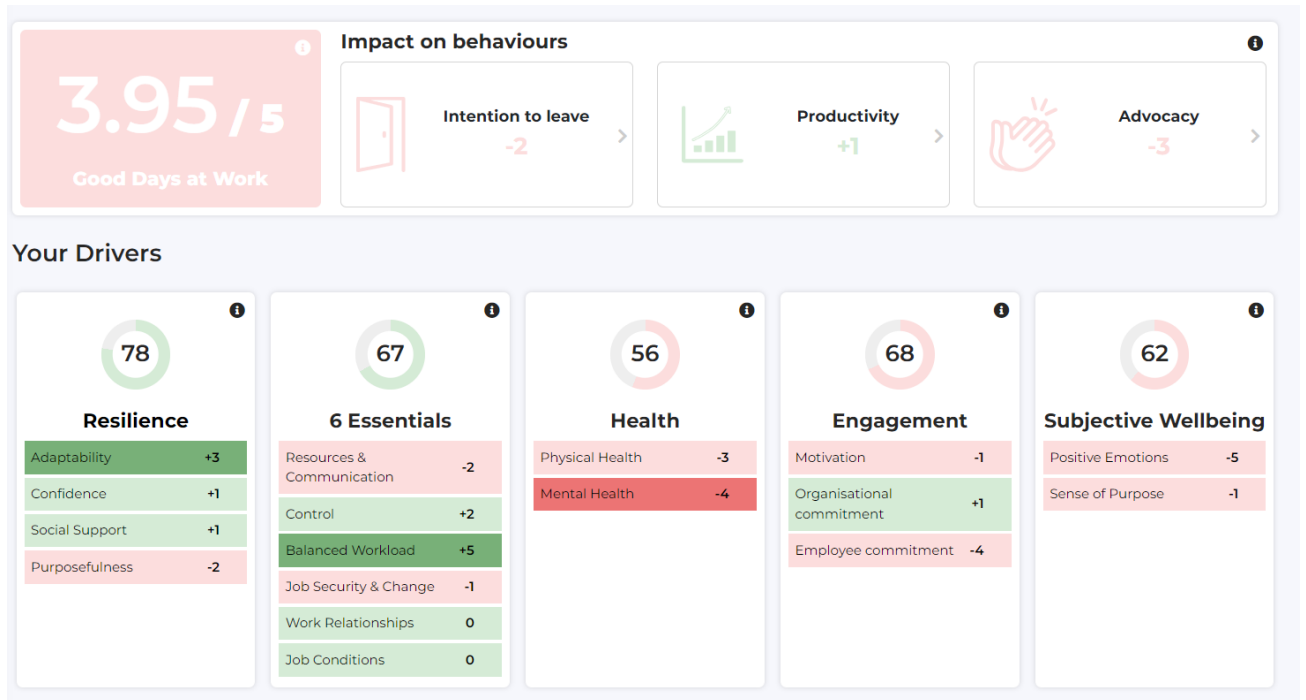
Appendix A - Visual comparisons between 2022 survey and 2023 survey

Below are screenshots of the dashboards from the 2022 and 2023 survey's, so you can visually compare the results. The key for the results is below:

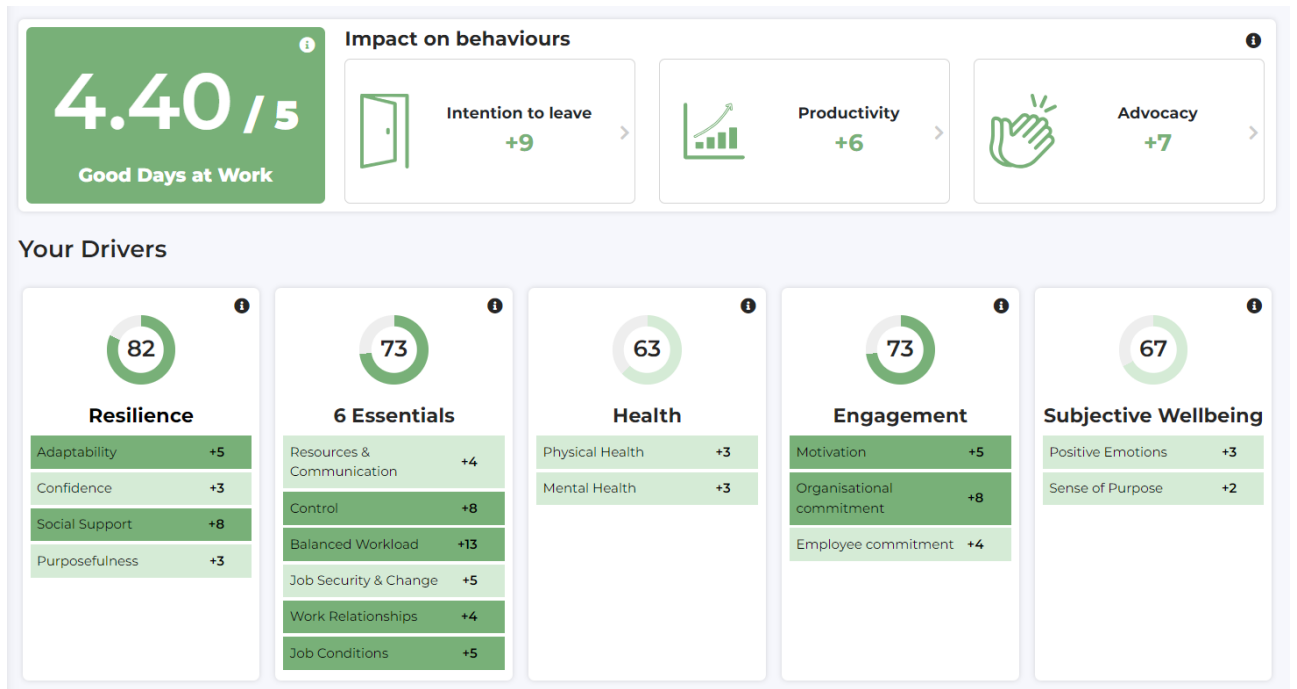


All staff dashboard

2022 – 310 respondents

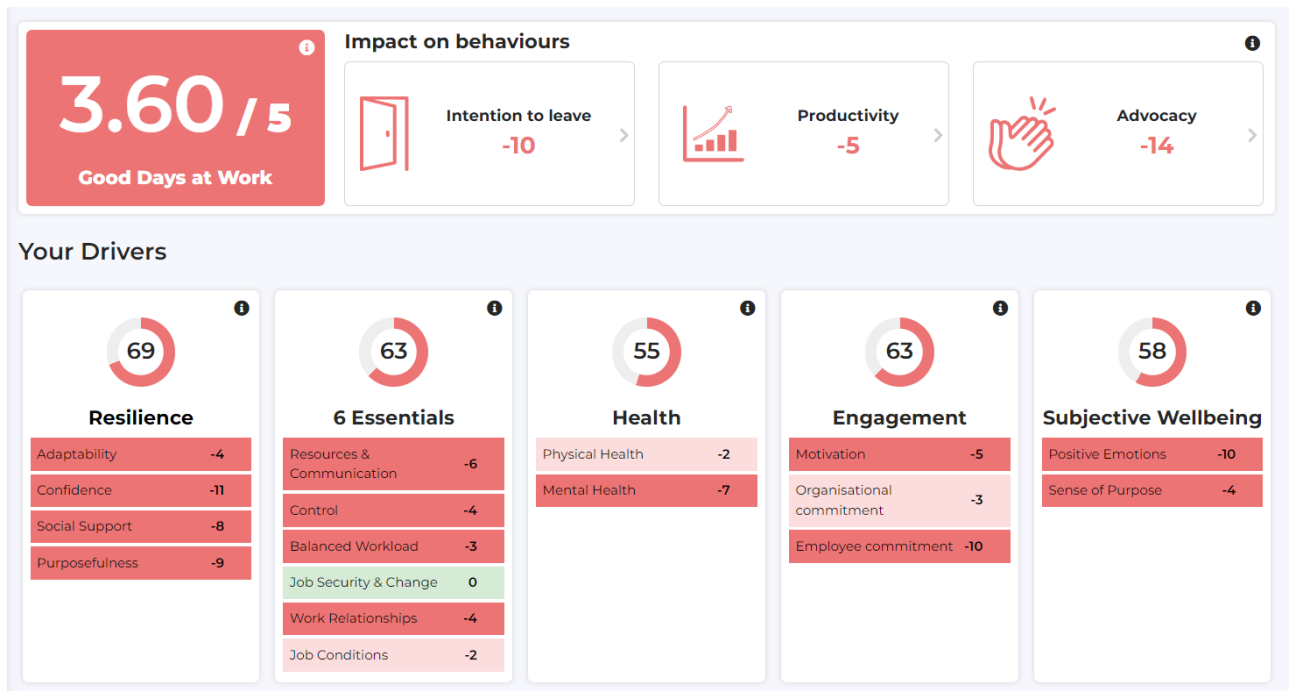


2023 – 331 respondents

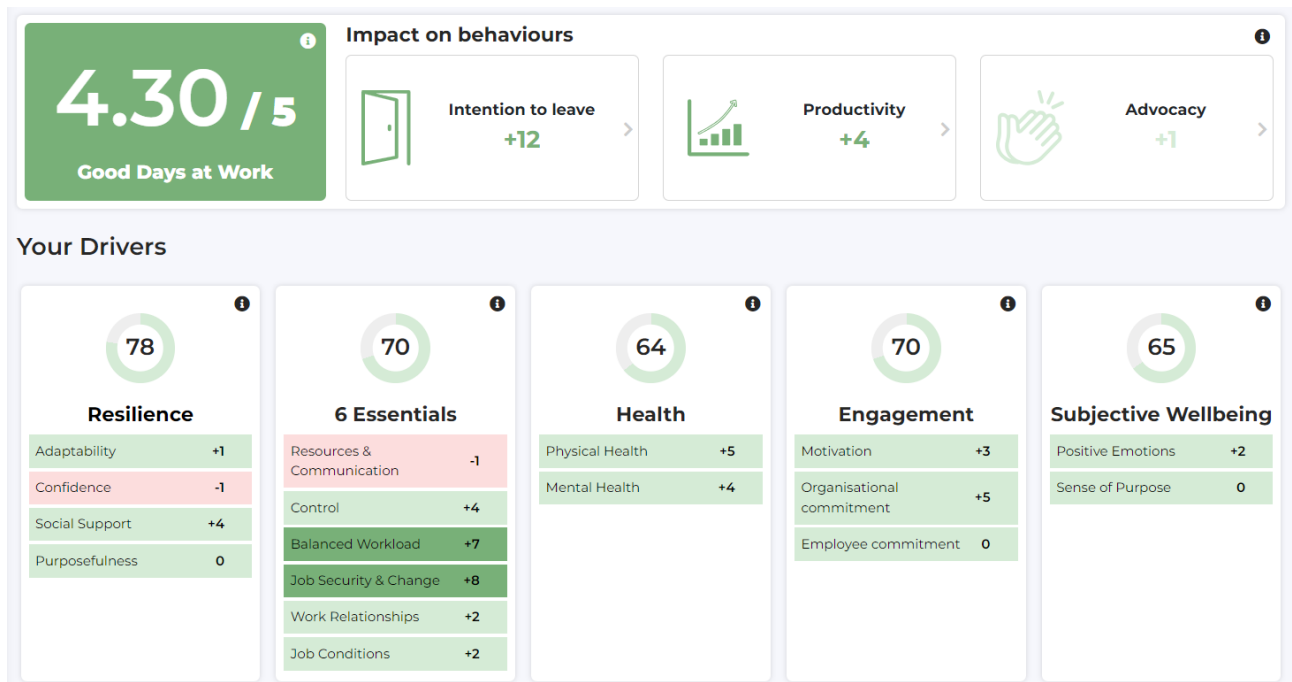


Greater Cambridgeshire Shared Planning Service

2022 – 58 respondents

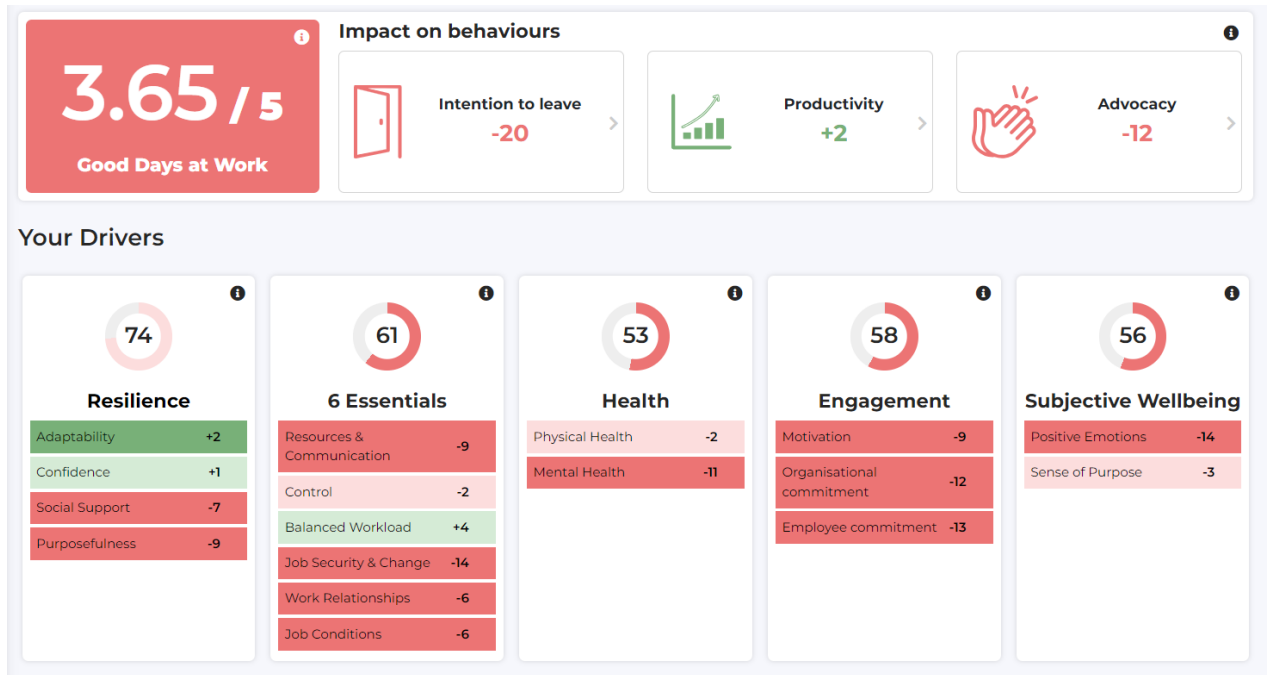


2023 – 91 respondents

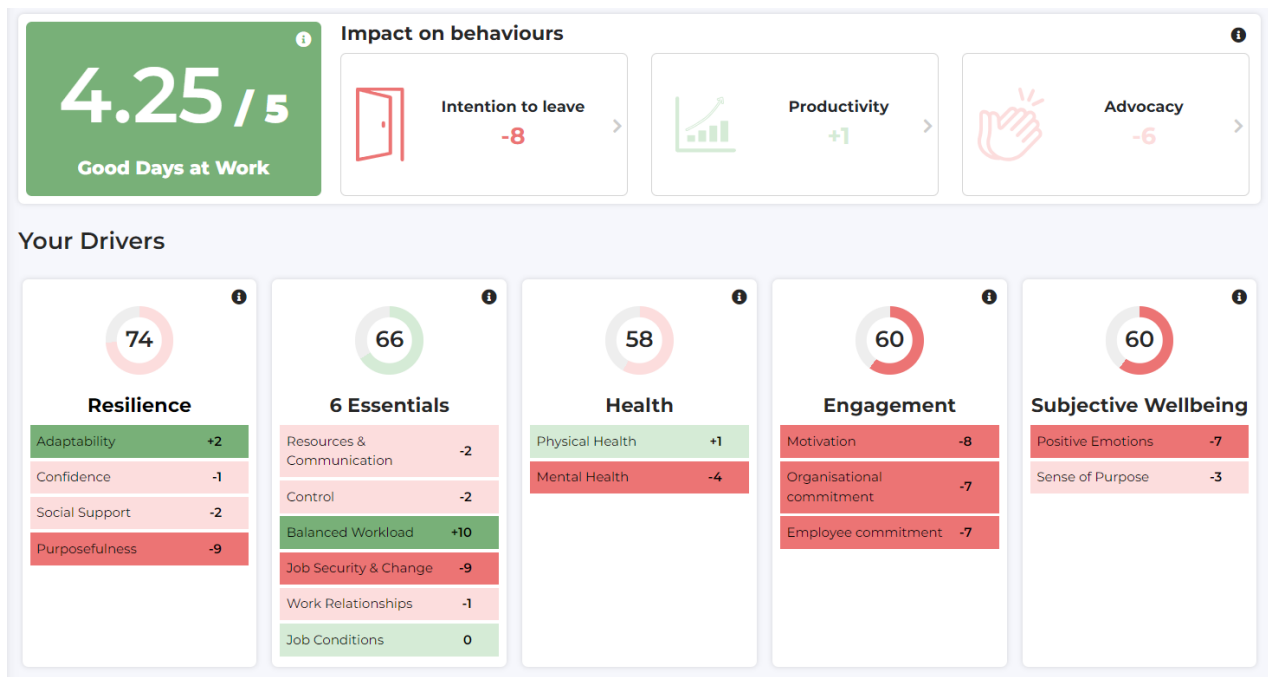


Finance Service

2022 – 34 respondents

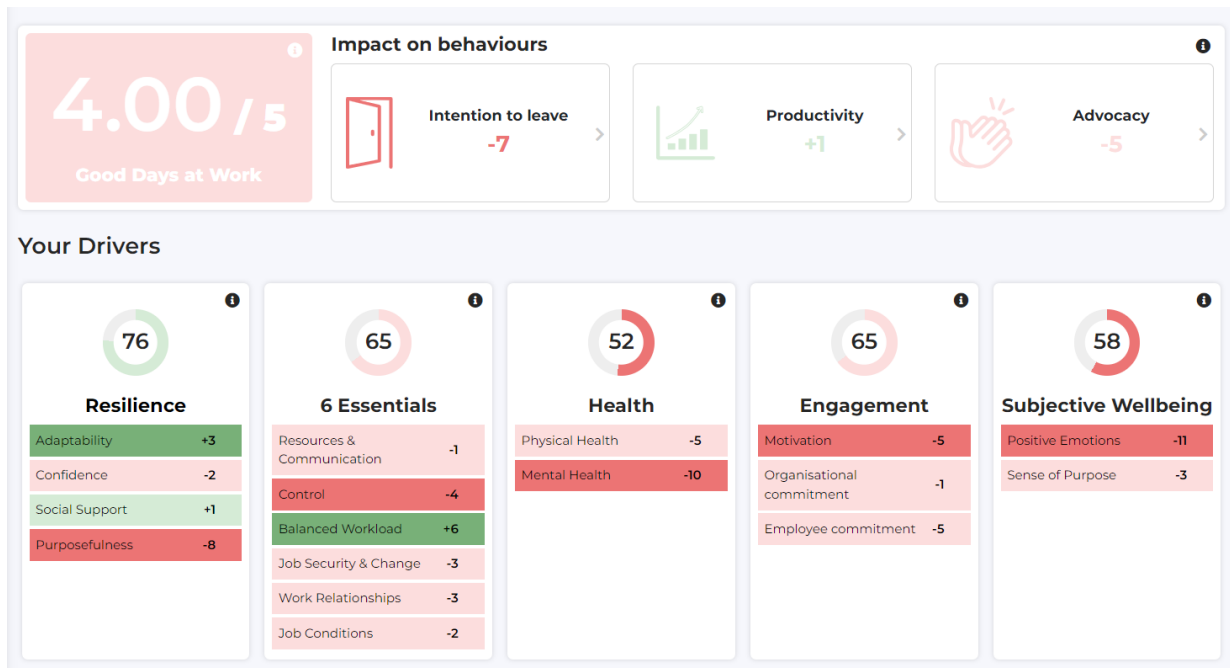


2023 – 44 respondents

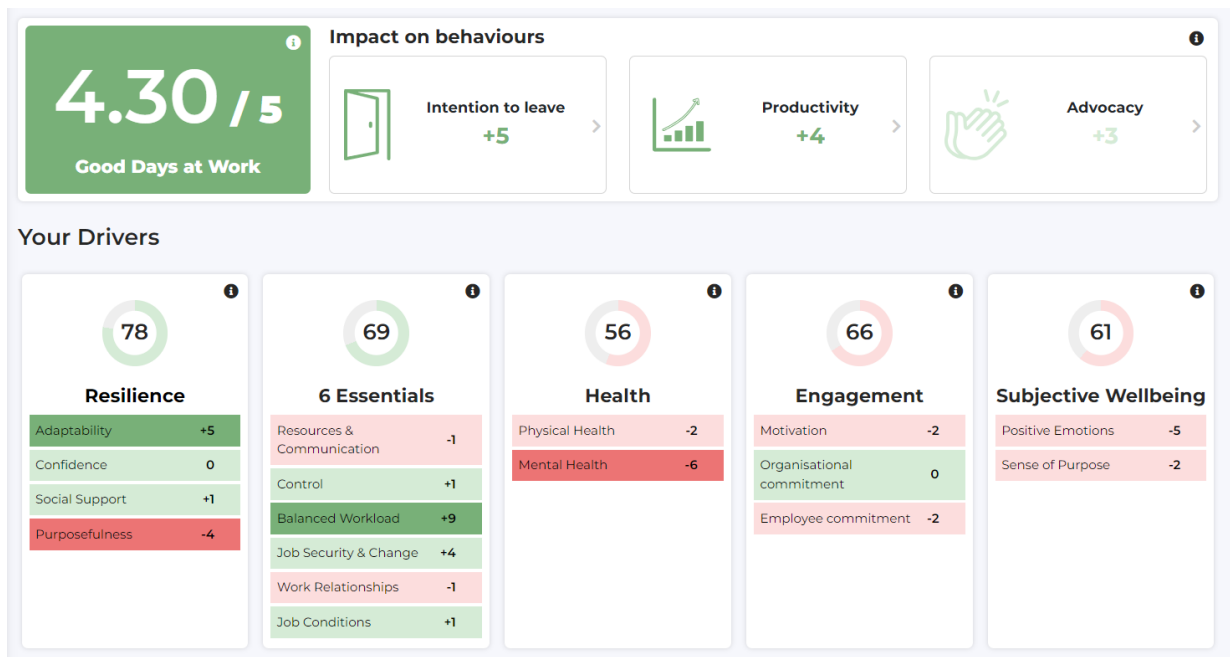


Part time staff

2022 – 49 respondents

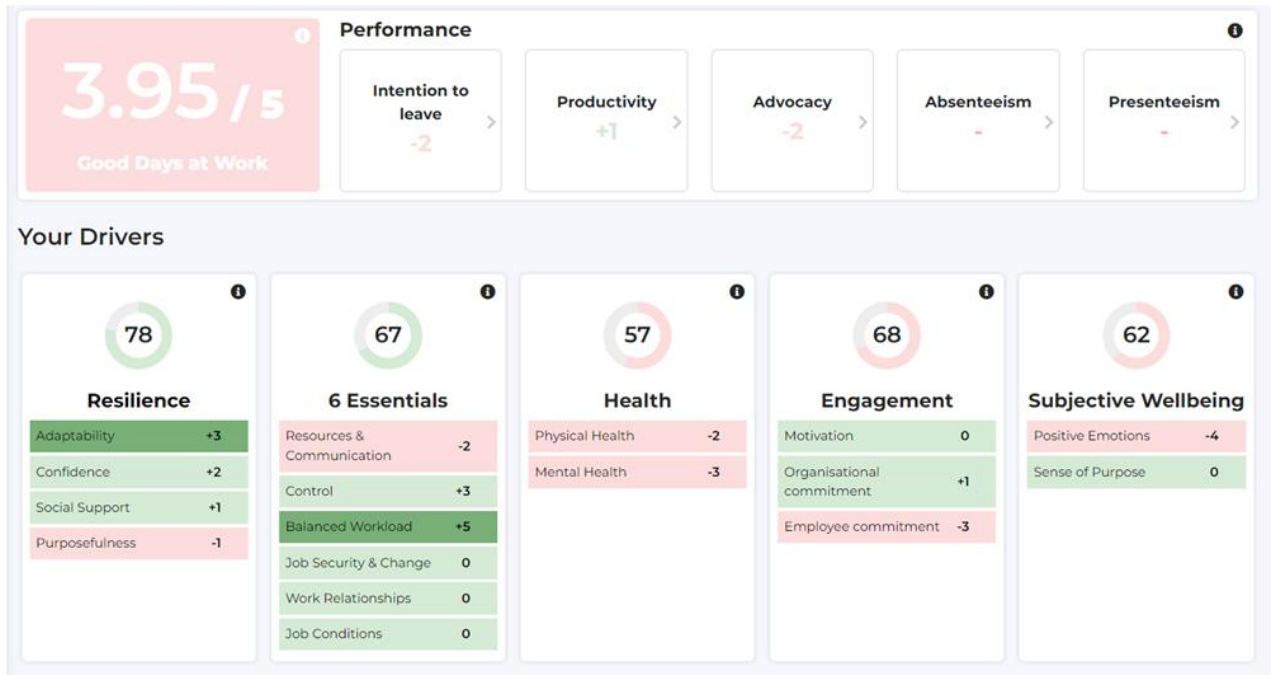


2023 – 56 respondents

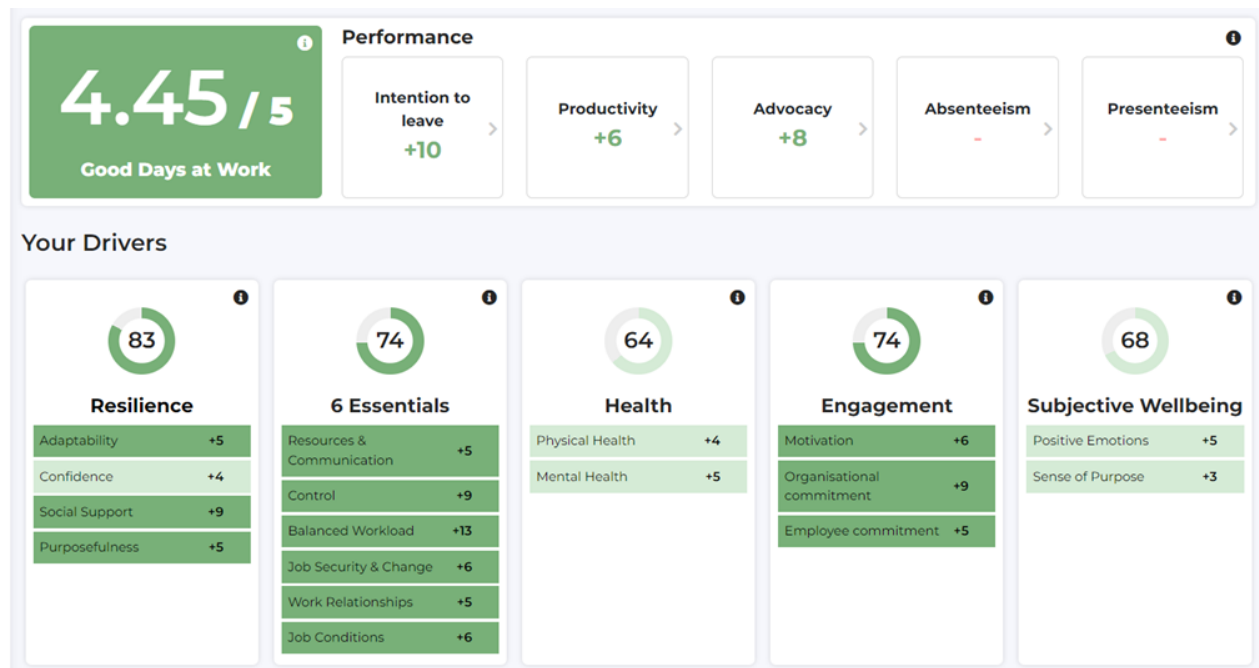


Full time staff

2022 – 261 respondents

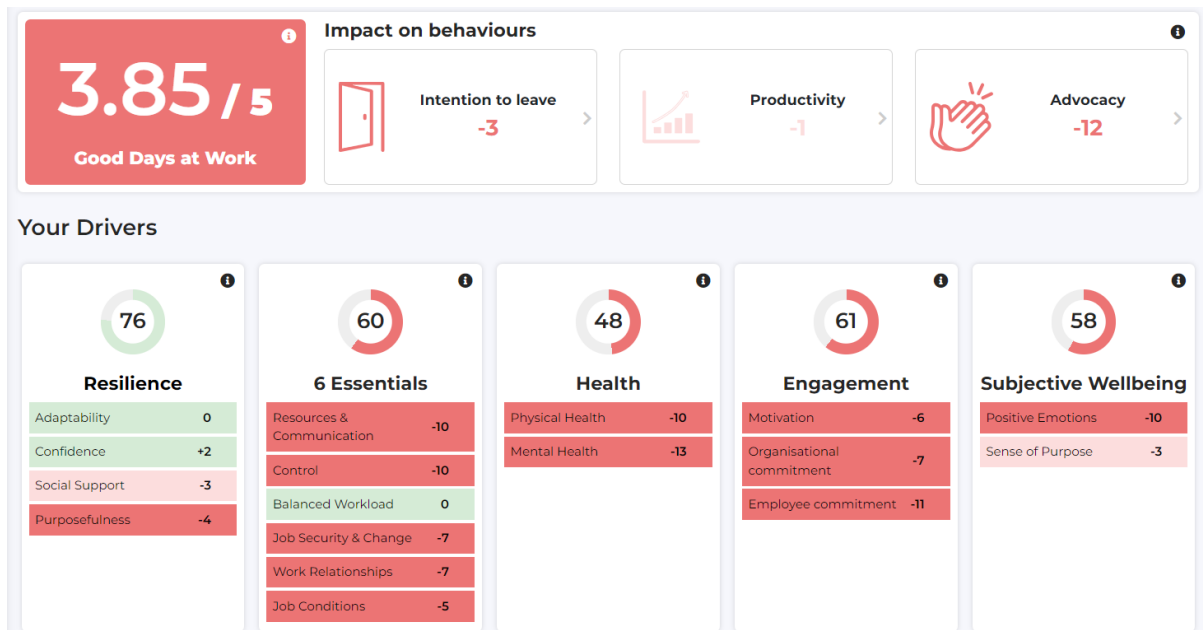


2023 – 275 respondents



Disabled staff

2022 – 37 respondents

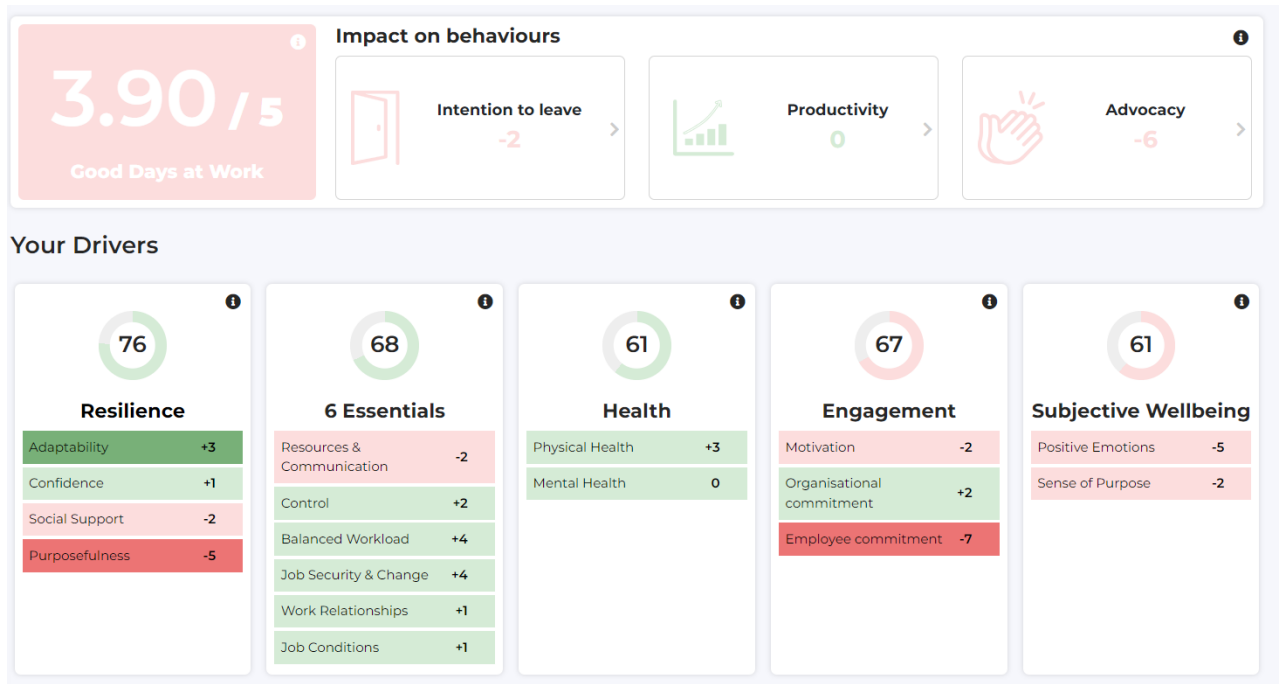


2023 – 30 respondents

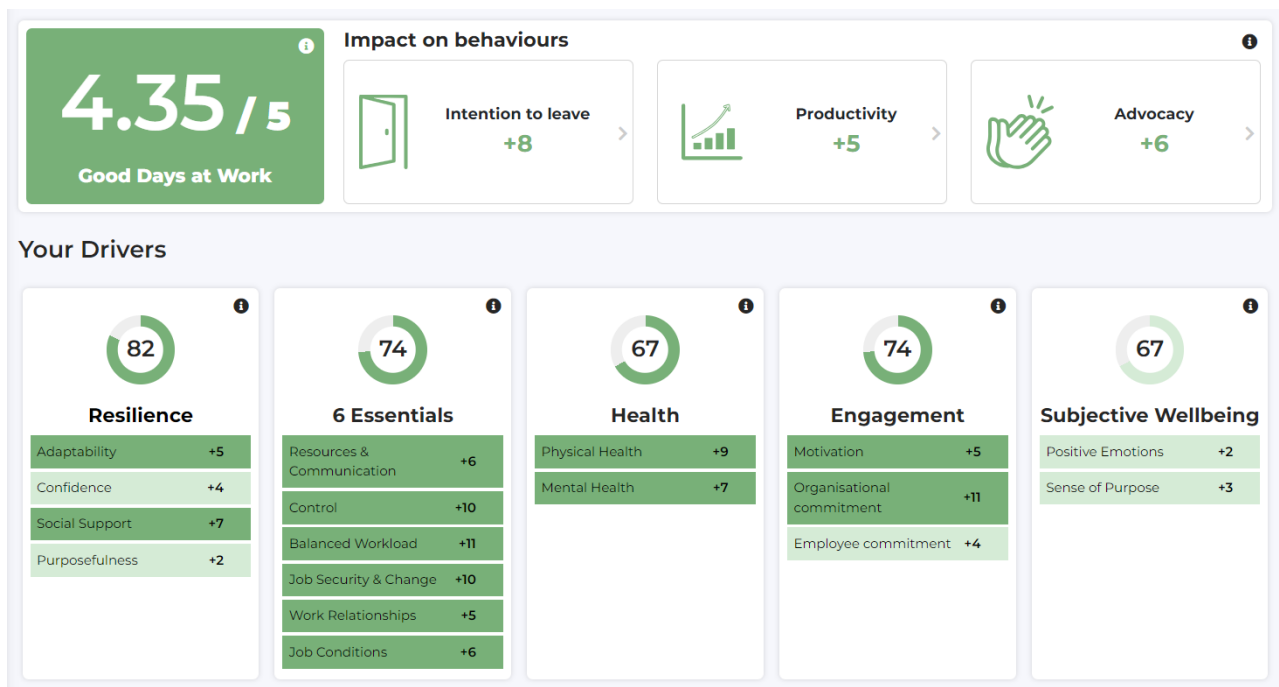


Male employees

2022 – 117 respondents

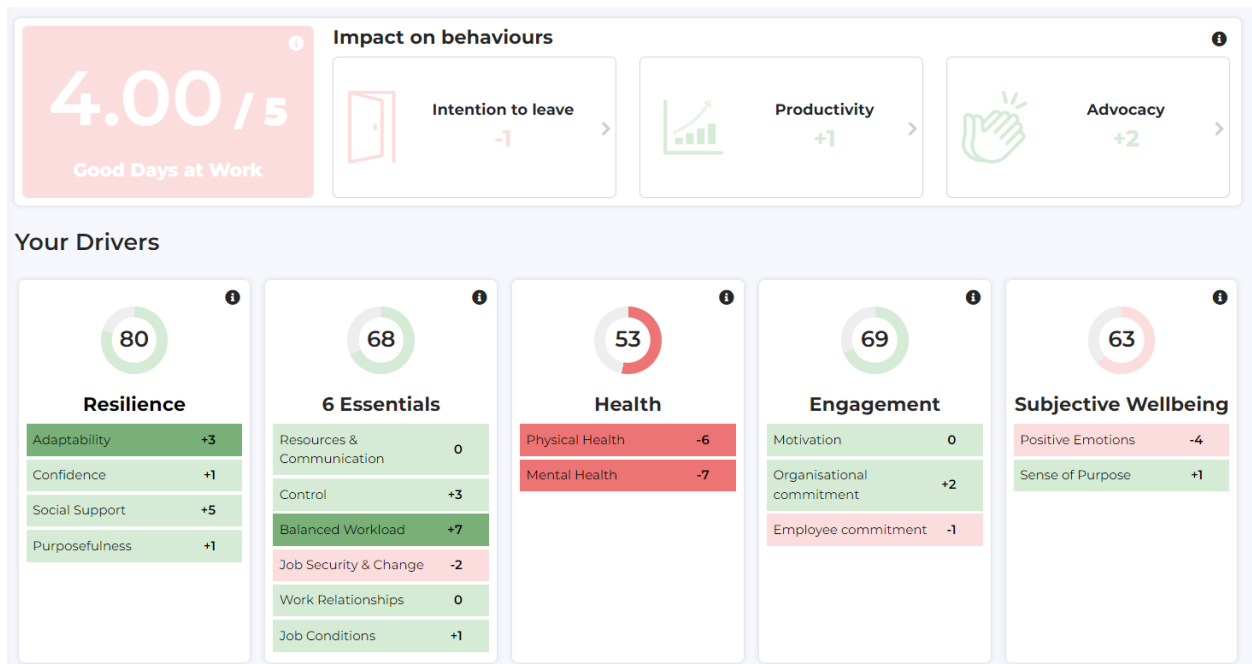


2023 – 100 respondents

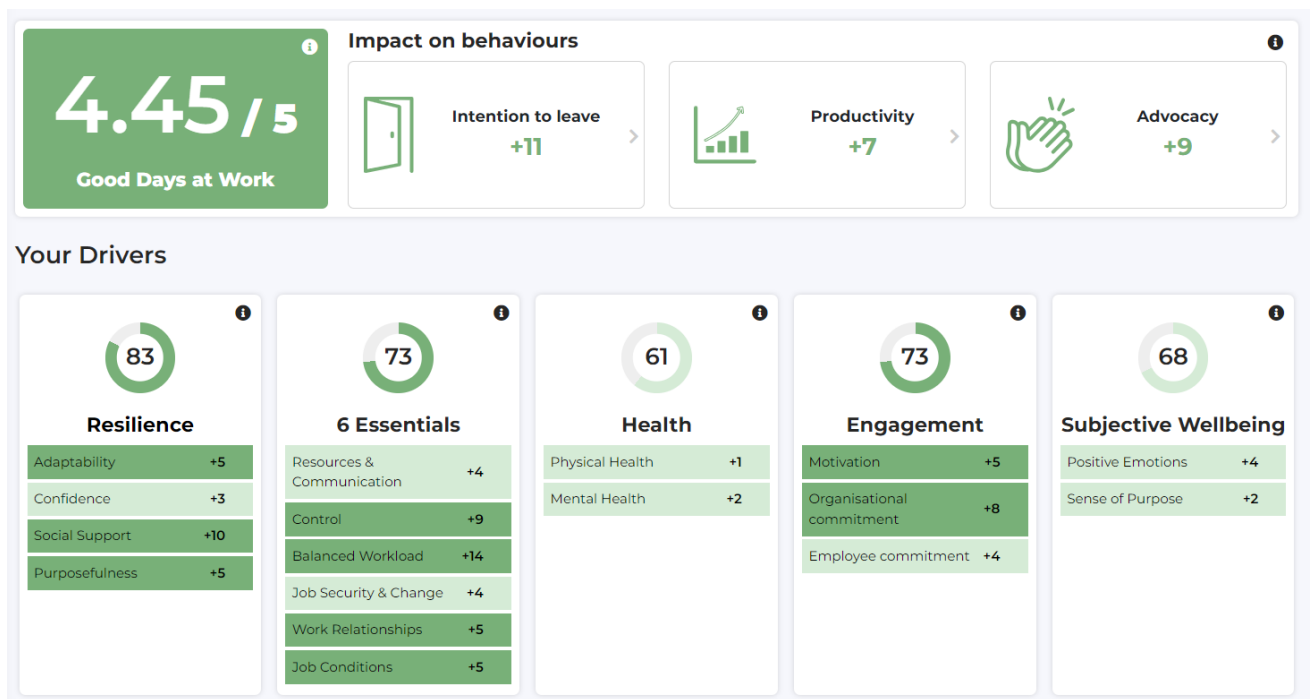


Female employees

2022 – 175 respondents

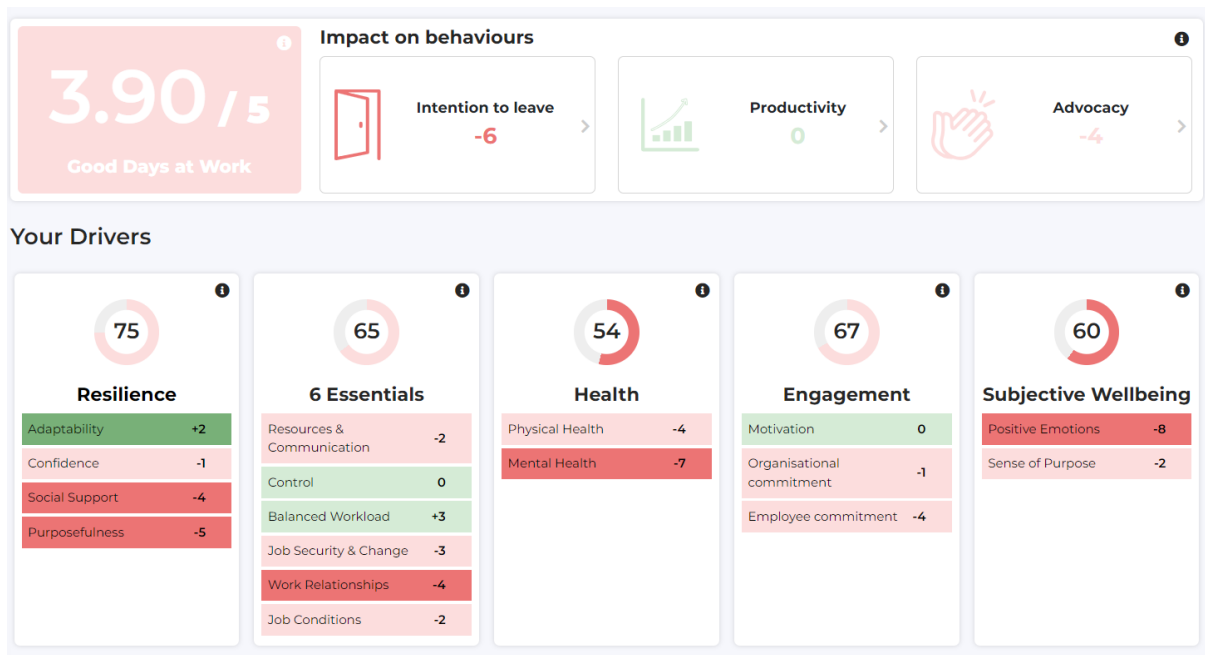


2023 – 221 respondents

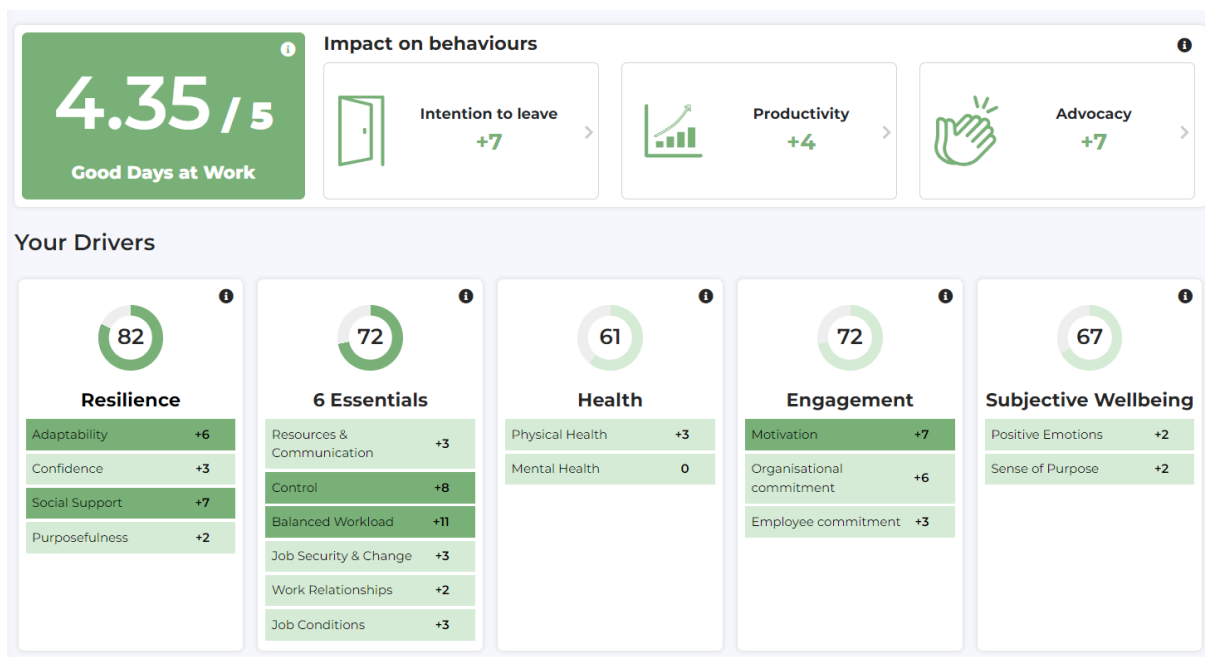


Childcare responsibilities

2022 – 107 respondents

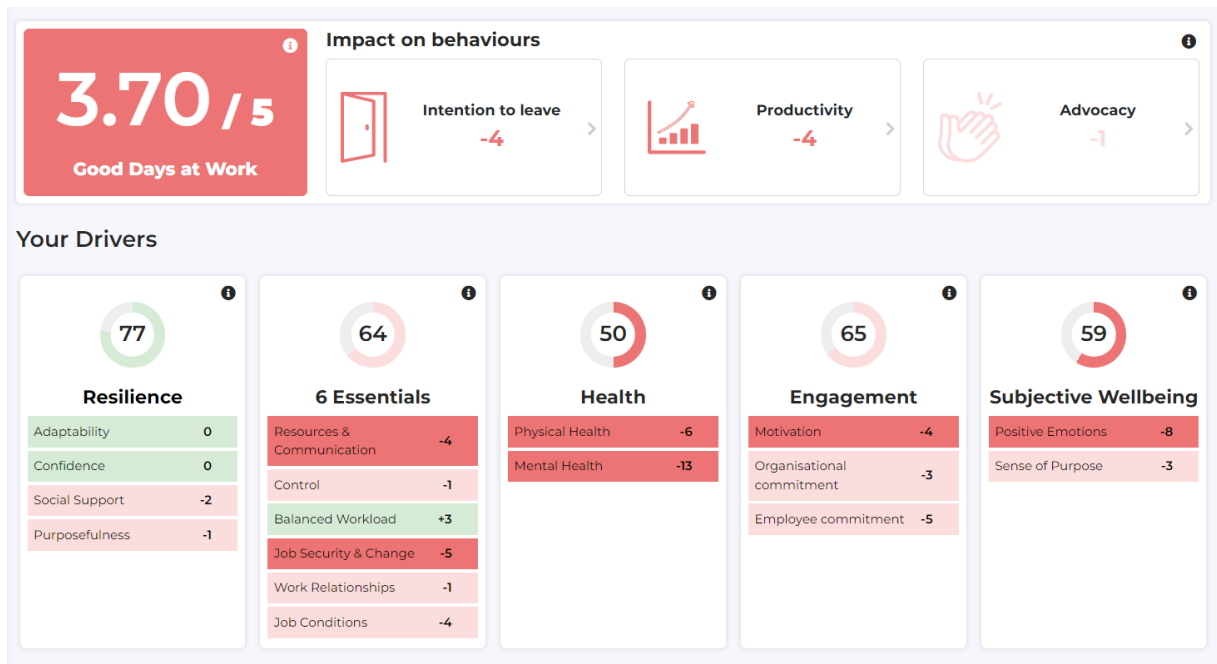


2023 – 112 respondents

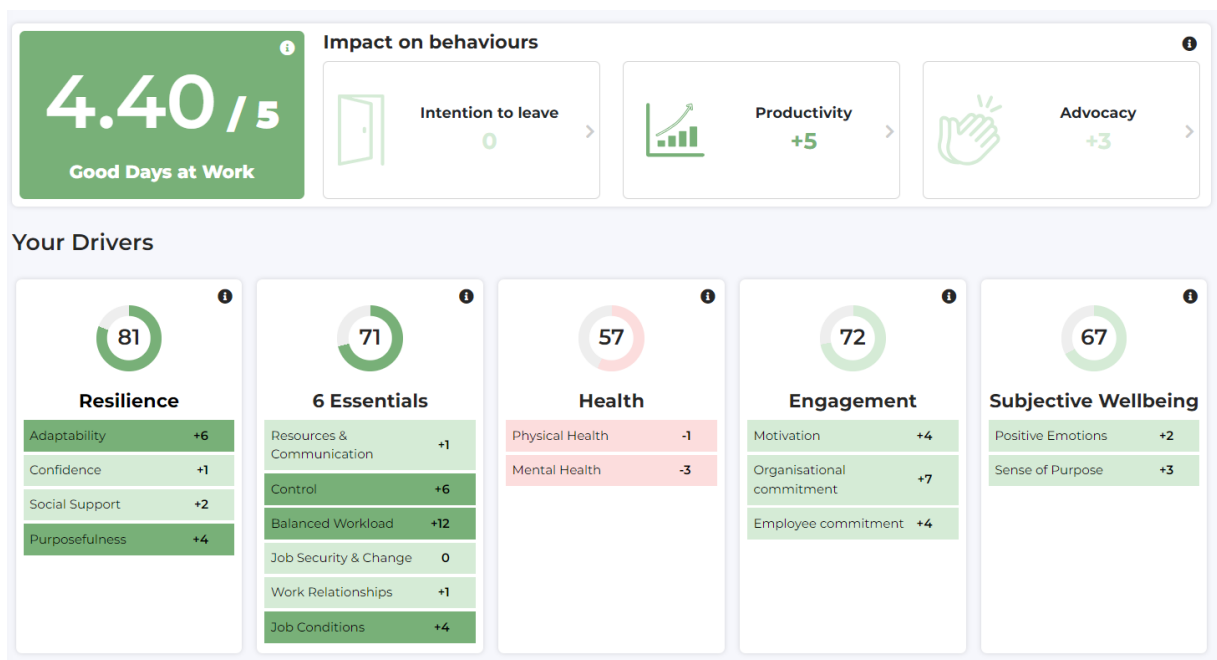


Caregiving responsibilities

2022 – 45 respondents



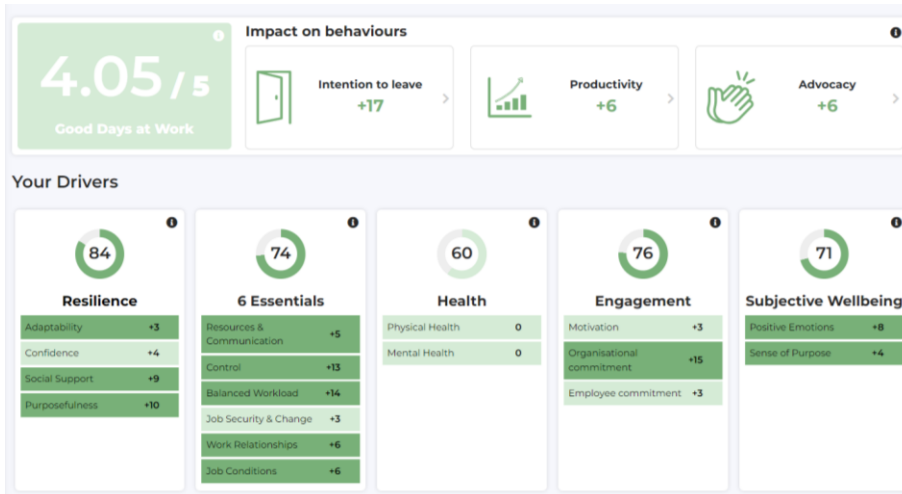
2023 – 47 respondents



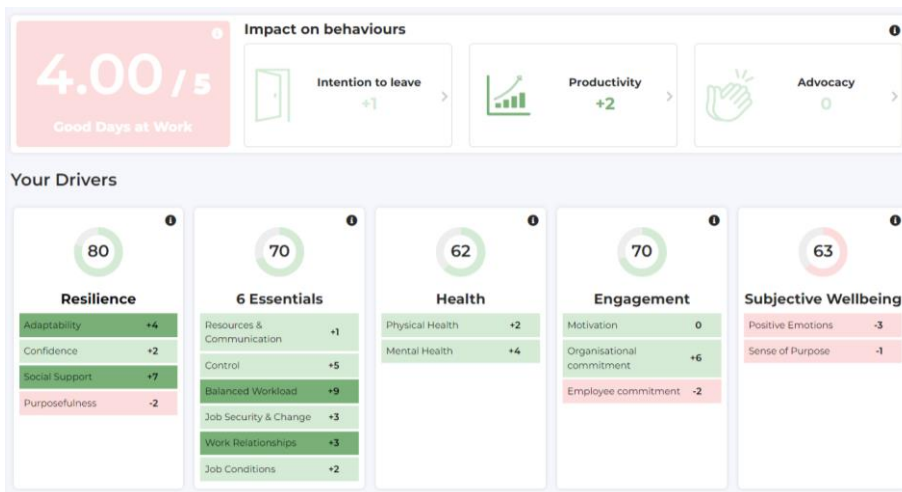
Length of service

2022

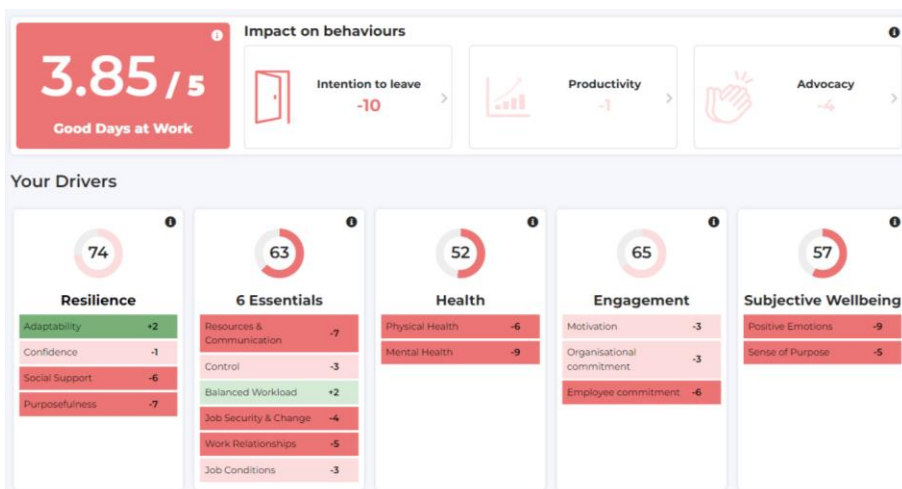
Less than 1 year – 31 respondents



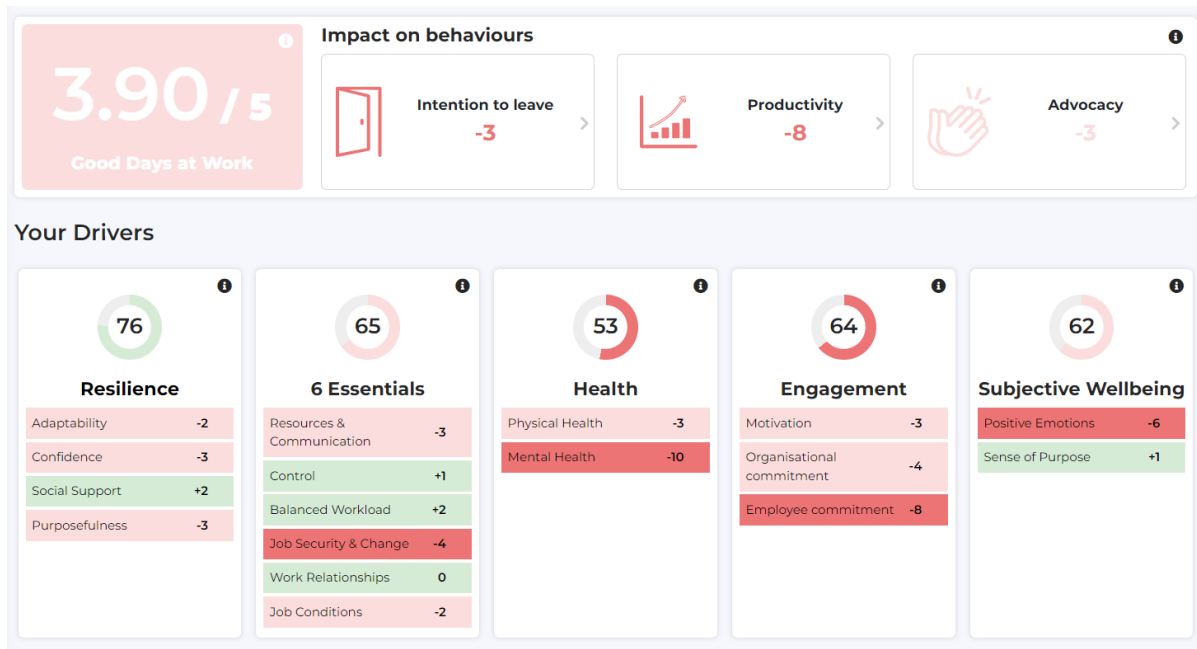
1-3 years – 77 respondents



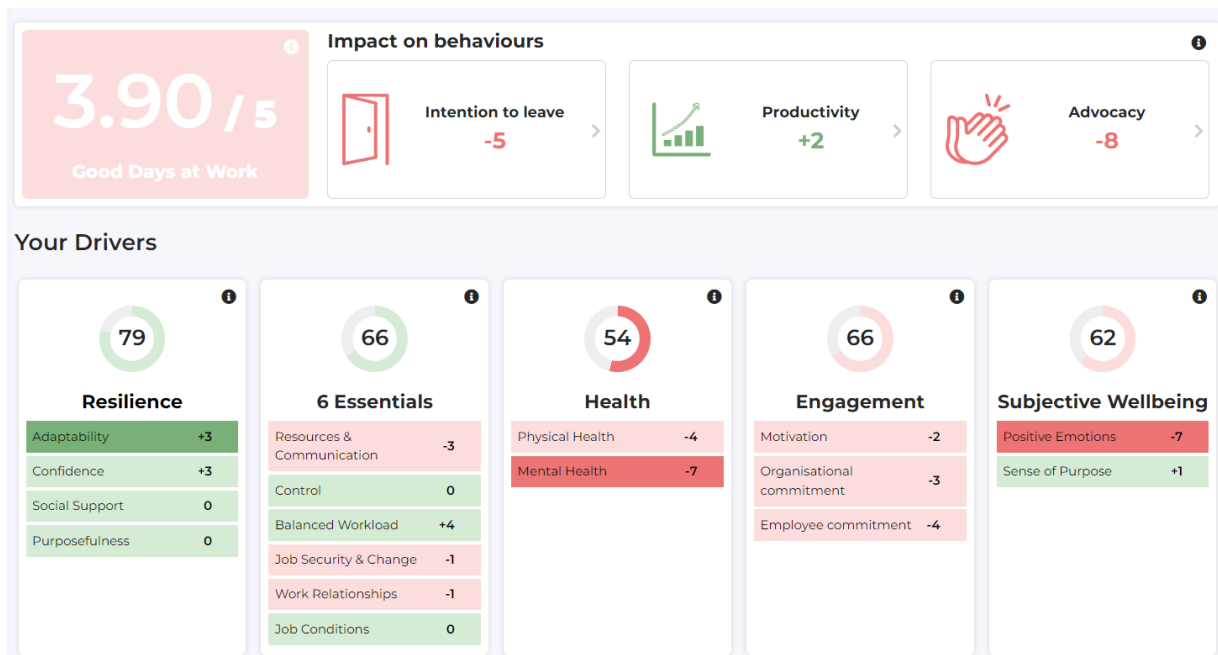
3-6 years – 88 respondents



6-10 years – 31 respondents

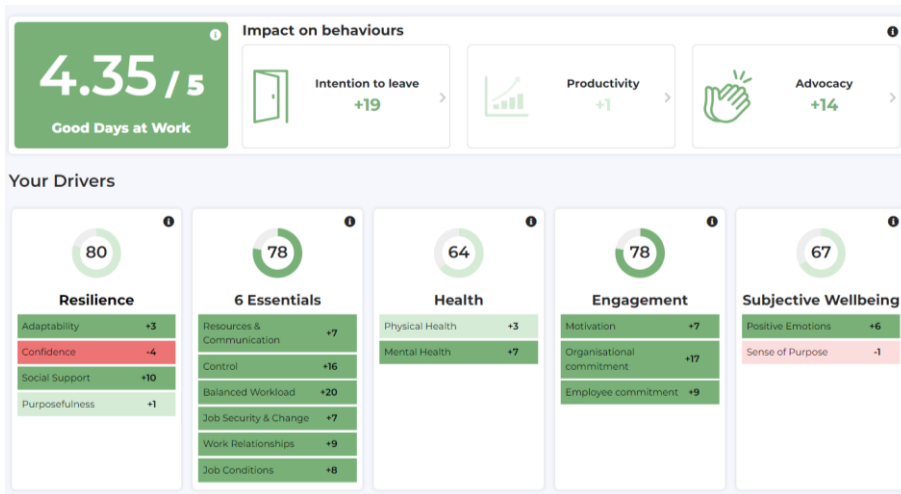


More than 10 years – 82 respondents



2023

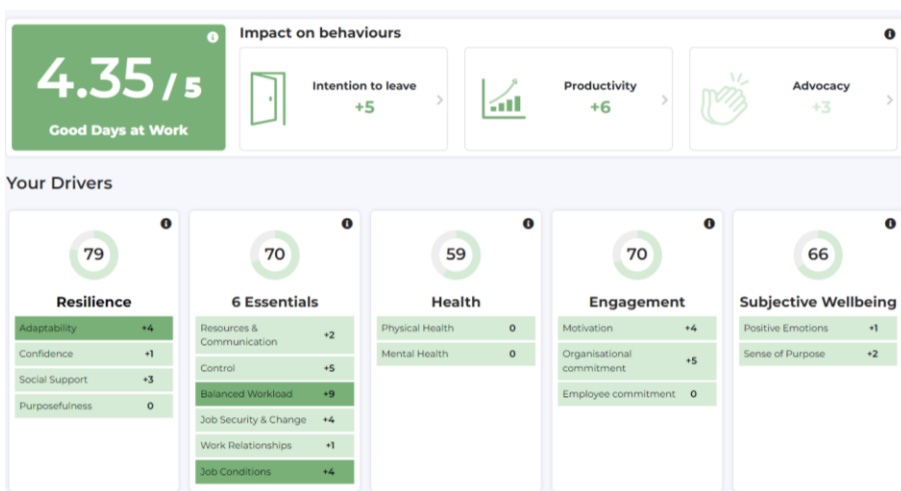
Less than 1 year – 44 respondents



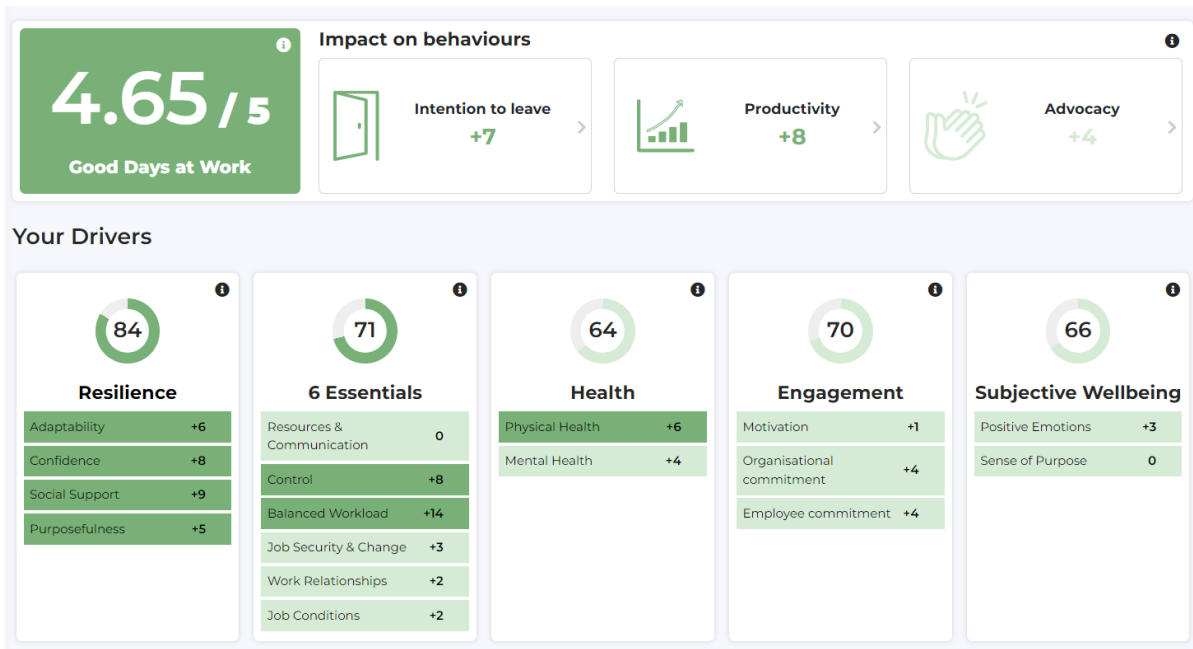
1-3 years – 74 respondents



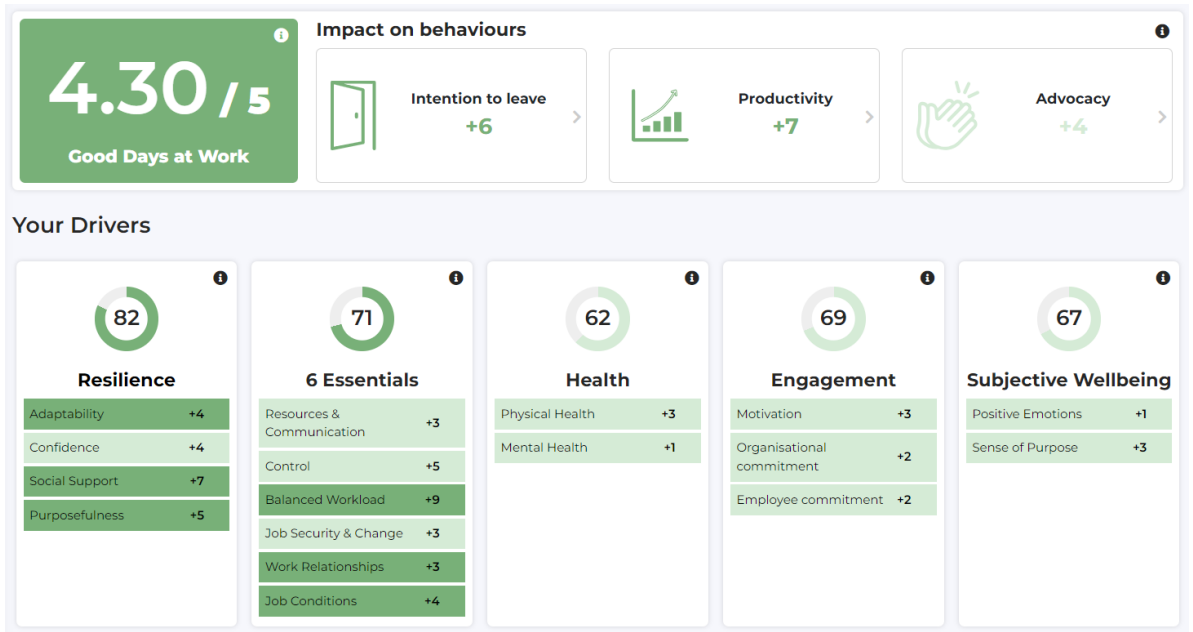
3-6 years – 94 respondents



6-10 years – 37 respondents



More than 10 years



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South Cambridgeshire District Council

Time 2: Wellbeing Survey Results

2023

Tamara Hughes, Business Psychologist
Daniel Foote, Wellbeing Data Analyst

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Contents



Survey Overview and Response Rates



Main survey results (T1 vs T2): Dashboard Overview and Key Takeaways



4-Day Working Week Analysis: Summary of Main Results and Key Takeaways



Recommendations & Next Steps

Appendix –

- Response Rate Breakdown – T1 vs T2
- Item Level Data – T1 vs T2
- Driver Analysis – T1 vs T2
- Heatmaps – Work and Personal Demographics – T1 vs T2
- 4 Day Week Additional Analysis
- Additional Questions (Wellbeing Culture) Analysis – T1 vs T2

Executive Summary

- Robertson Cooper's Wellbeing Survey was administered at Time 1 – August 2022 (pre-4DW Trial) and at Time 2 – March 2023 (post-4DW Trial)
- High completion rate of 67% (T2) - we can be confident that results are representative of SCDC employees
- Overall, all items within the survey have improved between T1 vs T2 (all improvements are significant, except for 'Motivation' under the 'Engagement' measure)
- 'Health' is the biggest area to improve (both physical and mental health have improved significantly), and has moved from 'at risk' to in line with our General Working Population (GWP) benchmark
- SCDC employees now report having 4.40/5 Good Days at Work (GDAW), vs 3.90/5 at T1, driven mostly by employees feeling more energetic
- 'Performance' levels have significantly increased by +13% (T1 vs T2) and is now above our GWP benchmark, with intention to stay seeing the biggest improvement (+20%)
- The top driver for wellbeing and behavioural outcomes (Intention to Leave, Engagement and Subjective Wellbeing) is 'Job Conditions'
- The majority of employees would like SCDC to permanently move to a 4DW (89%) and 85% would be more likely to choose an employer that offers 4DW

Section 1 – Overview of Survey and Completion Rates

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Project Summary

- Time 1: 22 August – 05 September 2022
- Time 2: 28 March – 14 April 2023
- 331 employees completed the questionnaire at T2 (67% of those invited)*
- Respondents received a Wellbeing Snapshot report immediately on completion
- Aggregate results will give a view on current wellbeing position

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Please note: We compared those who completed the survey online at Time 1 (n=289) with those who completed the survey online and participated in the 4DW trial at Time 2 (n=328).



Response rate breakdown

*No. of employees invited to complete the survey:	496
Total no. of respondents - <i>Online</i> :	331
4DW Trial respondents:	328
Overall Response rate:	67%
Response rate of 4DW Trial participants	66%

Service Area	T1	T2
Executive	12 (4%)	12 (4%)
Finance	34 (12%)	44 (13%)
Housing	70 (25%)	76 (23%)
Leadership Team	5 (2%)	4 (1%)
Shared Planning	58 (21%)	90 (28%)
Shared Waste & Environment	38 (13%)	26 (8%)
Transformation, HT & Corporate Services	65 (23%)	75 (23%)

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

The benefits of good wellbeing

Colleagues in the top 20% for wellbeing, compared to those in the bottom 20%:

T1	T2
Report 0.9 more Good Days at Work	Now 0.7 more
Report 20% higher productivity	Now 19% higher
Are 3.4x less likely to report high intention to leave	Now 4.6x less likely
Are 2.2x more likely to recommend the organisation as a place to work	Now 2.3x more likely

Section 2 – Main Survey Results, Time 1 vs Time 2

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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 survey scores is shown on the dashboard.

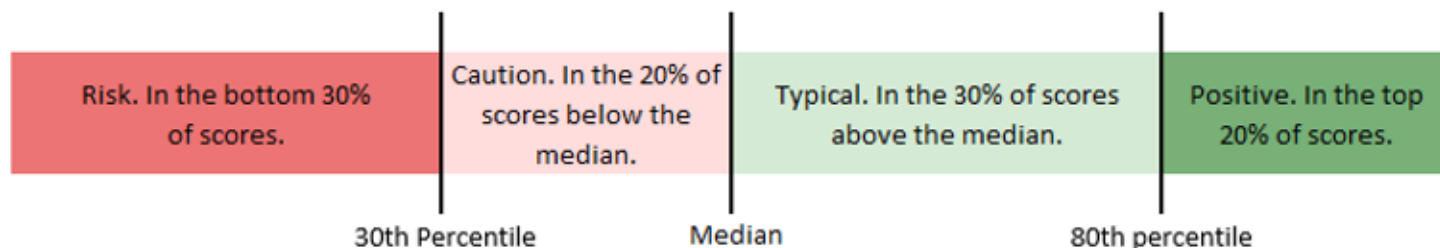
How is the benchmark calculated?

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.

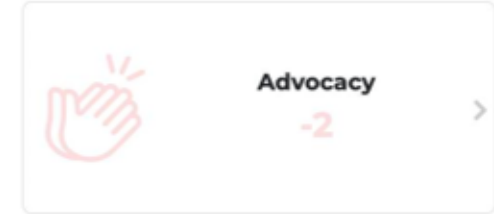
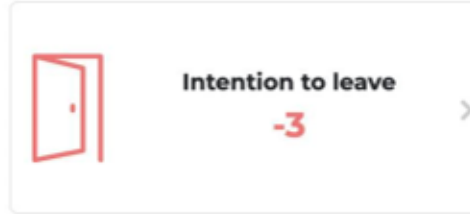
The boundary between **light green** and **dark green** is the 80th percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.



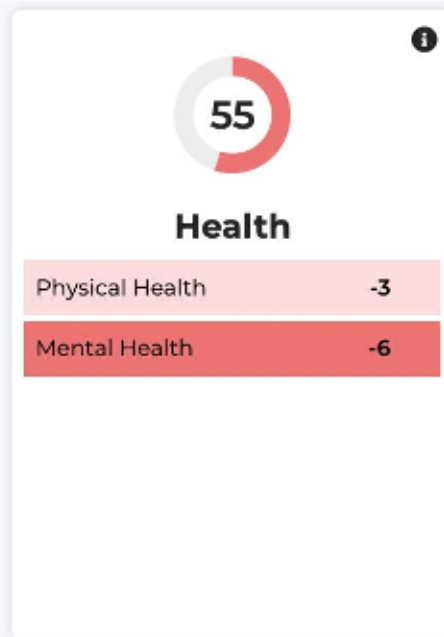
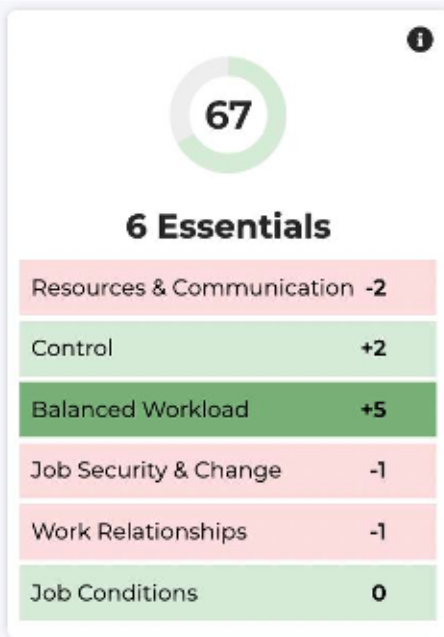
Time 1 Results Dashboard (2022) n=289



Impact on behaviours



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Time 2 Results Dashboard (2023) n=328



Impact on behaviours



Intention to leave
+9



Productivity
+6



Advocacy
+7

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Resilience

Adaptability	+5
Confidence	+3
Social Support	+8
Purposefulness	+3



6 Essentials

Resources & Communication	+4
Control	+8
Balanced Workload	+13
Job Security & Change	+5
Work Relationships	+4
Job Conditions	+5



Health

Physical Health	+3
Mental Health	+3



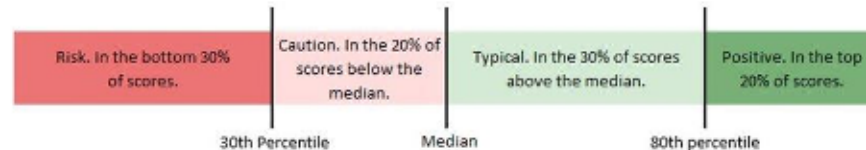
Engagement

Motivation	+5
Organisational commitment	+8
Employee commitment	+4



Subjective Wellbeing

Positive Emotions	+3
Sense of Purpose	+2



Key Takeaways – Scale & Item Level

Impact on Business Outcomes

- SCDC employees are now having more **Good Days at Work** (T1: 3.90/5 (-3) vs T2: 4.40/5 (+7), +13%)
 - The biggest increased = employees feeling more energetic (T1: 2.95 (-8) vs T2: 3.90 (+11), +32%)
- There is a significant increase in reported **Performance** levels between T1 and T2 (+13%)
 - The biggest increase = willingness to keep job (+20%, T1 vs T2)

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	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
Performance	69	0	78	+9
Name	Score	vs. B'mark	Score	vs. B'mark
Productivity	78	0	84	+6
Willing to keep job	61	-3	73	+9
Would recommend organisation	68	-2	77	+7

Risk. In the bottom 30% of scores.	Caution. In the 20% of scores below the median.	Typical. In the 30% of scores above the median.	Positive. In the top 20% of scores.
30th Percentile	Median	80th percentile	

Key Takeaways – Scale & Item Level

6 Essentials

- **Balanced Workload** sees the biggest increase between T1 and T2 (+12%) and remains above the GWP benchmark
- Areas of concerns at T1 (**Resources and Communication**, **Job Security and Change** and **Work Relationships**) have all improved at T2 (+9%, +9%, +7%, respectively)
 - Team relationships moved from 'at risk' (-4) to 'cautionary' (-1)
- **Job Conditions** is now above the GWP benchmark
 - 'Safety at Work' moved from 'at risk' (-7) to 'cautionary' (-4)
 - 'Pay and Benefits' moved from 'at risk' (-4) to 'typical' (+5)
- All areas for **Control** have moved to above the GWP benchmark

Key Takeaways – Scale & Item Level

Personal Outcomes

- Biggest increase overall has been for 'Health' (+15%, T1 vs T2)
 - 'Mental Health' (+16%, T1 vs T2) and 'Physical Health' (+11%, T1 vs T2)
 - 'Concentration' and 'Relaxed' are the only mental health items that are cautionary (-1 and -3, respectively)
- SCDC employees now report higher levels of Positive Emotions at work (+8%, T1 vs T2)
 - Driven by feeling excited, enthusiastic, happy and contented
- At T2, Employees report now feeling more motivated and committed to SCDC (+7% and +11%, respectively)

Mental Health			
Time 1		Time 2	
Score	vs. B'mark	Score	vs. B'mark
56	-6	65	+3

Physical Health			
Time 1		Time 2	
Score	vs. B'mark	Score	vs. B'mark
54	-3	60	+3

Top 5 and Bottom 5 items – Time 1 vs. Time 2

Time 1 - Top 5 scoring items	Benchmark
Balanced WL - Sociability of hours	+ 10
Balanced WL - Travel Time	+ 6
Job Conditions – Physical Work Environment	+ 6
Balanced WL - Work Life Balance	+ 6
Balanced WL - Working Hours	+ 5

Time 2 - Top 5 scoring items	Benchmark
Balanced WL – Work Life Balance	+ 19
Balanced WL – Working hours	+ 16
Balanced WL – Sociability of hours	+ 15
Balanced WL – Time to do job well	+ 12
Good Days at Work - Energetic	+ 11

Time 1 - Bottom 5 scoring items	Benchmark
Positive Emotions - Excited	- 11
Work Relationships – Social Support	- 9
Job Conditions - Safety at Work	- 8
Positive Emotions - Inspired	- 8
Physical Health – Muscular tension / Aches and pains	- 8

Time 2 - Bottom 5 scoring items	Benchmark
Job Conditions – Safety at Work	- 4
Psychological Health - Relaxed	- 3
Physical Health - Appetite	- 2
Work Relationships – Team Relationships, Physical Health – Muscular tension / Aches Psychological Health – Concentration, Positive Emotions - Determined	- 1

Top Drivers for SCDC

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	Time 1		Time 2	
Outcome	Top 5 drivers	Variance Explained	Top 5 drivers	Variance Explained
Intention to Leave	<ul style="list-style-type: none"> • Job enjoyment • Suggestions about job listened to • Same job for next 5 to 10 years • Comparatively poor pay & benefits • Dull & repetitive work 	41%	<ul style="list-style-type: none"> • Job enjoyment • Same job for next 5 to 10 years • Suggestions about job listened to • Involvement in decisions • Boss is forever finding fault 	41%
Advocacy	<ul style="list-style-type: none"> • Job enjoyment • Physical work environment • Well managed change • Support from others • Being in the know 	32%	<ul style="list-style-type: none"> • Influence on targets • Well managed change • Autonomy • Being in the know • Dull & repetitive work 	36%
Engagement	<ul style="list-style-type: none"> • Well managed change • Influence on targets • Suggestions about job listened to • Dull & repetitive work • Being in the know 	42%	<ul style="list-style-type: none"> • Dull & repetitive work • Involvement in decisions • Job enjoyment • Well managed change • Influence on targets 	45%
Subjective Wellbeing	<ul style="list-style-type: none"> • Job Enjoyment • Suggestions about job listened to • Feedback • Dull & repetitive work • Manageable workload 	37%	<ul style="list-style-type: none"> • Job Enjoyment • Same job for next 5 to 10 years • Dull & repetitive work • Involvement in decisions • Autonomy 	39%
Mental Health	<ul style="list-style-type: none"> • Team relationships • Manageable workload • Job enjoyment • Future job change 	33%	<ul style="list-style-type: none"> • Technology overload • Work-life balance • Difficult customers/clients • Skill redundancy in future • Future job change 	35%

Driver Analysis – Performance

Time 1

Intention to Leave



Explains 41% of the variance in Intention to Leave scores

Time 2

Intention to Leave



Explains 41% of the variance in Intention to Leave scores

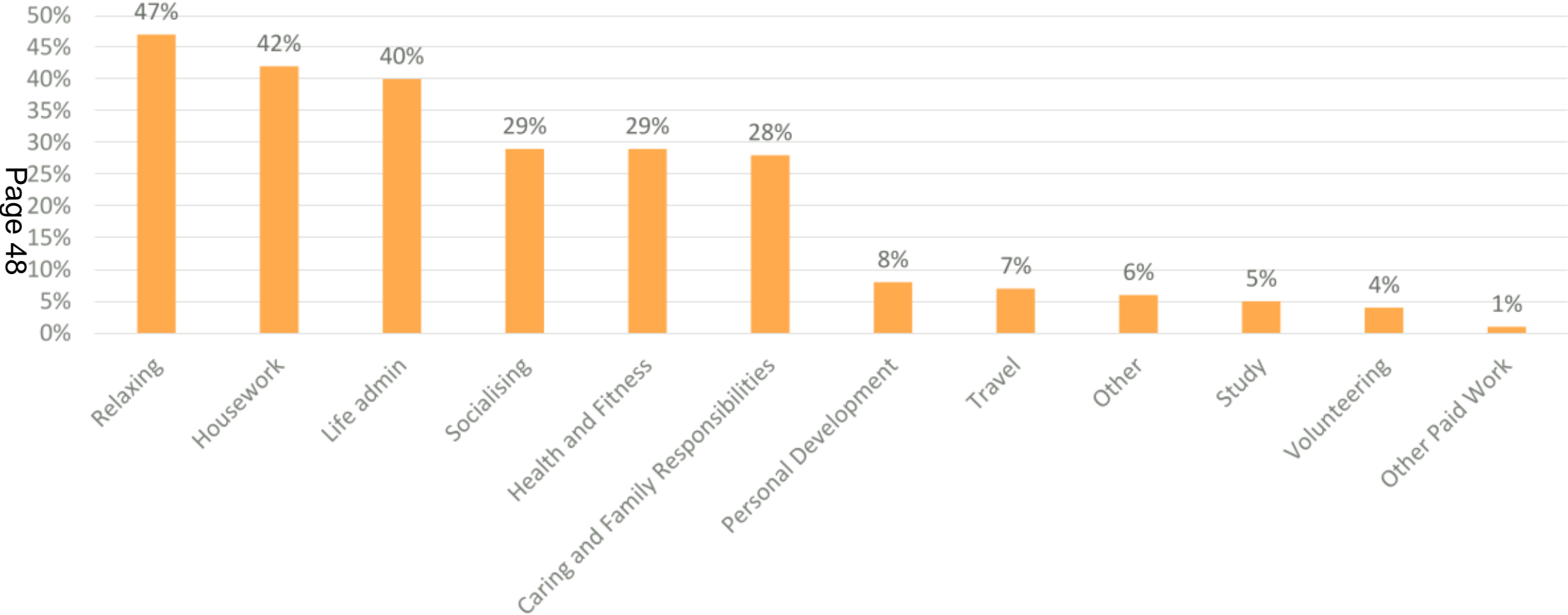
Section 3: 4-Day Working Week Analysis

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4DW Summary

- Overall, a positive result for the 4DW trial
 - **89%** would like to **permanently move** to a 4DW
 - **74%** rated the 4DW trial **8+/10**
 - **85%** would be more likely to **apply for a job** with a permanent 4DW employer
- There were clear preferences and suggestions for how the 4DW could work
 - **Monday** and **Friday** were the most popular days to take off for both full-time (37% and 52%, respectively) and part-time (32%) employees
 - **84%** of employees feel that SCDC have the **right tools and processes in place**
 - To deliver their work in 80% of the time, **improved efficiency of working practices** (72%) and **fewer/shorter meetings** (69%) came out on top
- As expected, workdays intensified but this did not affect the majority of employee's stress levels or hours worked
 - **71%** of employees felt their **workdays intensified** due to the trial
 - Most employees felt their **stress levels did not increase** during the trial (65% vs 35%)
 - Most employees **did not consistently work more than 80% of their contracted hours** during the trial, (61% vs 28%). Of those that did, the majority worked 2-3 hours on average per week.

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



Additional 4DW Questions – Key Takeaways

Gender:

- More males, compared to females, agreed that their workdays intensified (74% vs 68%) and that they consistently worked more than 80% of their contracted hours (34% vs 25%).
- But overall, males reported feeling that their levels of stress did not increase as much as females (27% vs 37%).

Age:

- 45-49 and 50-54 age groups agreed the most that their workdays intensified (82%) and their stress levels increased (55% and 45%, respectively).
- Whereas 30-34 and 35-44 reported the lowest levels of increased stress (23% and 24%, respectively) and reported the lowest levels of working more than 80% of their contracted hours (15% and 18%, respectively), compared to the other age groups.

Additional 4DW Questions Analysed:

1. *Would you like SCDC to move permanently to a 4DW?*

2. *During the 4DW trial, did you feel your workdays intensified?*

3. *During the 4DW trial, did you feel your levels of stress increased?*

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

Additional 4DW Questions – Key Takeaways

Contract Type:

- More part-time employees, compared to full-time, agreed to feeling their workday intensified (78% vs 69%) and feeling their stress levels increased (49% vs 32%).
- 27% of part-time employees and 29% of full-time employees reported consistently working more than 80% of their contracted hours. However, part-time employees reported higher levels of 'I don't know' (18% vs 8%).
- More part-time staff, compared to full-time employees, are either unsure or do not want to permanently move to a 4DW (20% vs 9%).

Service Area:

- Employees in Shared Planning and Finance agreed the most that their workdays intensified (70%). Finance and Executive teams 'strongly agreed' the most to feeling like their stress levels increased (9% and 8%).
- Executive and Shared Planning teams reported the highest levels of consistently working more than their 80% of contracted hours (33% and 32%, respectively), whereas only 18% of Finance reported this.
- 9% of Finance do not want to permanently move to a 4DW.

4-Day Working Week - Hypotheses

Time 1 - Hypotheses

Time 2 - Result

- Physical and mental health – if other areas are addressed as well (e.g. communication, job security, work relationships)
- Pay & benefits – if benefits of 4 day working week are clearly communicated
- Engagement – motivation and employee commitment
- Wellbeing – positive emotions
- Work-life balance and Productivity – should stay the same / improve if workload, deadlines and time are managed carefully



Section 4: Recommendations & Next Steps

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Recommendations

4DW

- Continue to capture data on what's working well and what could be improved. Ensure employees are involved and changes are communicated, such as via:
 - MS Teams focus groups / f2f Drop-in sessions
 - Regular (short) surveys
 - Feedback output – team meetings, newsletters, vlogs
- No one size fits all – explore suggestions / preferences across different groups:
 - Part-time employees, e.g., 1 day off every other week, rather than a shorter working day(s)
 - Engage with those groups who are unsure or who do not want to move to a 4DW
- Measure the on-going impact of the 4DW trial to help inform future decisions and direction
 - Time 3 Wellbeing Pulse Survey (6-months), Time 4 full Wellbeing Survey (12-months)
 - As well as measuring productivity, look at recruitment and retention data

Recommendations

Work Relationships

- Pay attention to Social Support and Team Relationships, as one day less working together may impact connection and collaboration
 - Look at the data for those who it may affect most – WFH / part-time employees
 - Carve out time for connection across your team – plan social days when everyone is in the office, share in meetings how everyone's feeling, rather than just work-related tasks, take time to get to know your teams

Retention

- The 6 Essential 'Job Conditions' is the top driver for wellbeing and behavioural outcomes (job enjoyment, dull and repetitive work). 'Control' and 'Job Security and Change' are also a key 6 Essential to keep on your radar
 - Look at how to keep employees engaged and enjoying their work – secondments, mentoring schemes, upskilling/ training programmes (e.g., Wellbeing Champions / MHFA)
 - Keep employees informed of future changes – involve, collaborate and feedback

Additional Training

- Support managers and leaders with how to help the mental health and wellbeing of themselves and their teams
- Empower individuals and teams to manage their workplace pressures and stress

Next Steps



Communications

- Priority is to communicate headlines quickly to as many people as possible. Examples may include a short video highlighting what was found and describing next steps, a one-page brief that can be circulated and/or used in team briefings, senior management response to the results etc.
- Set up a space where people can share their feedback and stay up to date with progress – e.g., intranet page /Teams Channel.



Working with the Results

- Access results dashboard
- Share results with key stakeholders – e.g., presentations, access to reports where appropriate – transparency is crucial.
- Review specific areas where pressure is helping / hindering wellbeing and performance – what action do you need to take?
- Integrate survey results with other available metrics (e.g., turnover, recruitment data) to help inform future decisions.



Action Planning

- Work collaboratively to create action plans
- Nominate a sponsor / lead to take each piece of work forward
- Identify what action needs to be taken now and what do you need to plan for over the next 12 months?

Section 5: Appendix

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Survey Completion Rates – Breakdown

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Completion Rates - Breakdown

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Age	T1	T2
Under 25	12 (4%)	15 (5%)
25 to 29	26 (9%)	31 (9%)
30 to 34	27 (9%)	27 (8%)
35 to 44	64 (22%)	97 (30%)
45 to 49	45 (16%)	39 (12%)
50 to 54	37 (13%)	45 (14%)
55 to 59	39 (13%)	45 (14%)
60 or over	21 (7%)	19 (6%)
Prefer not to say	18 (6%)	10 (3%)

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

Gender	T1	T2
Female	173 (60%)	219 (67%)
Male	98 (34%)	99 (30%)
Prefer not to say	18 (6%)	10 (3%)

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

Contract Type	T1	T2
Full-time	240 (83%)	273 (83%)
Part-time	49 (17%)	55 (17%)

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

Service Area	T1	T2
Executive	12 (4%)	12 (4%)
Finance	34 (12%)	44 (13%)
Housing	70 (25%)	76 (23%)
Leadership Team	5 (2%)	4 (1%)
Shared Planning	58 (21%)	90 (28%)
Shared Waste and Environment	38 (13%)	26 (8%)
Transformation, HR and Corporate Services	65 (23%)	75 (23%)

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

Please Note: Totals may differ as some participants may have opted out of completing some of the demographic questions.

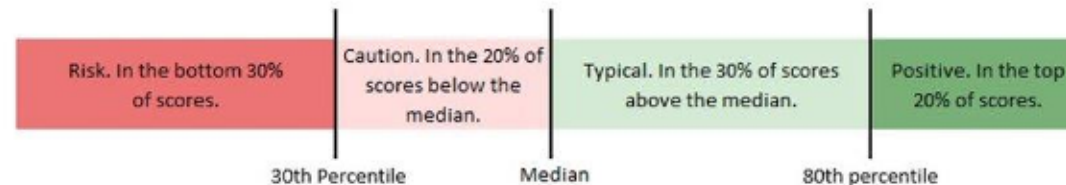
Survey Results – Item Level – Time 1 vs Time 2

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In more depth – Good Day at Work

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	78	-3	88	+7

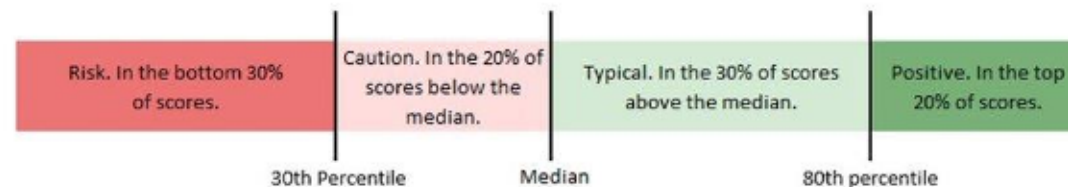
Name	Score	vs. B'mark	Score	vs. B'mark
Energetic	59	-8	78	+11
Achievement	73	-3	83	+7
Sociability	93	-1	97	+3
Valuable contribution	88	0	94	+6



In more depth – Performance

Time 1		Time 2	
Score	vs. B'mark	Score	vs. B'mark
69	0	78	+9

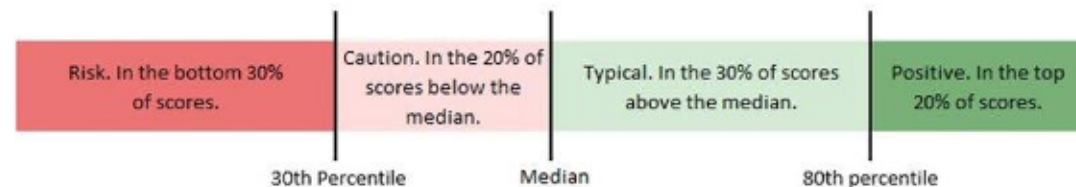
Name	Score	vs. B'mark	Score	vs. B'mark
Productivity	78	0	84	+6
Willing to keep job	61	-3	73	+9
Would recommend organisation	68	-2	77	+7



In more depth – Resilience

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	78	+2	82	+6
Name	Score	vs. B'mark	Score	vs. B'mark
Confidence with difficulties	78	0	81	+3
Support if things go wrong	75	+1	82	+8
Worth tackling job problems	71	-2	76	+3
Adapt to challenges	86	+2	89	+5

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In more depth – 6 Essentials

Resources & Communication

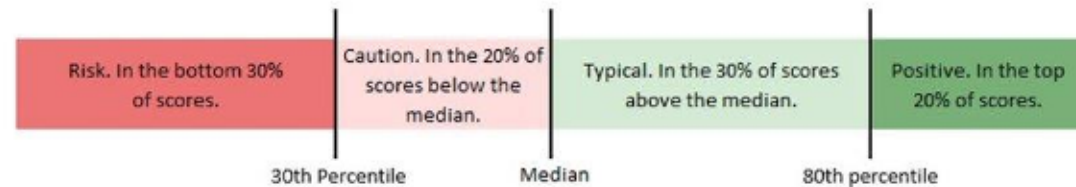
Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	64	-2	70	+4

Name	Score	vs. B'mark	Score	vs. B'mark
Being in the know	56	-6	65	+3
Feedback	66	+2	69	+5
Adequate training	65	-5	70	0
Equipment or resources	67	-1	75	+7

Control

Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	63	+2	69	+8

Name	Score	vs. B'mark	Score	vs. B'mark
Autonomy	58	+2	65	+9
Involvement in decisions	58	0	64	+6
Suggestions about job	67	0	74	+7
Influence on targets	69	+3	72	+6



In more depth – 6 Essentials

Job Security & Change

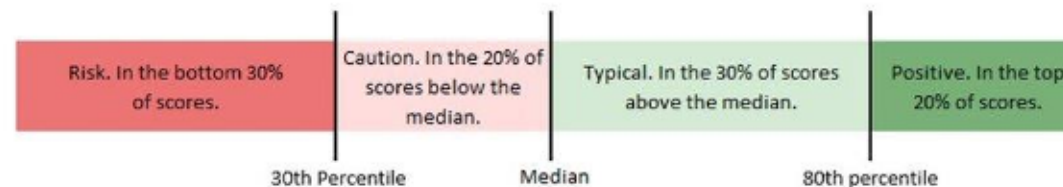
Time 1

Score	vs. B'mark
65	-1

Time 2

Score	vs. B'mark
71	+5

Name	Score	vs. B'mark	Score	vs. B'mark
Job security	60	-8	68	0
Job permanence	77	-3	80	0
Well managed change	57	0	66	+9
Future job changes	58	-2	65	+5
My skills in the future	71	-1	77	+5

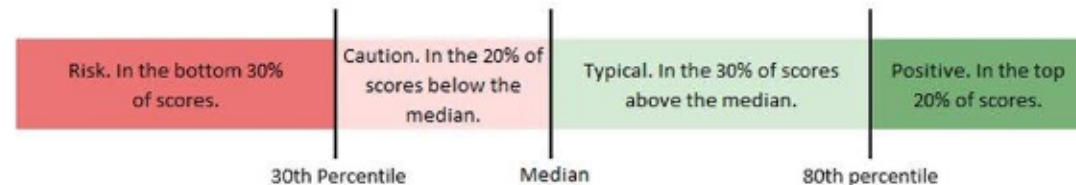


In more depth – 6 Essentials

Work Relationships

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	73	-1	78	+4

Name	Score	vs. B'mark	Score	vs. B'mark
My boss' behaviour	90	+2	92	+4
Support from others	68	0	74	+6
Social support	62	-10	72	0
Clarity on boss' expectations	73	+1	76	+4
Fairness of work	57	-2	64	+5
Boss' evaluation of my work	85	+2	88	+5
Credit for my achievements	73	+1	79	+7
Team relationships	78	-4	81	-1

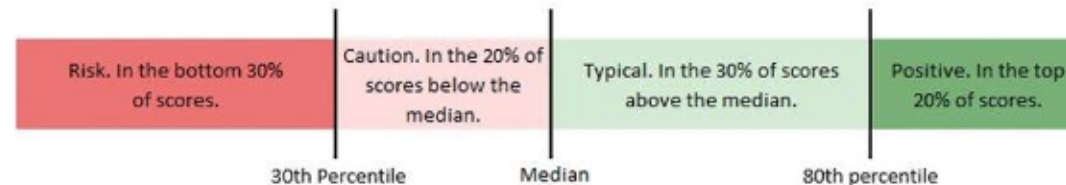


In more depth – 6 Essentials

Balanced Workload

Time 1		Time 2	
Score	vs. B'mark	Score	vs. B'mark
67	+5	75	+13

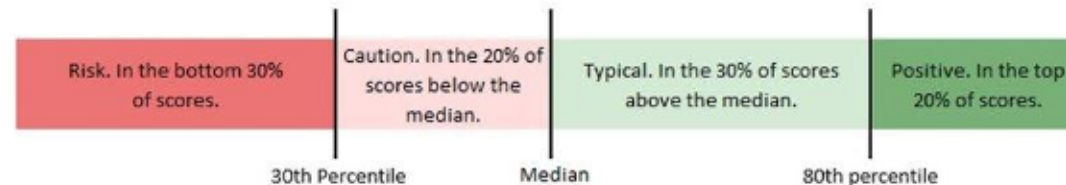
Name	Score	vs. B'mark	Score	vs. B'mark
Working hours	60	+4	72	+16
Sociability of hours	82	+10	87	+15
Travel time	84	+7	87	+10
Work-life balance	61	+5	75	+19
Technology	69	-3	74	+2
Work deadlines	68	+2	72	+6
Manageable workloads	61	0	67	+6
Time to do job well	51	+1	62	+12



In more depth – 6 Essentials

Job Conditions

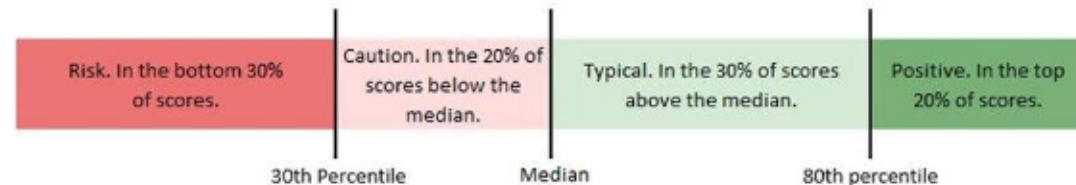
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	70	0	75	+5
Name	Score	vs. B'mark	Score	vs. B'mark
My job in the future	64	+1	70	+7
Physical work environment	79	+6	84	+11
Safety at work	84	-7	87	-4
Performance management	75	+2	79	+6
Pay & benefits	52	-4	61	+5
Interesting work	72	-1	74	+1
Relationships with customers / clients	66	-3	71	+2
Job enjoyment	68	-1	74	+5



In more depth – Health

Psychological Health

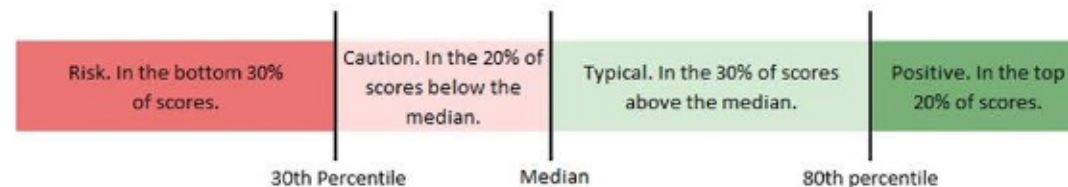
Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	56	-6	65	+3
Name	Score	vs. B'mark	Score	vs. B'mark
Relaxed	68	-7	72	-3
Calm	53	-5	65	+7
Decision-making	55	-8	63	0
Sense of humour	64	-4	73	+5
Even-tempered	56	-4	66	+6
Vitality	30	-8	43	+5
Coping	57	-6	68	+5
Contact with others	62	-5	69	+2
Mood	58	-5	67	+4
Listening	72	-2	78	+4
Concentration	45	-9	53	-1



In more depth – Health

Physical Health

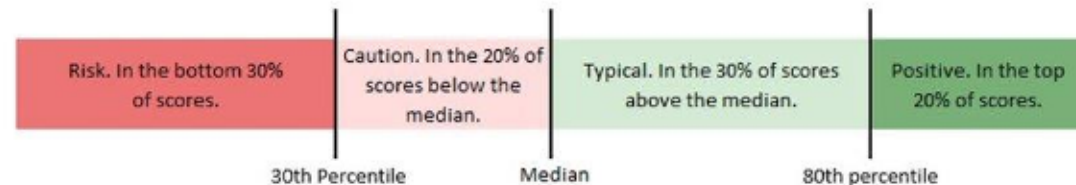
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	54	-3	60	+3
Name	Score	vs. B'mark	Score	vs. B'mark
Appetite	49	-9	56	-2
Digestion	70	+2	73	+5
Sleep	40	-5	49	+4
Absence of headaches	49	-3	55	+3
Lack of aches and pains	36	-8	43	-1
Lack of nausea	79	+2	83	+6



In more depth – Subjective Wellbeing

Positive Emotions

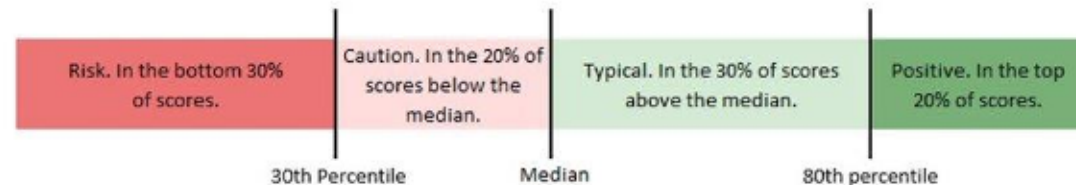
Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
Inspired	43	-7	51	+1
Alert	60	-3	63	0
Excited	37	-11	49	+1
Enthusiastic	51	-7	61	+3
Determined	65	-7	71	-1
Happy	55	-2	64	+7
Contented	51	-2	63	+10



In more depth – Subjective Wellbeing

Sense of Purpose

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	71	-1	74	+2
Name	Score	vs. B'mark	Score	vs. B'mark
Specific job goals	66	0	67	+1
Clear job goals	66	-1	69	+2
Commitment to goals	85	0	87	+2
Motivated by job challenge	67	-2	73	+4



In more depth – Engagement

Engagement > Motivation

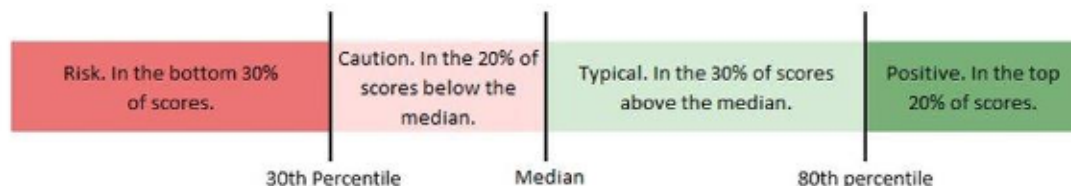
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	64	-2	71	+5
Name	Score	vs. B'mark	Score	vs. B'mark
Put myself out for organisation	69	-3	72	0
Organisation is motivating	60	-1	70	+9

Engagement > Employee Commitment

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	70	-4	78	+4
Name	Score	vs. B'mark	Score	vs. B'mark
Committed to organisation	75	-3	79	+1

Engagement > Organisational Commitment

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	62	+1	69	+8
Name	Score	vs. B'mark	Score	vs. B'mark
Organisation values me	62	+1	69	+8



Driver Analysis

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Driver Analysis – Health & Engagement – T1

Page 74

Mental Health



Explains 33% of the variance in Mental Health scores

Engagement



Explains 42% of the variance in Engagement scores

Driver Analysis – Performance – T1

Page 75

Intention to Leave



Explains 41% of the variance in Intention to Leave scores

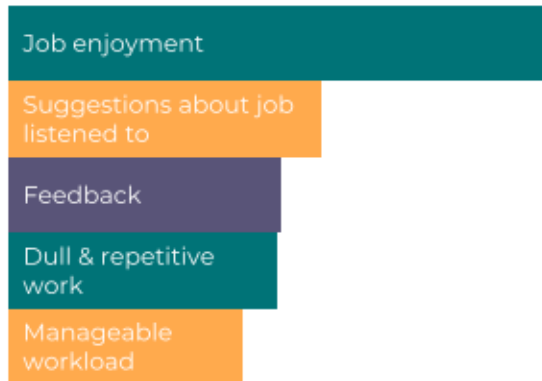
Advocacy



Explains 32% of the variance in Advocacy scores

Driver Analysis – Subjective Wellbeing – T1

Subjective Wellbeing



Explains 37% of the variance in Subjective Wellbeing scores

Summary

- **Job conditions**
 - Job enjoyment
 - Dull and repetitive work
 - Poor pay and benefits
 - Same job for the next 5 to 10 years
 - Physical work environment
- **Job security and change**
 - Well managed change
 - Future job change
- **Resources and communications**
 - Being in the know
 - Feedback
- **Work relationships**
 - Team relationships
 - Support from others
- **Balanced workload**
 - Manageable workloads
- **Control**
 - Suggestions about job listened to
 - Influence on targets

Most common items

Driver Analysis – Health & Engagement – T2

Page 77

Mental Health



Explains 35% of the variance in Mental Health scores

Engagement



Explains 45% of the variance in Engagement scores

Driver Analysis – Performance – T2

Page 78

Intention to Leave



Explains 41% of the variance in Intention to Leave scores

Advocacy

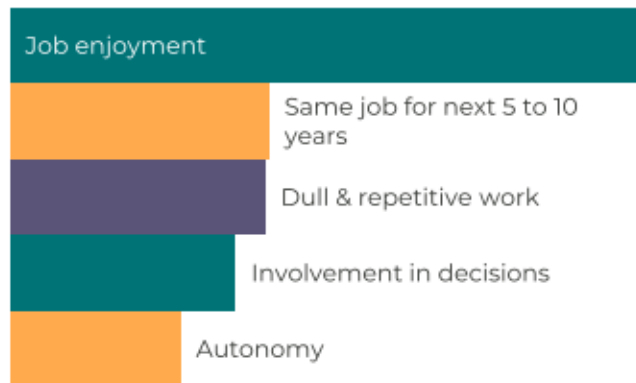


Explains 36% of the variance in Advocacy scores

Driver Analysis – Subjective Wellbeing – T2

Page 79

Subjective Wellbeing



Explains 39% of the variance in Subjective Wellbeing scores

Summary

- **Job conditions**
 - Job enjoyment
 - Dull and repetitive work
 - Same job for the next 5 to 10 years
 - Difficult customers/clients
- **Job security and change**
 - Future job changes
 - Well managed change
 - Skill redundancy in future
- **Resources and communications**
 - Being in the know
- **Work relationships**
 - Boss is forever finding fault
- **Balanced workload**
 - Time to do job well
- **Control**
 - Suggestions about job listened to
 - Autonomy
 - Influence on targets
 - Involvement in decisions

Most common items

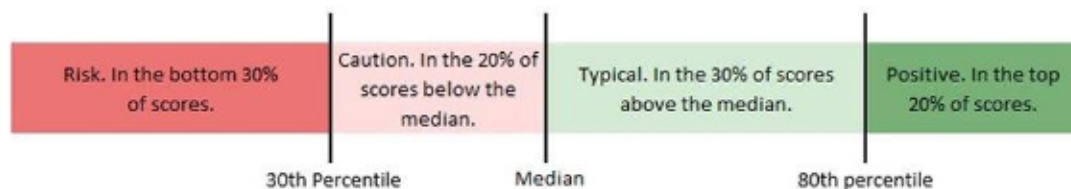
Heatmaps: Work Demographics

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Heatmap: Overall Time 1 vs. Time 2

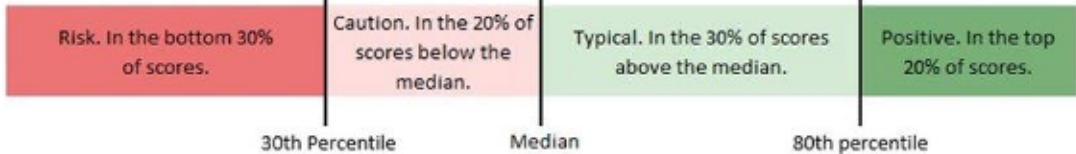
		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
South Cambridgeshire District Council: Overall Results	289	2	-2	2	5	-1	0	0	-3	-6	-5	-1	-2	1	-4	-3	0	
South Cambridgeshire District Council: Overall Results	328	6	4	8	13	5	4	5	3	3	3	2	5	8	4	7	9	

Please note: We compared those who completed the survey online at Time 1 (n=289) with those who completed the survey online and participated in the 4DW trial at Time 2 (n=328).



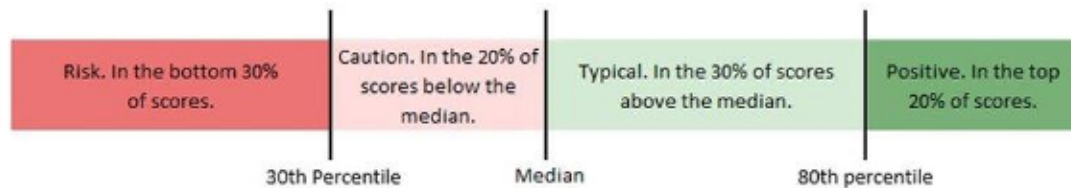
Heatmap: Service Area Time 1 vs. Time 2

	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
▼ Housing	70	6	-1	3	6	-1	1	1	-8	-8	-2	4	1	2	0	2	7
▼ Transformation, HR and Corporate Services	65	6	2	5	11	0	3	3	-4	-4	-2	1	4	7	2	-1	1
▼ Shared Planning	58	-7	-6	-4	-3	0	-4	-2	-2	-7	-10	-4	-8	-3	-10	-9	-8
Shared Waste and Environment	38	0	-1	1	3	2	-1	-2	1	-3	-8	-6	-3	-2	-9	-3	-1
▼ Finance	34	-2	-9	-2	4	-14	-6	-5	-2	-11	-14	-3	-13	-12	-13	-8	-10
Executive	12	10	5	11	11	3	4	11	10	7	11	3	7	7	7	4	9
▼ Shared Planning	90	2	-1	4	7	8	2	2	5	4	2	0	3	5	0	5	8
▼ Housing	76	12	7	12	15	7	5	6	-2	2	7	6	11	12	10	11	16
▼ Transformation, HR and Corporate Services	75	8	7	11	16	6	8	8	4	6	6	2	7	12	5	7	10
▼ Finance	44	-2	-2	-2	10	-9	-1	0	1	-4	-7	-3	-8	-7	-7	4	-3
Shared Waste and Environment	26	7	7	12	17	10	3	7	6	4	4	4	6	13	8	8	15
Executive	12	4	6	8	19	6	5	10	10	5	2	1	7	21	4	6	5



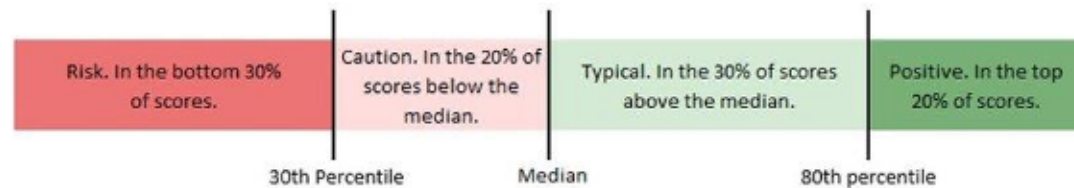
Heatmap: Service Area: Finance Time 1 vs. Time 2

	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Commitment	Employee Commitment	Good Day At Work	Performance
▼ Finance	34	-2	-9	-2	4	-14	-6	-5	-2	-11	-14	-3	-13	-12	-13	-8	-10
If Finance, which team do you work in? - Finance - Finance Team	13	-1	-4	0	-3	0	-5	-6	-6	-12	-16	0	-10	-10	-11	-6	-11
If Finance, which team do you work in? - Finance - Benefits	12	5	-10	-3	12	-24	-5	-4	5	-5	-12	-2	-18	-14	-21	-7	-5
▼ Finance	44	-2	-2	-2	10	-9	-1	0	1	-4	-7	-3	-8	-7	-7	4	-3
If Finance, which team do you work in? - Finance - Finance Team	16	-5	-6	2	4	-4	-2	-1	-3	-8	-10	-3	-2	-5	-8	5	-2
If Finance, which team do you work in? - Finance - Revenues	11	-2	-6	-10	10	-14	-6	2	3	0	-2	-6	-9	-3	-12	2	2
If Finance, which team do you work in? - Finance - Benefits	11	1	1	-2	18	-18	1	-1	3	-2	-8	0	-17	-17	-7	7	-7



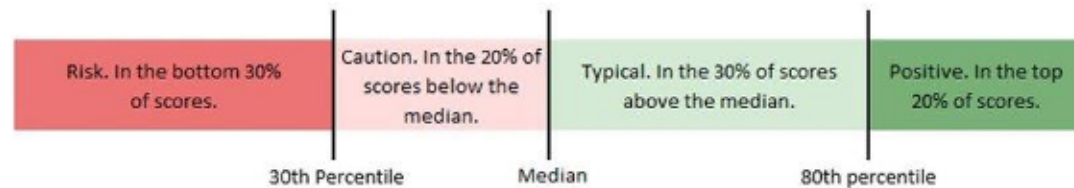
Heatmap: Service Area: Shared Planning Time 1

	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
▼ Shared Planning	58	-7	-6	-4	-3	0	-4	-2	-2	-7	-10	-4	-8	-3	-10	-9	-8
If Shared Planning, which team do you work in? - Shared Planning - Delivery	23	-2	-5	0	1	4	3	-2	3	2	-3	0	-5	-4	-12	-7	-3
If Shared Planning, which team do you work in? - Shared Planning - Strategy and Economy	14	-13	-12	-8	-20	5	-7	0	-8	-18	-19	-3	-5	3	-9	-17	-17
If Shared Planning, which team do you work in? - Shared Planning - Built and Natural Environment	14	-2	3	-2	2	4	-7	-1	1	-4	-6	-5	-1	8	2	-3	-3



Heatmap: Service Area: Shared Planning Time 2

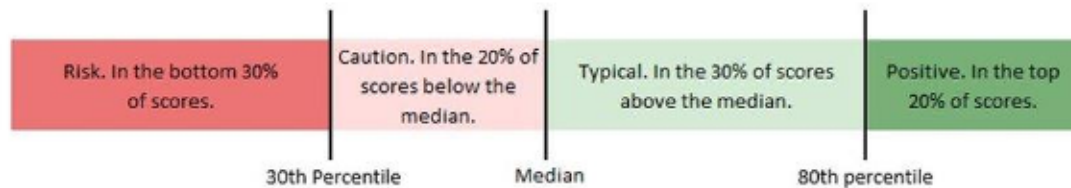
	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Commitment	Employee Commitment	Good Day At Work	Performance
▼ Shared Planning	90	2	-1	4	7	8	2	2	5	4	2	0	3	5	0	5	8
If Shared Planning, which team do you work in? - Shared Planning - Delivery	49	2	-2	1	5	8	3	-1	5	6	2	0	-1	-1	-1	6	7
If Shared Planning, which team do you work in? - Shared Planning - Built and Natural Environment	20	3	3	9	11	11	0	1	3	2	6	2	9	12	5	7	10
If Shared Planning, which team do you work in? - Shared Planning - Strategy and Economy	14	-1	-2	0	-1	9	1	6	5	4	-3	0	6	9	-4	-2	5



Heatmap: Service Area: Housing Time 1

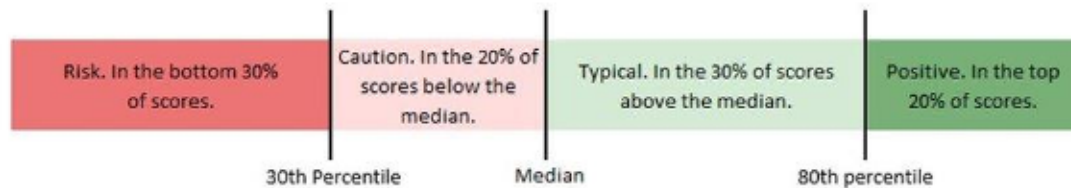
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		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
▼ Housing	70	6	-1	3	6	-1	1	1	-8	-8	-2	4	1	2	0	2	7	
If Housing, which team do you work in? - Housing - Neighbourhood Services	18	7	-1	1	4	-5	4	0	-8	-2	1	2	2	5	3	7	6	
If Housing, which team do you work in? - Housing - Advice and Options	16	5	-1	4	11	4	0	1	-9	-12	1	3	2	0	-1	1	11	
If Housing, which team do you work in? - Housing - Property Services	11	5	-11	-12	-6	-7	-8	-9	-16	-22	-15	-3	-9	-8	-8	-3	3	
If Housing, which team do you work in? - Housing - Housing Strategy	8	5	3	11	15	-8	7	8	-8	0	-8	7	14	12	10	-1	8	
If Housing, which team do you work in? - Housing - Ermine Street	7	2	10	13	13	10	4	7	-5	-10	0	9	5	10	5	4	5	

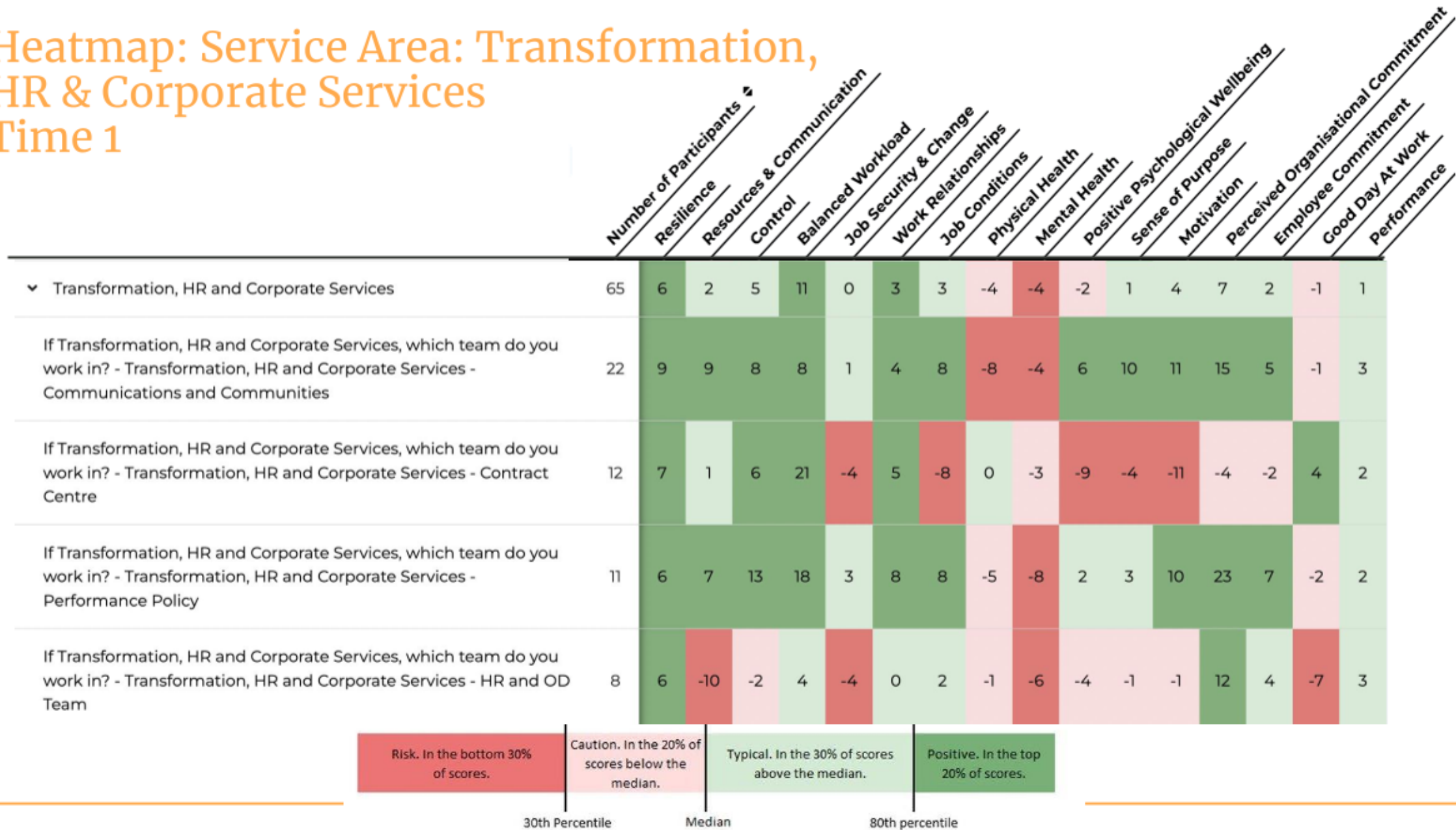


Heatmap: Service Area: Housing Time 2

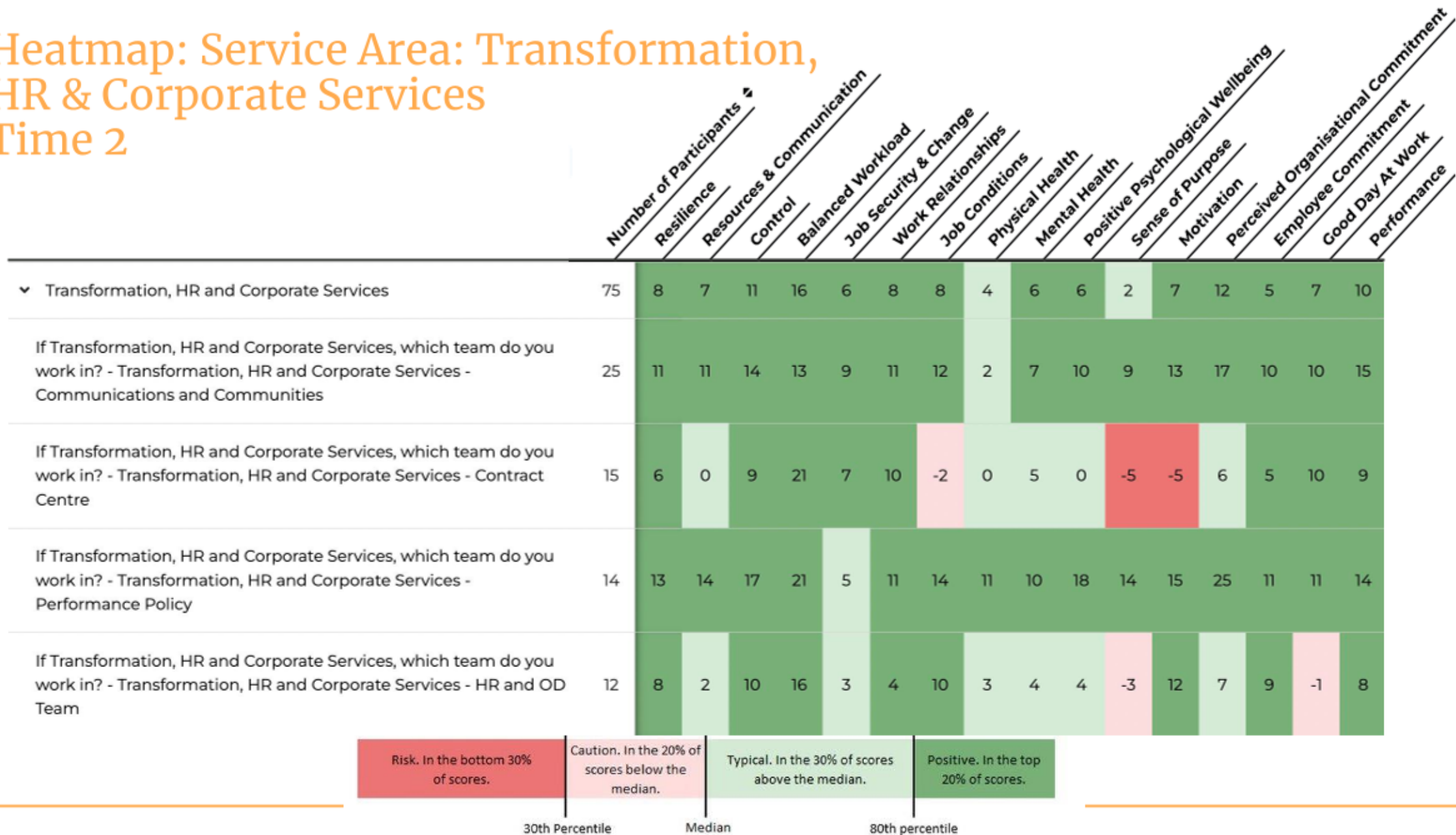
		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
▼ Housing		76	12	7	12	15	7	5	6	-2	2	7	6	11	12	10	11	16
If Housing, which team do you work in? - Housing - Advice and Options		25	13	9	19	20	4	9	9	-8	2	17	10	10	17	9	10	18
If Housing, which team do you work in? - Housing - Neighbourhood Services		16	8	-2	-1	5	5	3	1	-1	1	1	0	9	5	7	8	17
If Housing, which team do you work in? - Housing - Property Services		12	8	1	4	7	10	-1	1	-4	1	-3	0	12	6	13	13	13
If Housing, which team do you work in? - Housing - Housing Strategy		11	16	14	20	19	7	11	11	5	4	4	6	9	17	15	8	14
If Housing, which team do you work in? - Housing - Ermine Street		7	18	15	15	22	15	7	12	1	5	12	16	17	19	19	17	19



Heatmap: Service Area: Transformation, HR & Corporate Services Time 1

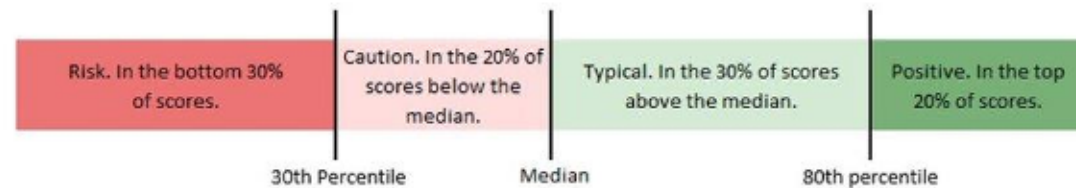


Heatmap: Service Area: Transformation, HR & Corporate Services Time 2



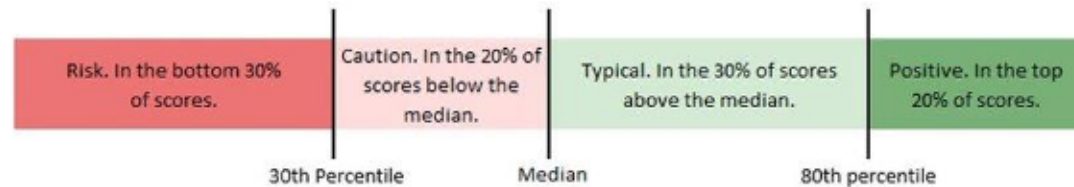
Heatmap: Work Location Time 1 vs. Time 2

		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Working at site	7	13	-4	9	7	-9	8	-4	-6	9	13	4	8	16	-1	8	5	
Working from the office	10	2	-2	4	-5	2	1	2	2	0	-5	7	4	-1	2	-5	1	
Working from home	106	4	-1	2	6	-1	0	2	-3	-6	-7	1	-1	3	-2	-2	2	
Mix of office and home	162	0	-3	1	5	-2	-1	-1	-3	-7	-5	-3	-3	-1	-5	-4	-2	
Mix of office and home	215	6	4	10	13	6	5	5	3	4	4	2	6	9	4	6	10	
Working from home	92	6	3	4	12	4	2	4	3	2	1	2	4	5	3	8	9	
Working from the office	12	-1	1	2	13	-1	0	2	7	-2	-5	-4	-2	6	-2	2	-3	

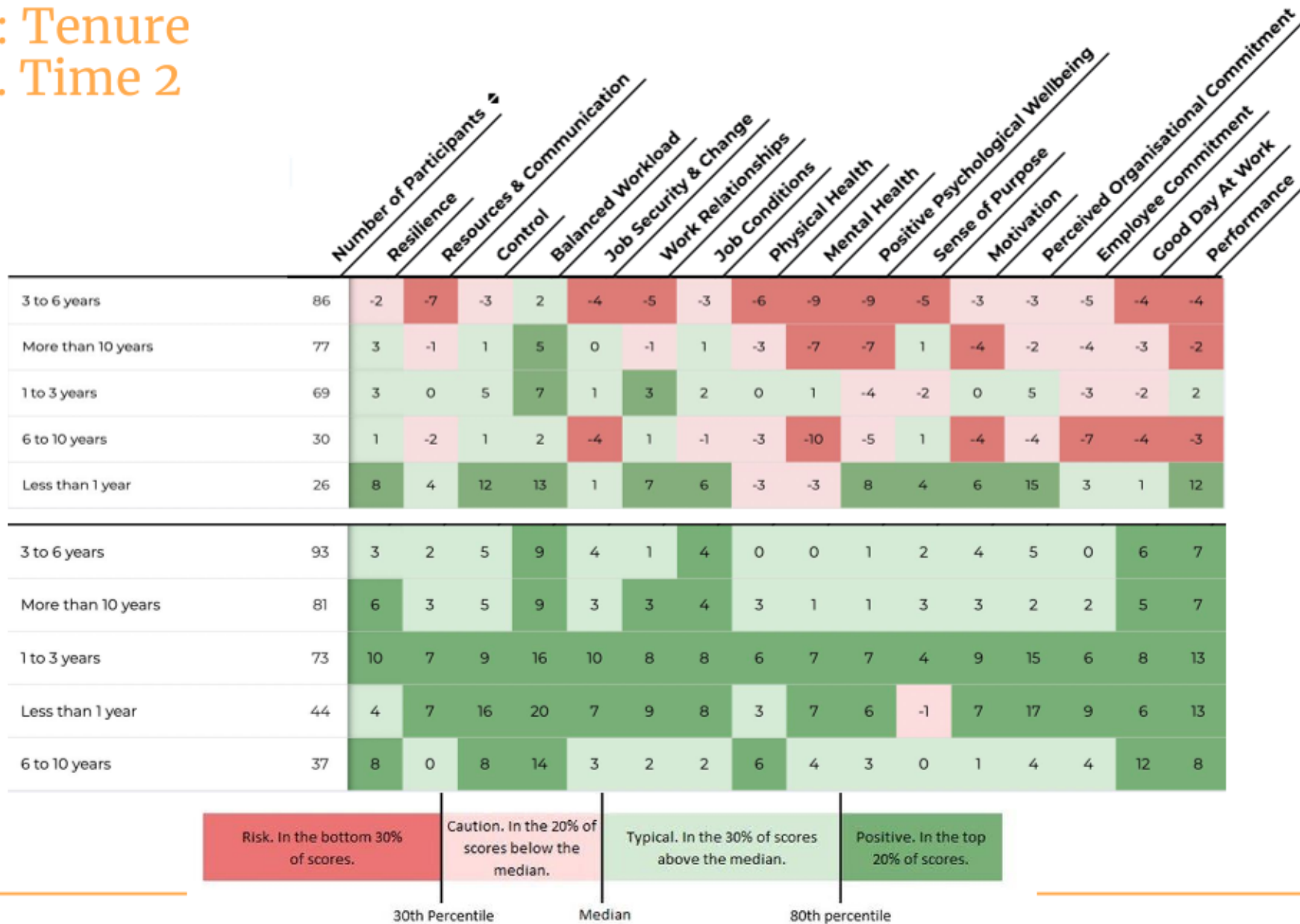


Heatmap: Contract Type Time 1 vs. Time 2

		Number of Participants ↓	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
Part-time	49	0	-1	-4	6	-3	-3	-2	-5	-10	-11	-3	-9	-1	-5	-1	-3	
Full-time	240	2	-3	3	5	-1	0	1	-3	-5	-4	-1	0	1	-4	-3	0	
Part-time	55	1	-1	0	9	4	-1	1	-2	-6	-5	-2	-2	0	-2	5	6	
Full-time	273	7	5	9	13	6	5	6	4	5	5	3	6	9	5	8	10	

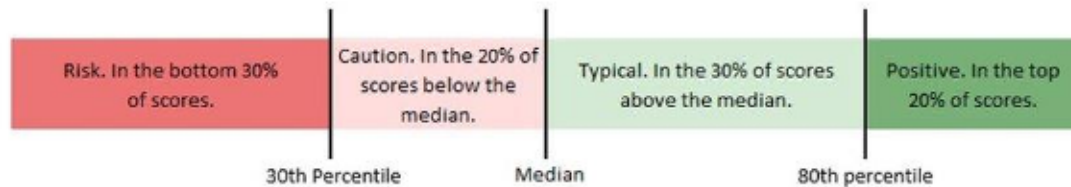


Heatmap: Tenure Time 1 vs. Time 2



Heatmap: Pay Grade Time 1 vs. Time 2

		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
4 to 6	185	0	-5	-2	4	-3	-2	-1	-4	-7	-7	-2	-3	-2	-5	-3	-2	
7 to 9	46	8	3	12	1	4	2	7	-2	-4	4	7	10	13	5	-5	6	
1 to 3	46	2	-2	1	14	-6	1	-2	0	-5	-6	-2	-10	-4	-7	1	0	
10+	7	7	7	10	0	14	1	6	-6	1	0	-4	10	13	-3	-6	5	
4 to 6	217	5	2	6	12	5	4	4	2	2	2	1	4	6	2	7	8	
1 to 3	55	5	6	6	18	0	6	3	3	3	0	-1	0	4	2	10	10	
7 to 9	47	9	6	14	8	11	3	10	6	7	10	7	14	16	12	4	12	
10+	9	14	17	26	14	18	14	16	8	9	16	8	20	32	15	9	17	



Heatmaps: Additional Personal Demographics

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Heatmap: Gender Time 1 vs. Time 2

Number of Participants ↕

Resilience

Resources & Communication

Control

Balanced Workload

Job Security & Change

Work Relationships

Job Conditions

Physical Health

Mental Health

Positive Psychological Wellbeing

Sense of Purpose

Motivation

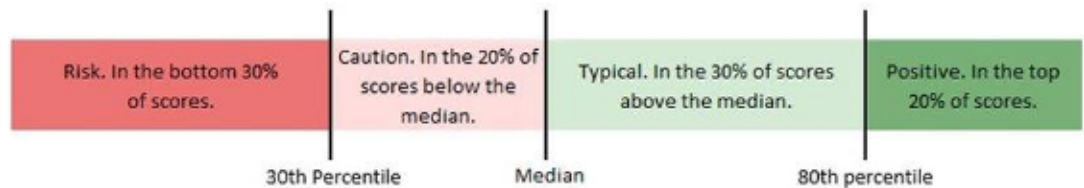
Perceived Organisational Commitment

Employee Commitment

Good Day At Work

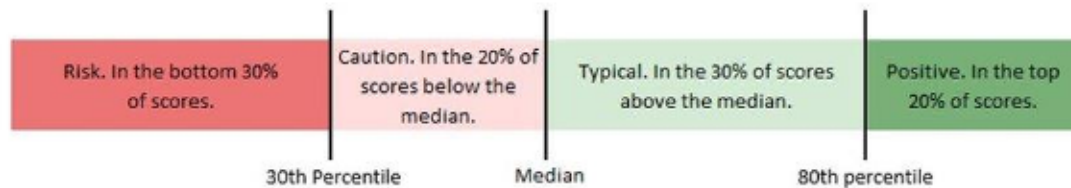
Performance

Female	173	4	0	3	8	-2	0	1	-6	-7	-4	1	-1	2	-1	-1	2
Male	98	-1	-2	2	3	3	0	1	2	-3	-5	-3	-1	2	-8	-4	-1
Prefer not to say	18	-7	-23	-14	-7	-17	-11	-15	-7	-12	-18	-8	-14	-11	-12	-9	-17
Female	219	7	4	8	14	4	5	5	1	2	4	2	5	8	4	8	11
Male	99	6	6	10	11	10	5	6	9	7	2	3	5	11	4	6	8
Prefer not to say	10	-11	-19	-27	-5	-18	-15	-15	-2	-11	-11	-12	-4	-27	-11	-3	-13



Heatmap: Age Time 1

		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
35 to 44	64	1	-3	1	4	-2	-2	2	-5	-7	-4	0	-1	2	-1	-4	2	
45 to 49	45	-1	-2	1	-1	-2	-4	-3	-7	-13	-6	0	-1	-1	-6	-5	-2	
55 to 59	39	8	3	11	11	3	4	6	1	0	4	4	2	8	2	2	5	
50 to 54	37	5	-1	2	0	3	1	1	-4	-5	-5	0	3	-3	-3	-4	-3	
30 to 34	27	-6	-6	-5	7	-4	-2	-5	2	-2	-13	-6	-16	-4	-14	-2	-7	
25 to 29	26	-1	-3	3	12	-3	0	-2	0	1	-6	-7	3	6	-3	0	0	
60 or over	21	10	4	2	11	-5	5	7	-1	-2	-5	0	1	2	-2	1	4	
Prefer not to say	18	-5	-20	-16	-5	-14	-10	-13	-10	-13	-16	-6	-9	-9	-11	-9	-10	
Under 25	12	5	5	14	11	6	7	4	-1	-6	-2	3	-6	6	-4	-1	7	



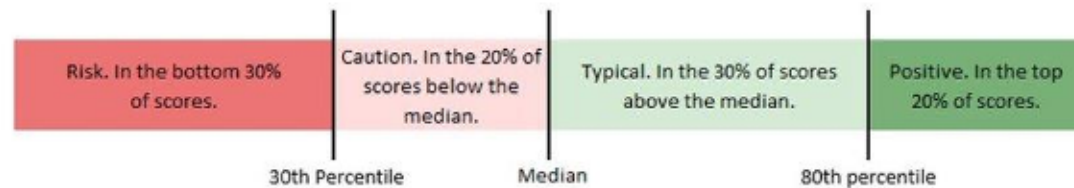
Heatmap: Age Time 2

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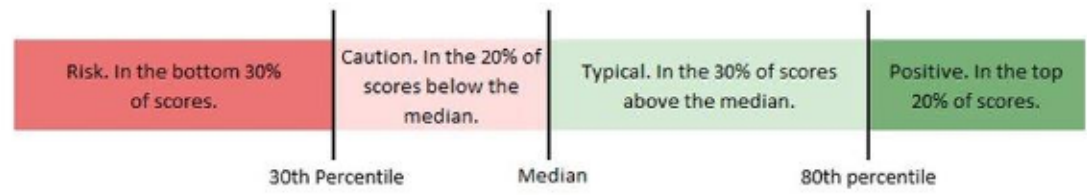
Heatmap: Ethnicity Time 1 vs. Time 2

		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
White - English, Welsh, Scottish, Northern Irish	234	3	-1	3	6	0	0	2	-3	-5	-4	0	-1	1	-3	-2	1	
Prefer not to say	25	-5	-19	-18	-8	-19	-7	-13	-4	-11	-15	-7	-10	-11	-11	-7	-16	
Any other White background	15	-2	-4	1	8	0	-4	-7	-4	-15	-13	-5	-11	-4	-10	-10	-4	
White - English, Welsh, Scottish, Northern Irish	265	7	5	9	14	6	5	6	4	4	4	3	5	10	5	8	11	
Prefer not to say	19	-1	-6	-8	2	-9	-5	-8	0	0	-3	-4	-1	-12	-5	5	-3	
Any other White background	18	2	-10	-7	5	0	-4	-5	-6	-11	-5	-2	-4	-13	-7	1	-1	



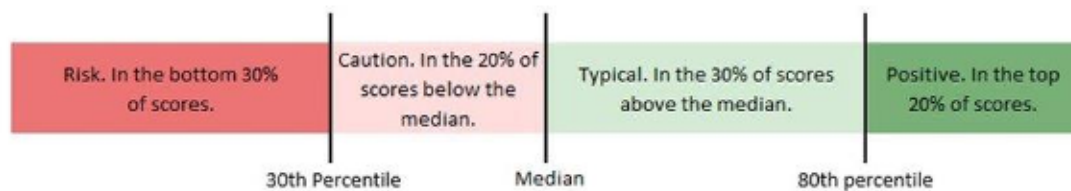
Heatmap: Sexual Orientation Time 1 vs. Time 2

		Number of Participants	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
Heterosexual	239	3	0	4	6	1	0	2	-3	-5	-3	1	-1	2	-3	-2	2	
Prefer not to say	39	-3	-14	-11	-2	-15	-6	-8	-5	-8	-15	-9	-7	-10	-9	-4	-11	
Bisexual	8	-10	-12	-2	8	3	1	-3	-15	-25	-20	-6	-20	-1	-14	-7	-11	
Heterosexual	284	7	5	10	13	7	5	6	4	5	5	3	6	10	5	8	11	
Prefer not to say	28	-1	-9	-9	3	-6	-6	-6	-3	-5	-3	-5	-2	-15	-8	2	-4	
Bisexual	10	0	2	4	15	5	8	1	-12	-11	-11	-1	-16	5	-6	5	-4	



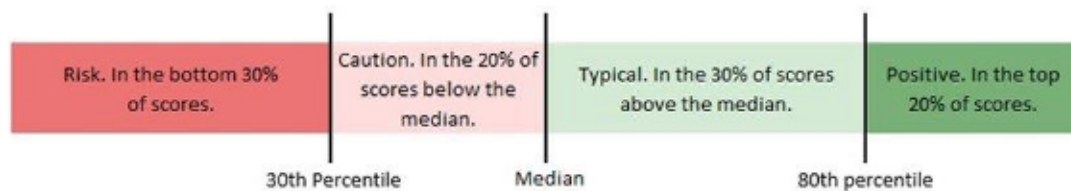
Heatmap: Childcare Time 1 vs. Time 2

		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
No	182	4	0	5	8	1	3	2	-1	-3	-2	0	-1	3	-3	-1	2	
Yes	96	-1	-3	-2	2	-4	-5	-2	-5	-9	-9	-3	-1	-2	-5	-4	-3	
Prefer not to say	11	-9	-24	-25	-13	-11	-16	-16	-19	-24	-20	-7	-15	-14	-13	-17	-15	
No	208	7	5	9	14	7	6	7	3	5	4	2	4	10	4	8	11	
Yes	112	6	3	8	11	3	2	3	3	0	2	2	7	6	3	6	8	
Prefer not to say	8	-6	-19	-20	-8	-16	-11	-15	-4	-9	-2	-4	-5	-23	-6	2	-7	



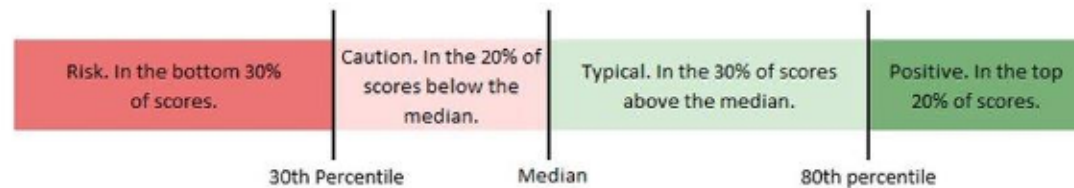
Heatmap: Caregiving Time 1 vs. Time 2

		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Commitment	Good Day At Work	Performance
No	230	3	-1	3	6	0	0	2	-2	-4	-4	0	-1	2	-3	-2	0	
Yes	42	2	-3	1	3	-5	-1	-3	-6	-13	-7	-2	-2	-1	-3	-6	1	
Prefer not to say	17	-11	-19	-15	-4	-10	-11	-11	-6	-11	-15	-8	-14	-9	-10	-8	-12	
No	265	6	5	9	13	7	5	6	4	5	4	2	5	9	4	7	11	
Yes	47	5	1	6	12	0	1	4	-1	-3	2	3	4	7	4	7	4	
Prefer not to say	16	1	-11	-12	-1	-11	-6	-5	0	-2	-4	-1	5	-11	-5	3	1	



Heatmap: Disability Time 1 vs. Time 2

		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	Good Day At Work	Performance
No	231	2	0	5	7	0	1	2	-2	-4	-4	0	-1	4	-3	-2	1	
Yes	34	-1	-9	-10	0	-7	-7	-4	-11	-15	-12	-4	-9	-9	-12	-5	-4	
Prefer not to say	24	1	-17	-16	-5	-4	-7	-9	-7	-8	-9	-4	-4	-12	-5	-7	-7	
No	278	7	5	9	13	7	5	6	4	4	4	2	6	10	4	7	10	
Yes	30	7	2	4	11	3	3	5	-2	-3	4	4	4	8	6	7	12	
Prefer not to say	20	-4	-11	-10	4	-11	-6	-5	-7	-5	-9	-7	-7	-16	-10	3	-5	

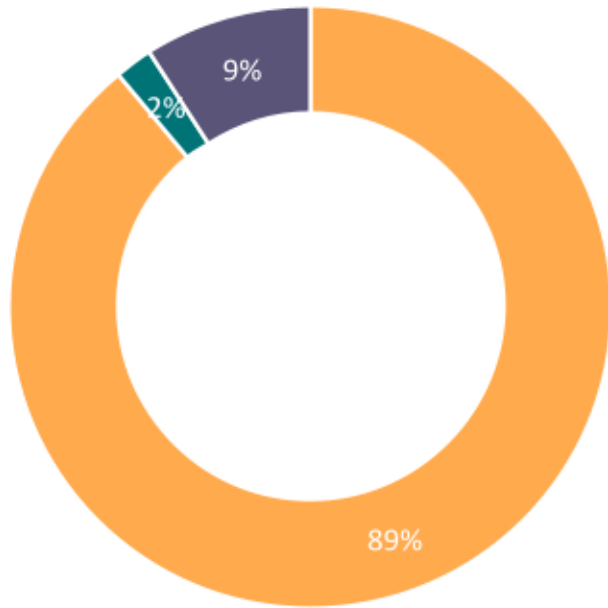


4 Day Week: Additional Analysis

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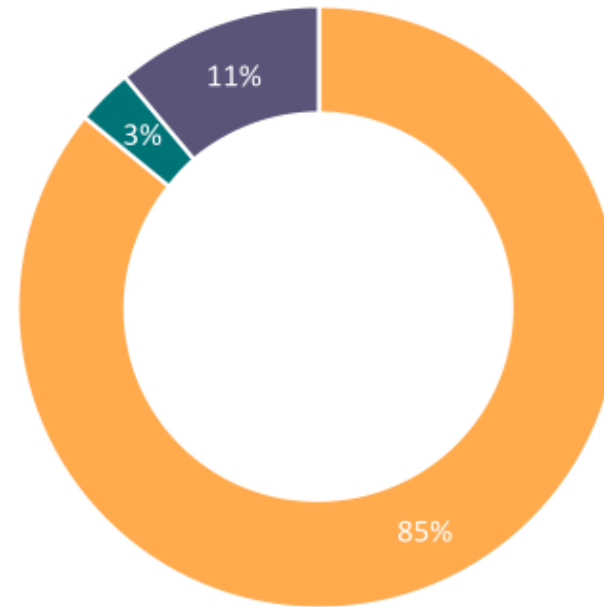
4-Day Work Week

Would you like SCDC to move permanently to a 4-day week?



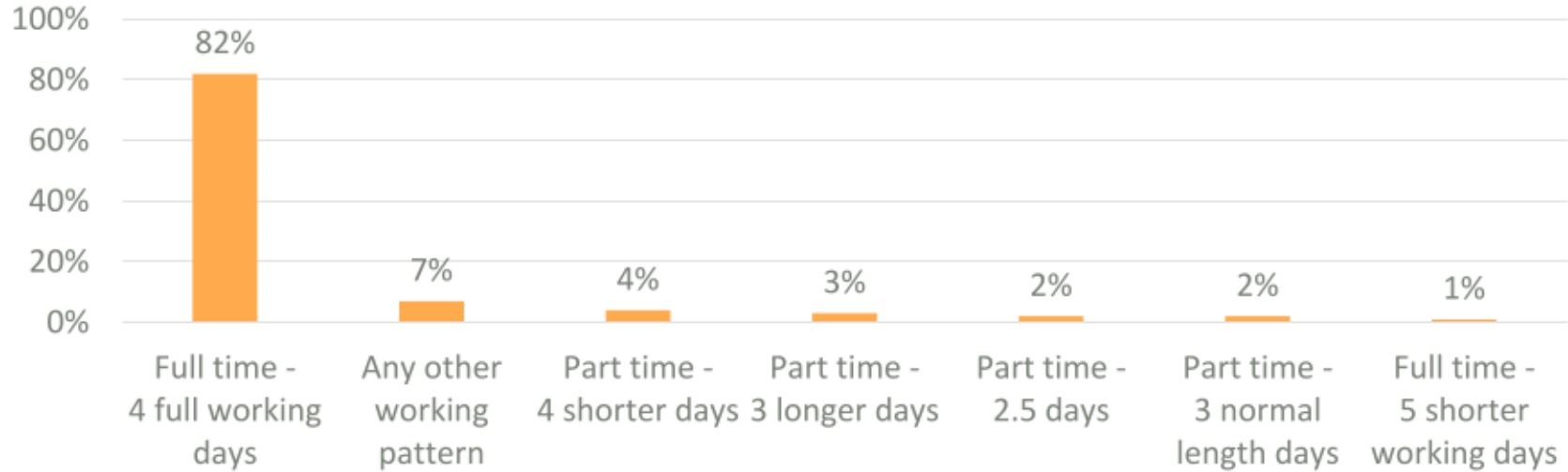
■ Yes ■ No ■ I don't know

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

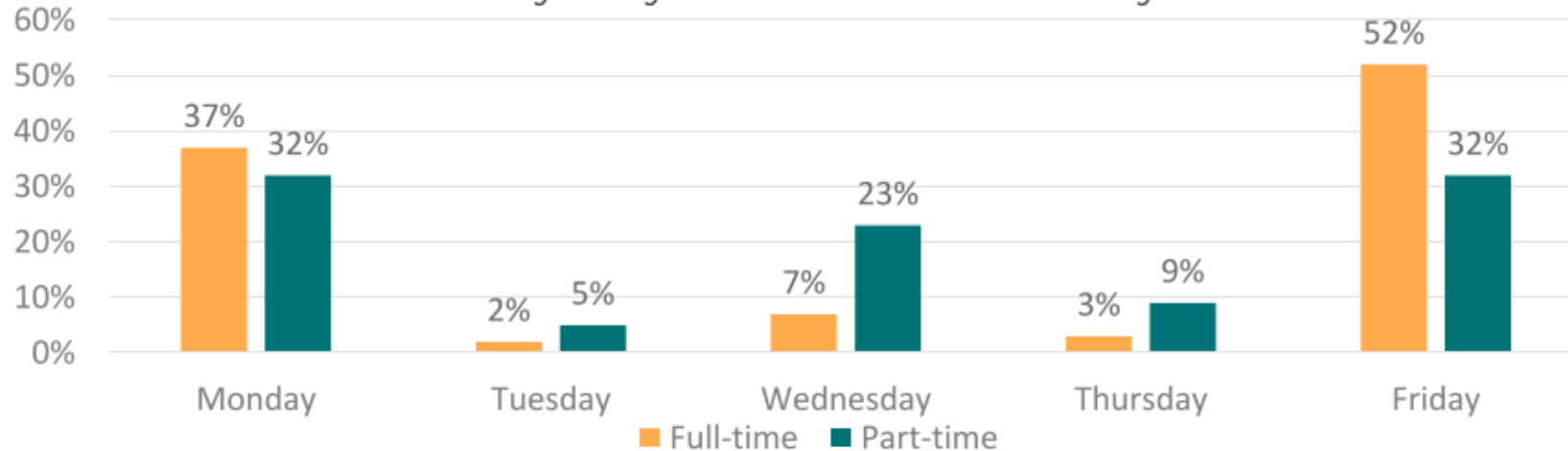


■ Yes ■ No ■ I don't know

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

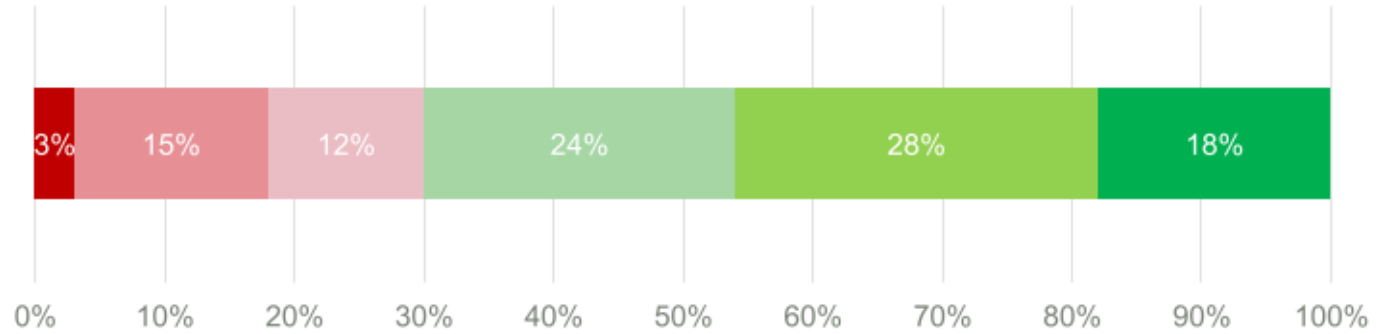


Which day did you take off for the 4 Day Week Trial?



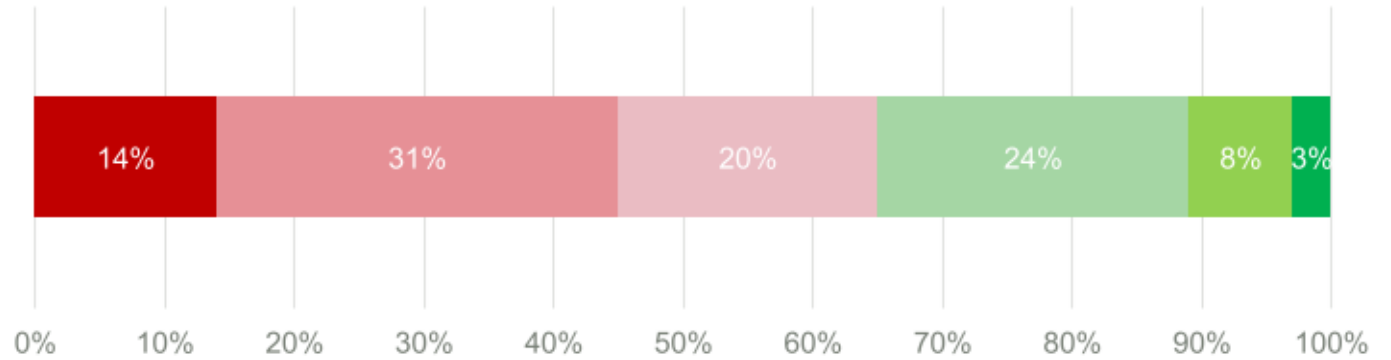
During the 4DW trial, did you feel your workdays intensified?

70% agreed vs 30% disagreed



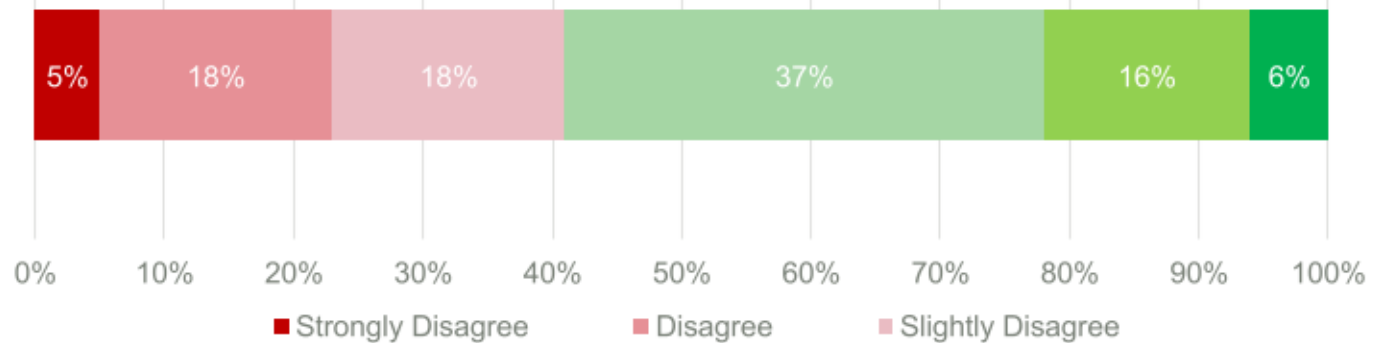
During the 4DW trial, did you feel your levels of stress increased?

35% agreed vs 65% disagreed

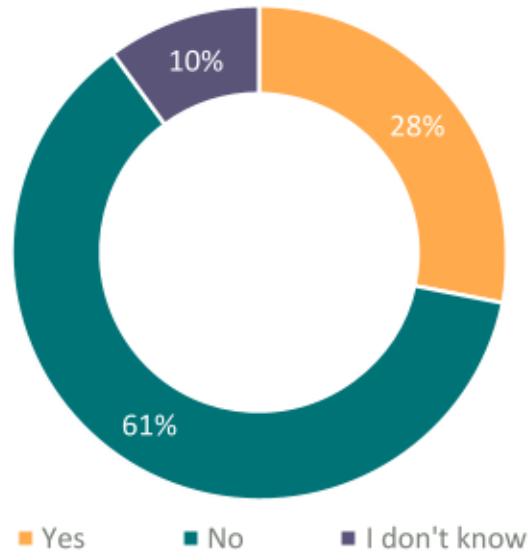


As you selected 'Strongly Agree', 'Agree' or 'Slightly Agree', did you feel that your increased levels of stress adversely impacted you?

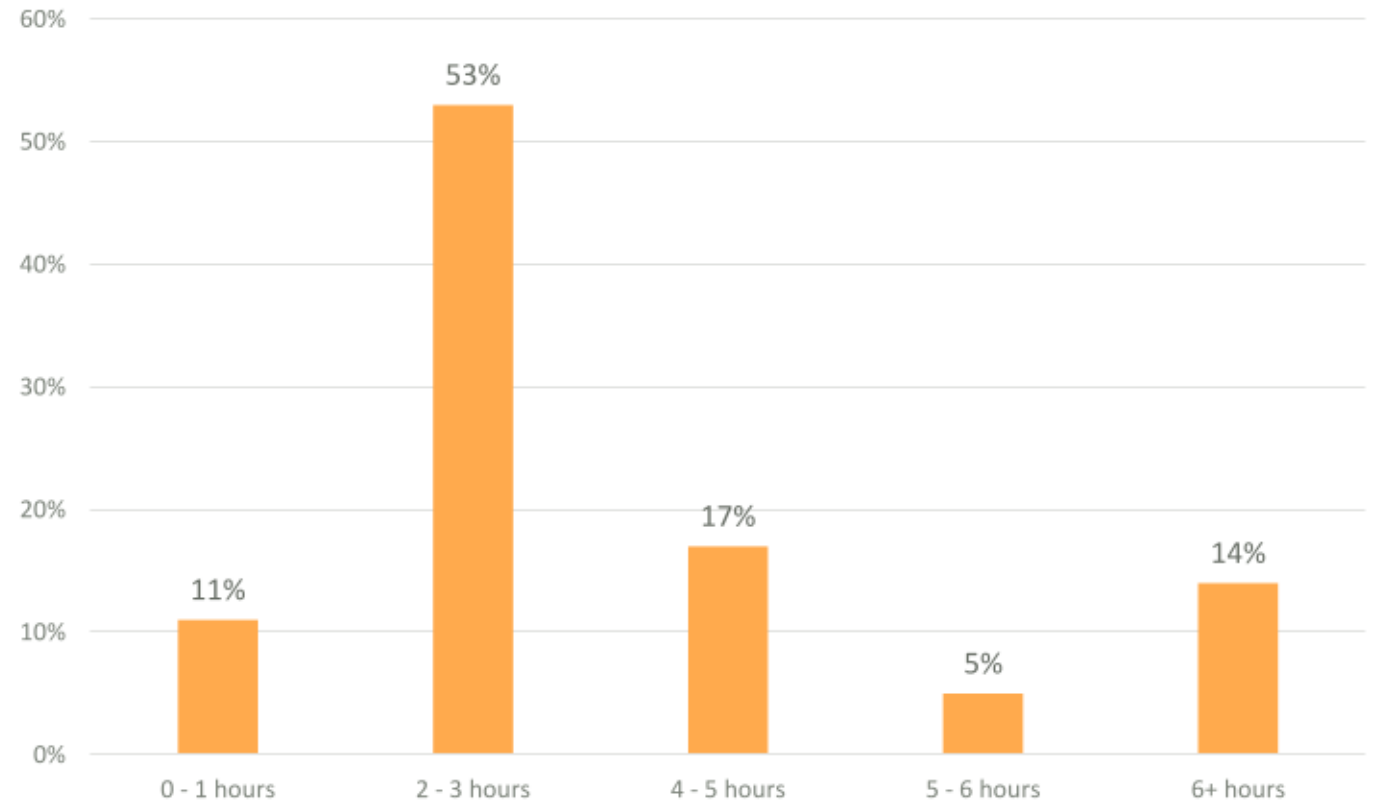
59% agreed vs 41% disagreed



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

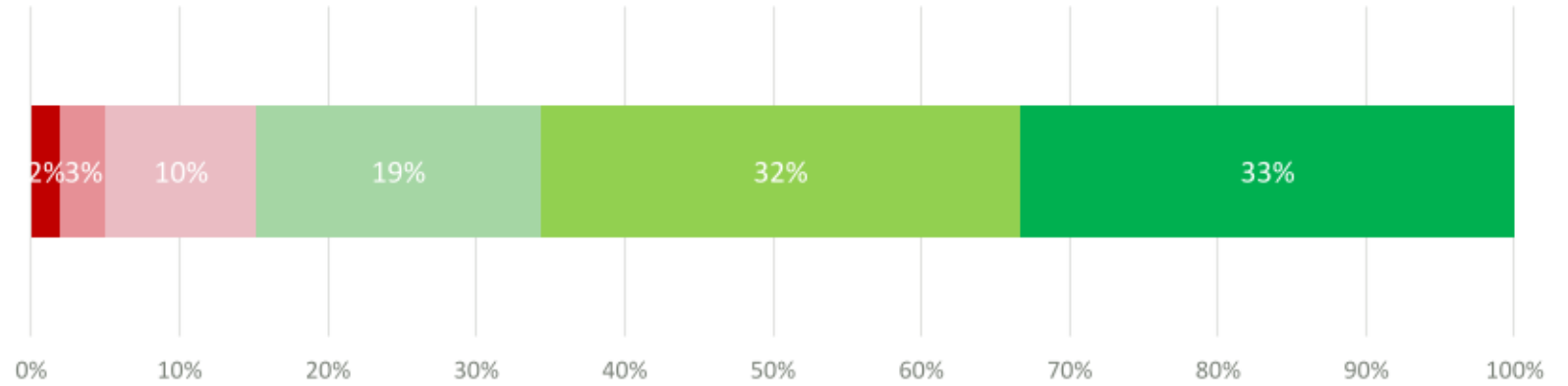


How many more hours did you work on average, per week?



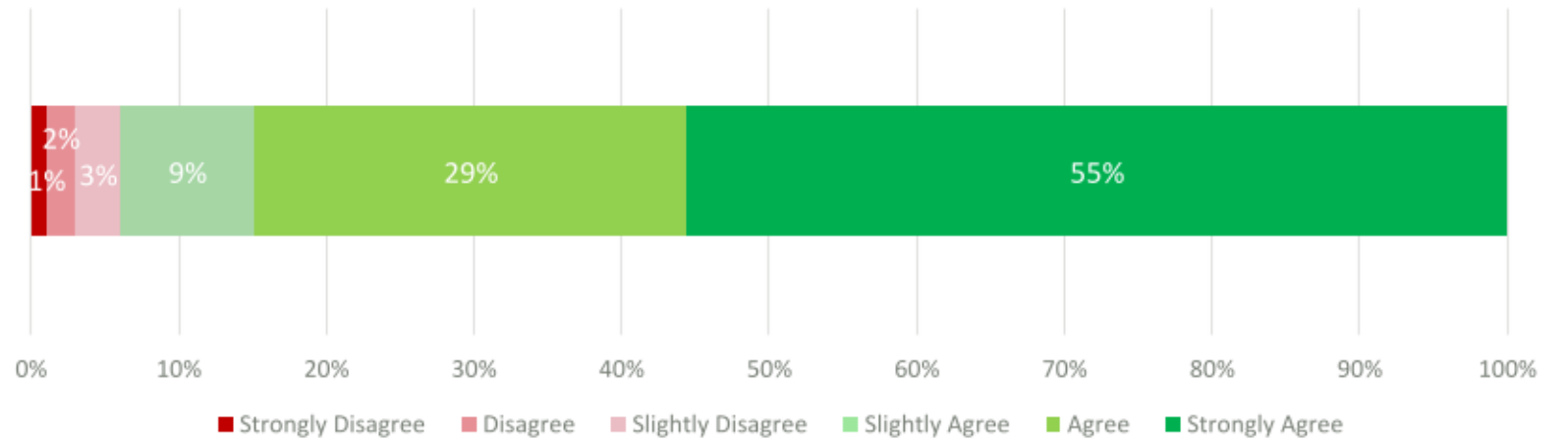
Do you feel SCDC have the tools and process in place to make the 4DW work?

84% positive

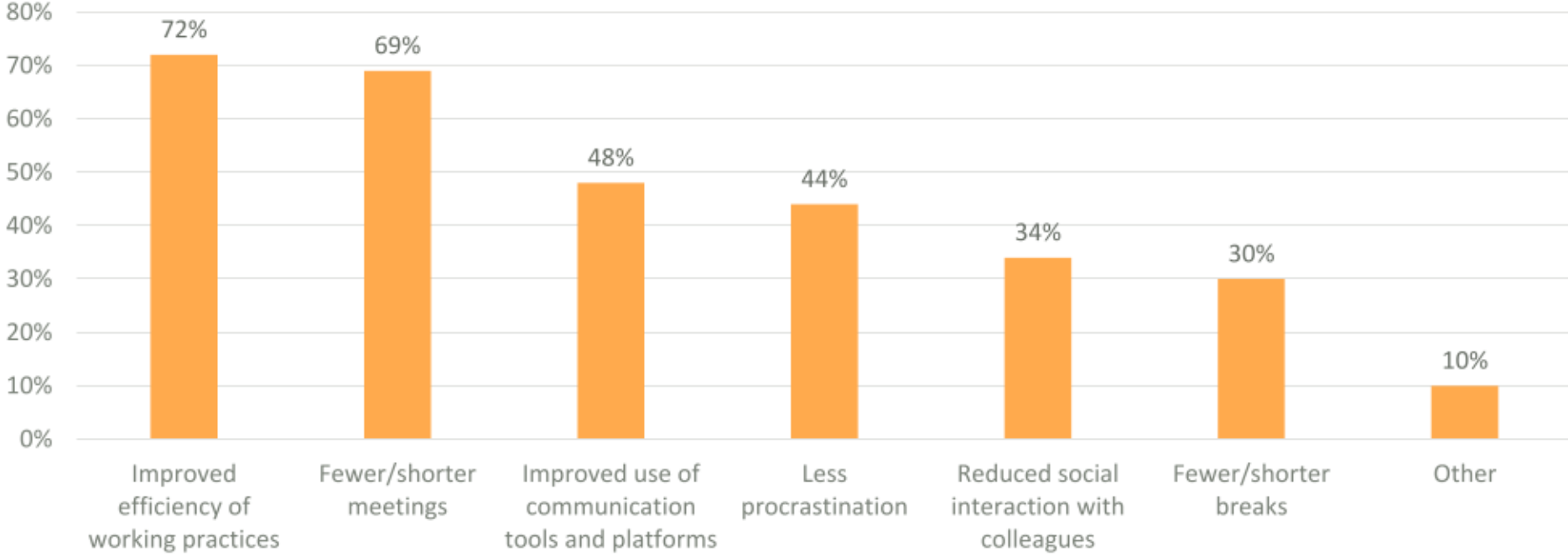


Do you feel it's worthwhile putting in extra effort at work in order to work 80% of hours for 100% of pay?

94% positive

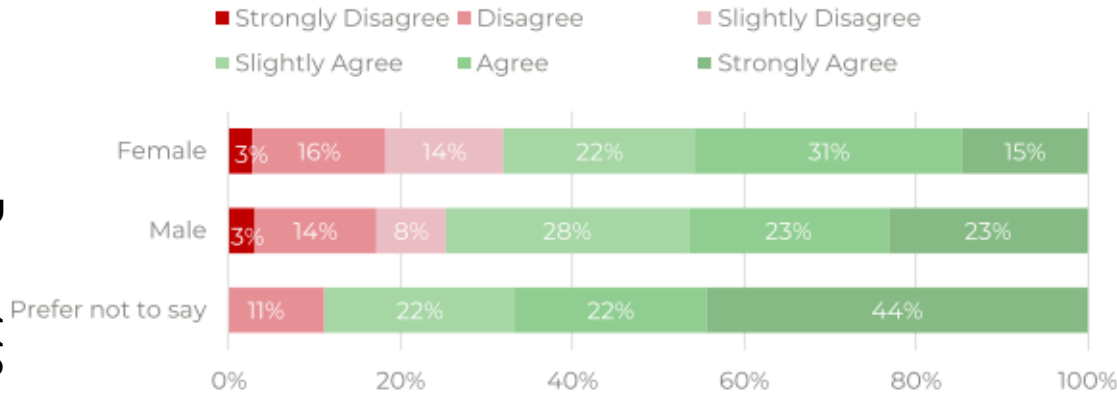


To deliver your work in 80% of the time, what has had to change?

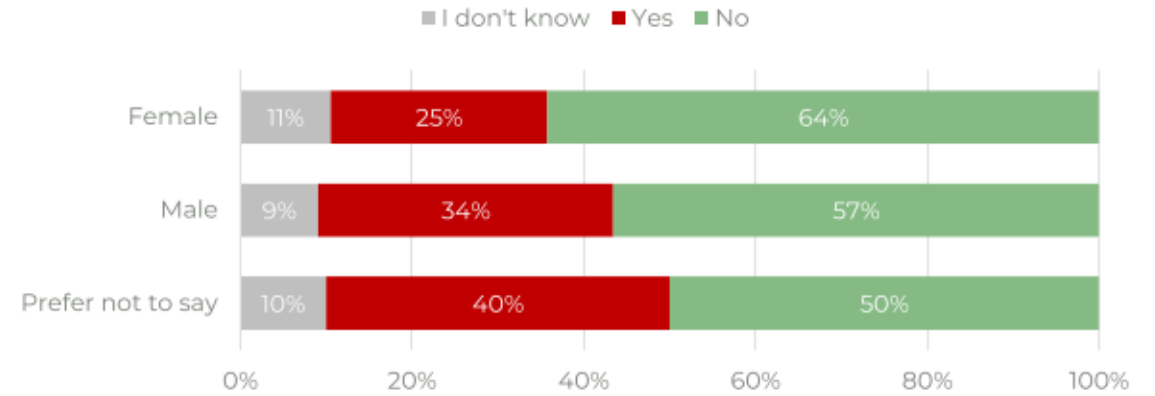


Key 4DW Questions by Gender

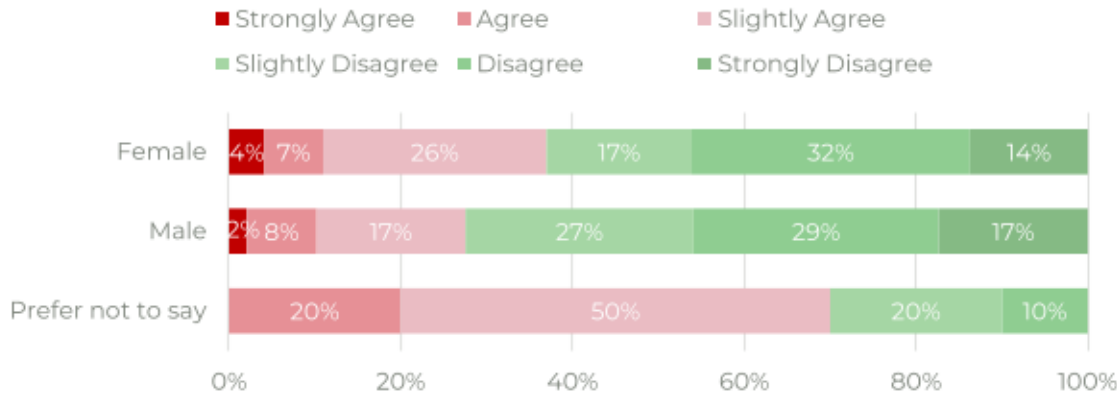
During the 4 Day Week trial, did you feel your work days intensified?



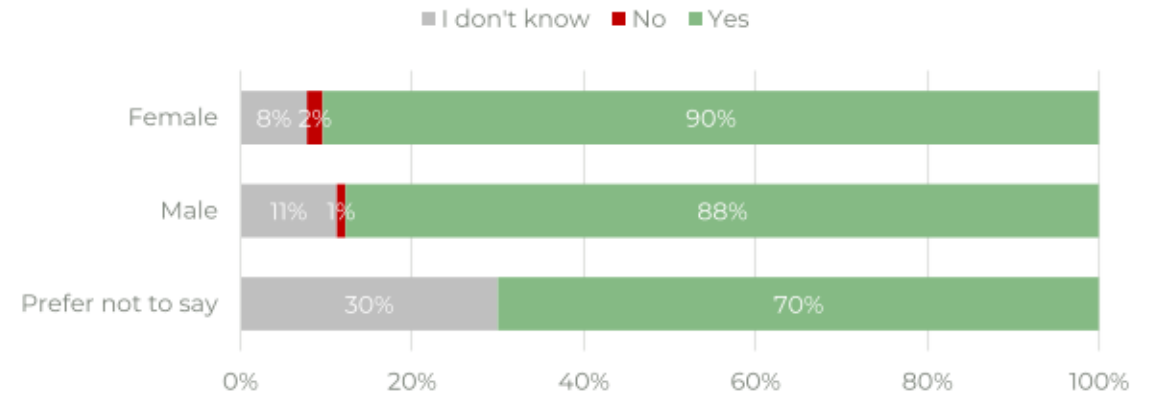
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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

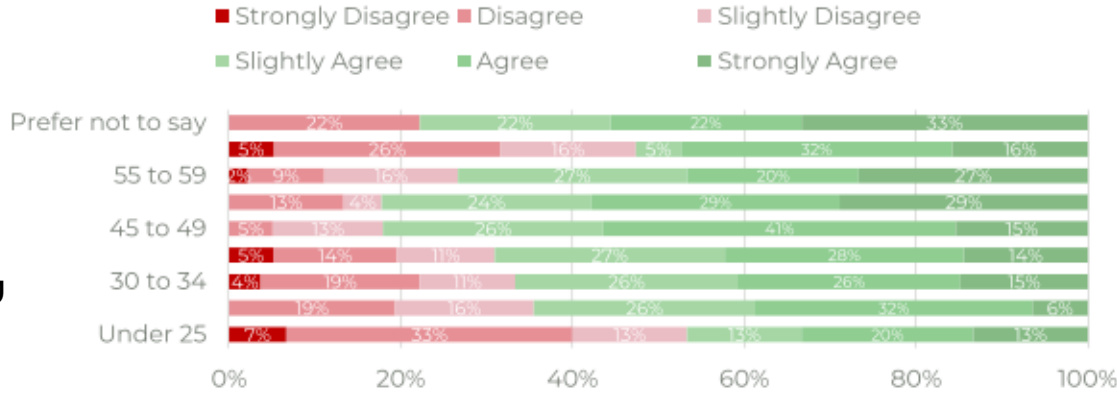


Would you like SCDC to move permanently to a 4 day week?

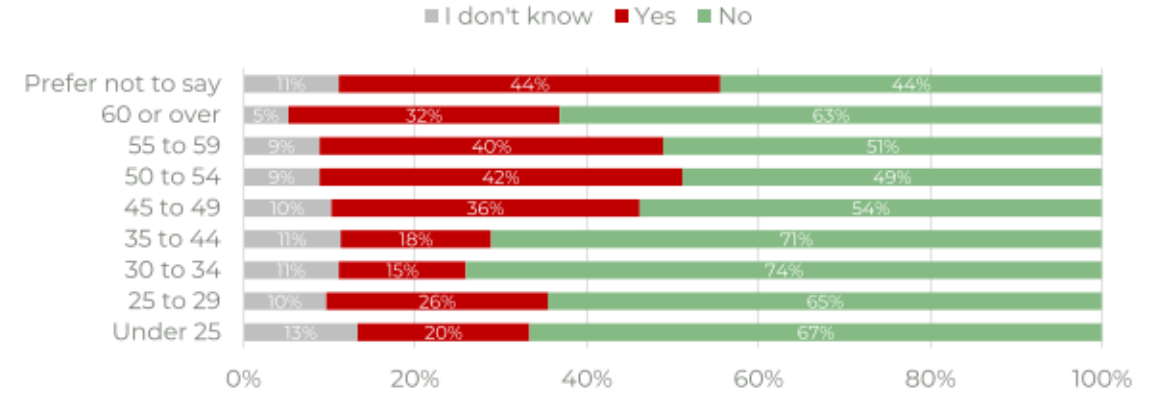


Key 4DW Questions by Age

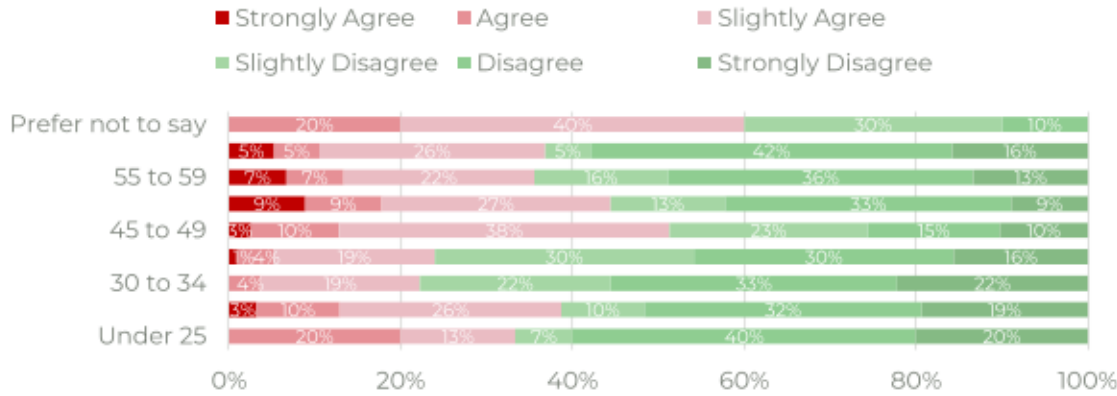
During the 4 Day Week trial, did you feel your work days intensified?



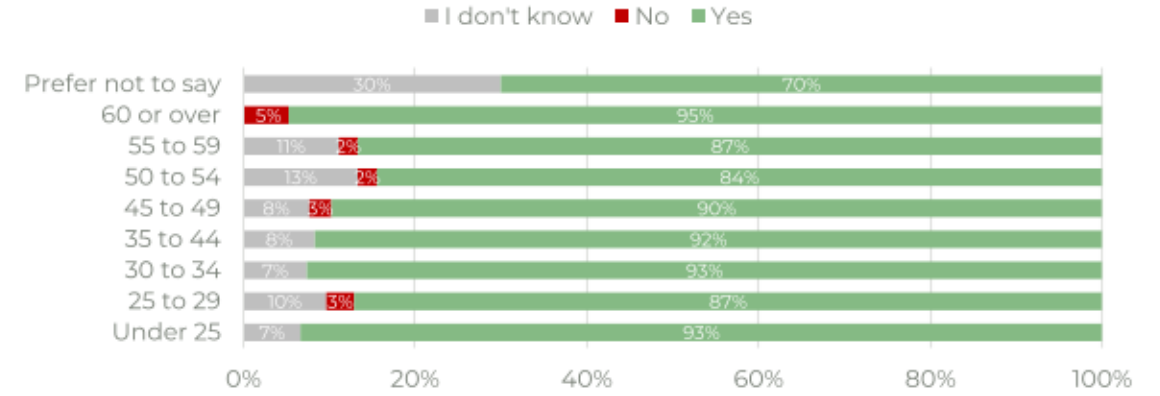
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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



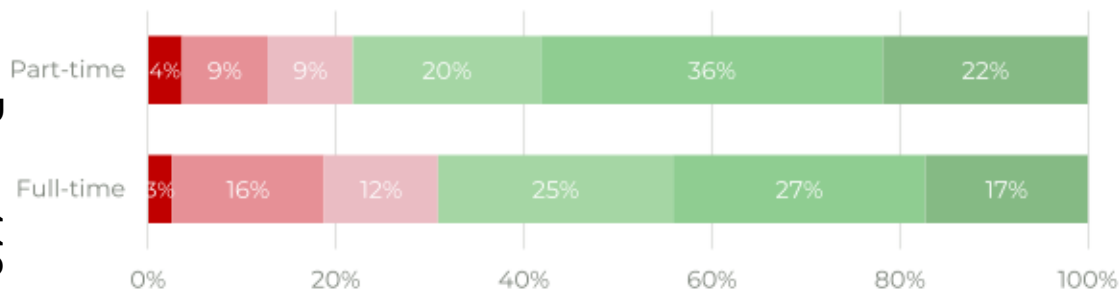
Would you like SCDC to move permanently to a 4 day week?



Key 4DW Questions by Contract Type

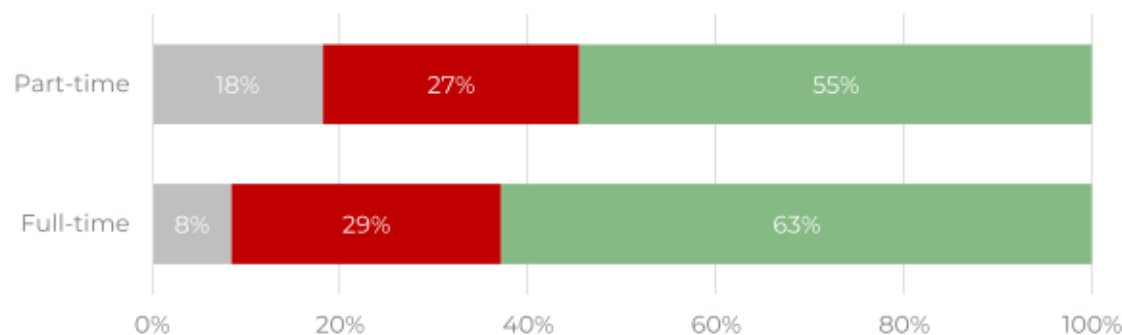
During the 4 Day Week trial, did you feel your work days intensified?

■ Strongly Disagree ■ Disagree ■ Slightly Disagree
■ Slightly Agree ■ Agree ■ Strongly Agree



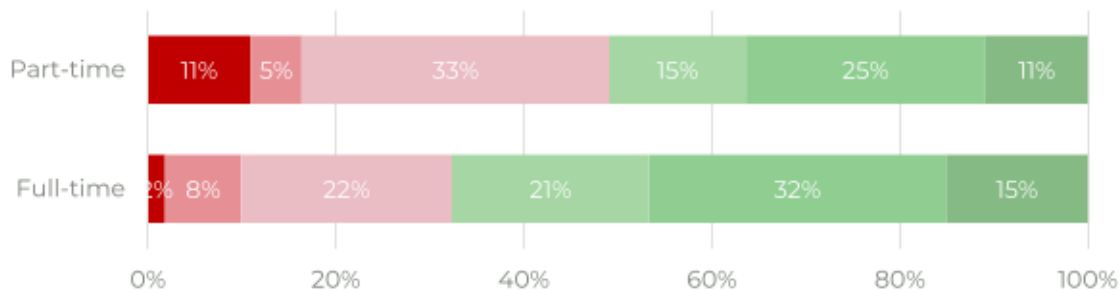
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?

■ I don't know ■ Yes ■ No



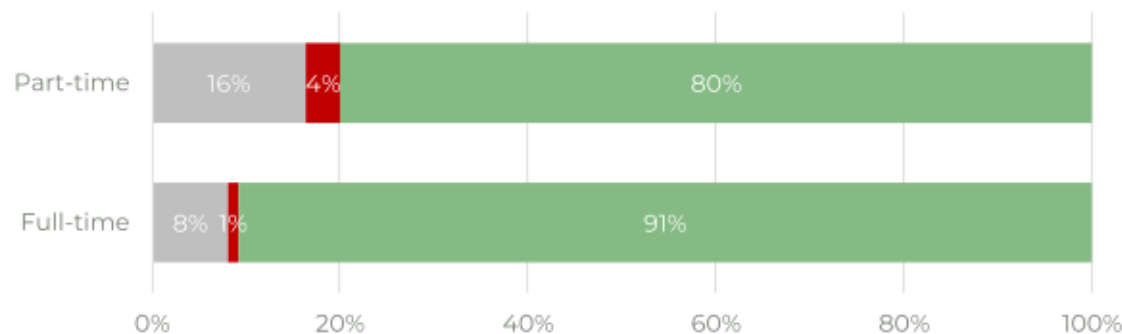
During the 4 Day Week trial, did you feel that your levels of stress increased?

■ Strongly Agree ■ Agree ■ Slightly Agree
■ Slightly Disagree ■ Disagree ■ Strongly Disagree



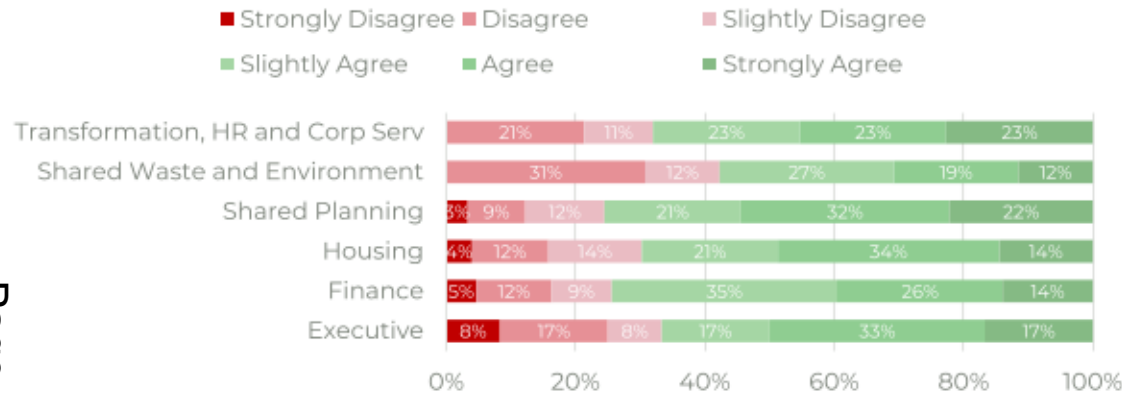
Would you like SCDC to move permanently to a 4 day week?

■ I don't know ■ No ■ Yes

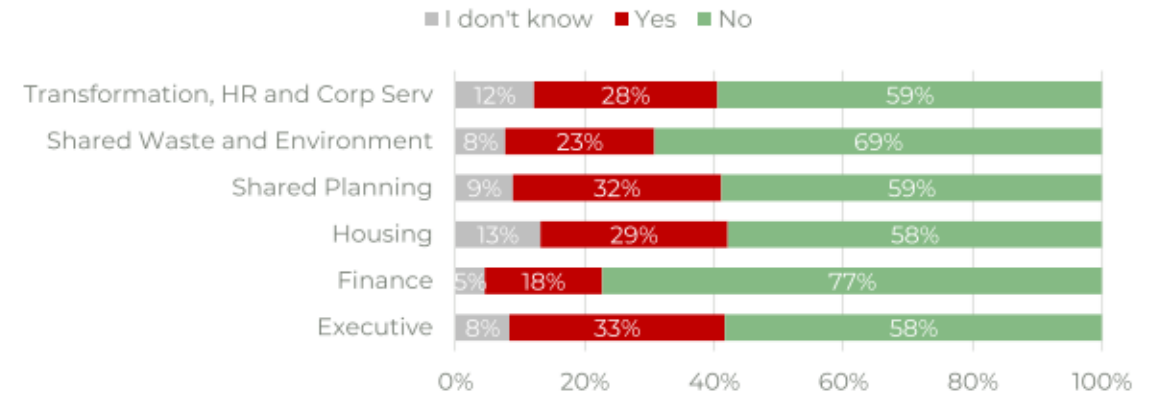


Key 4DW Questions by Service Area

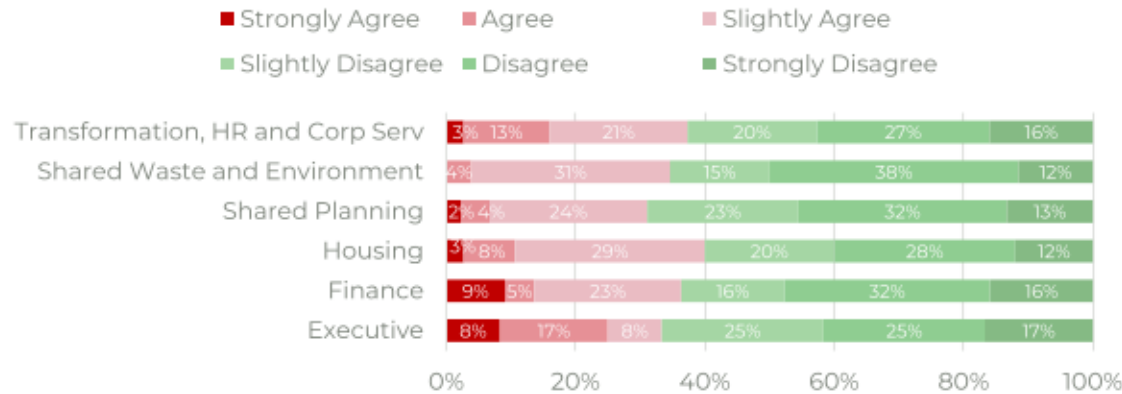
During the 4 Day Week trial, did you feel your work days intensified?



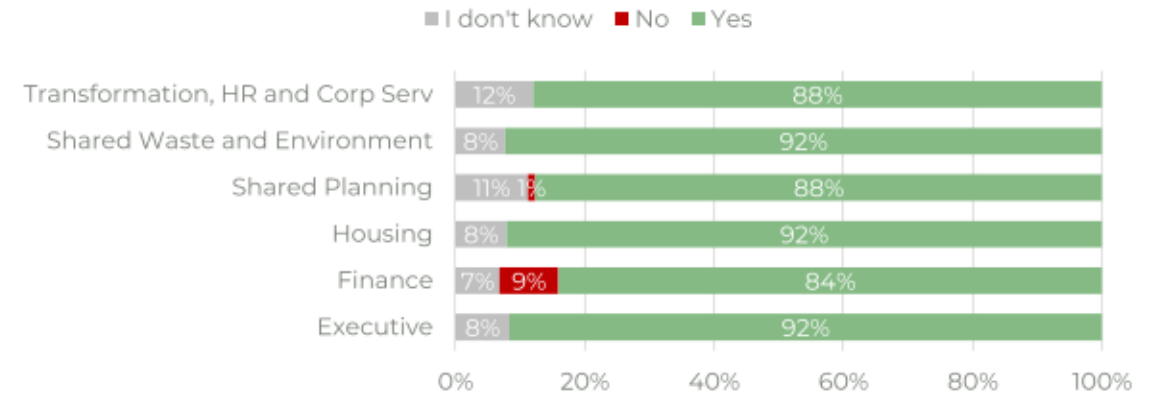
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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



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



Additional Questions – Wellbeing Culture – T1 vs T2

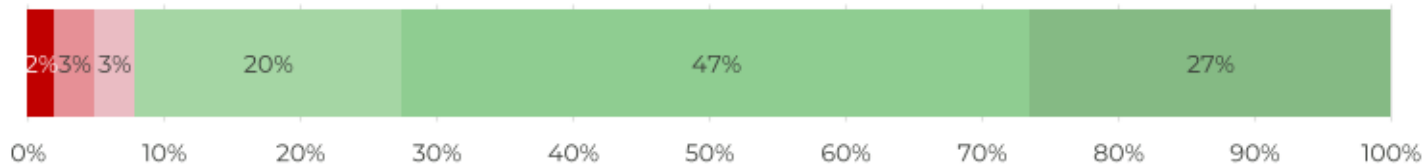
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Wellbeing Culture

I feel that the Council cares about my general wellbeing at work

74% positive+

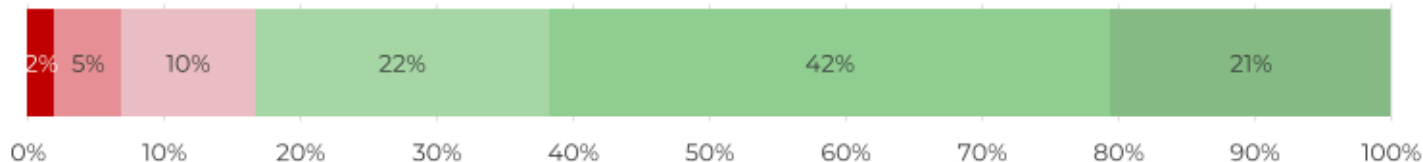
Vs. 57% positive+ (2022)



I feel that the Council values my contribution in providing its services

63% positive+

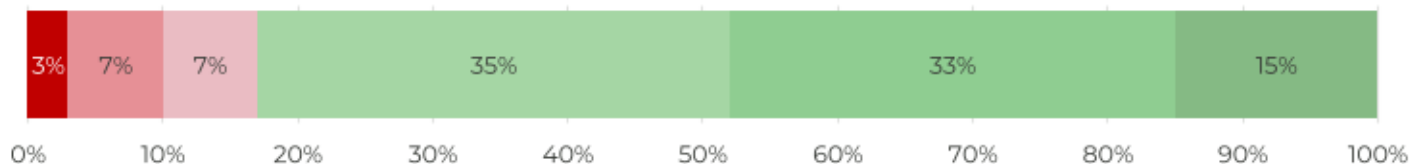
Vs. 52% positive+ (2022)



I feel that the Council shows much concern for me

48% positive+

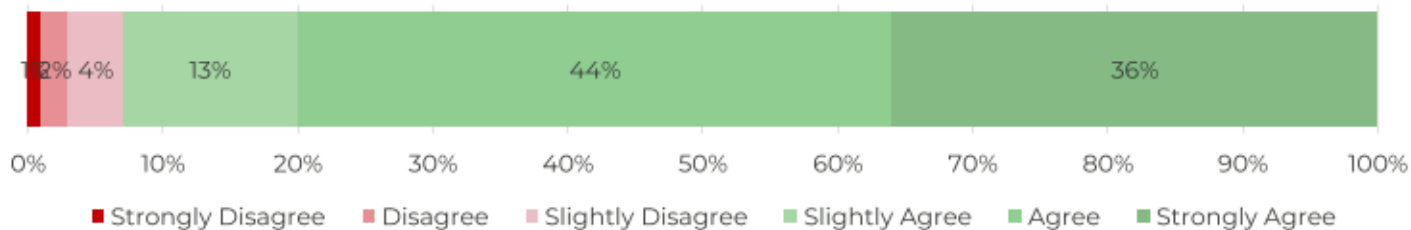
Vs. 40% positive+ (2022)



Help is available from my management when I have a problem

80% positive+

Vs. 73% positive+ (2022)

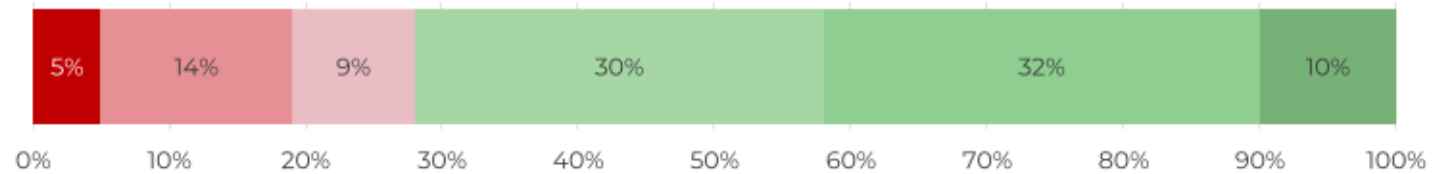


Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree

Wellbeing Culture

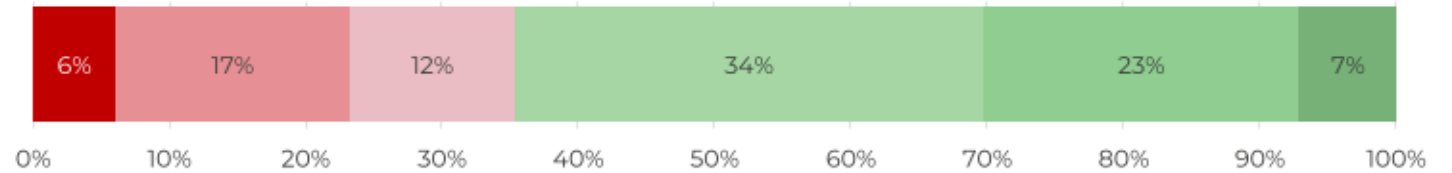
I feel emotionally attached to the Council

42% positive+
Vs. 31% positive+ (2022)



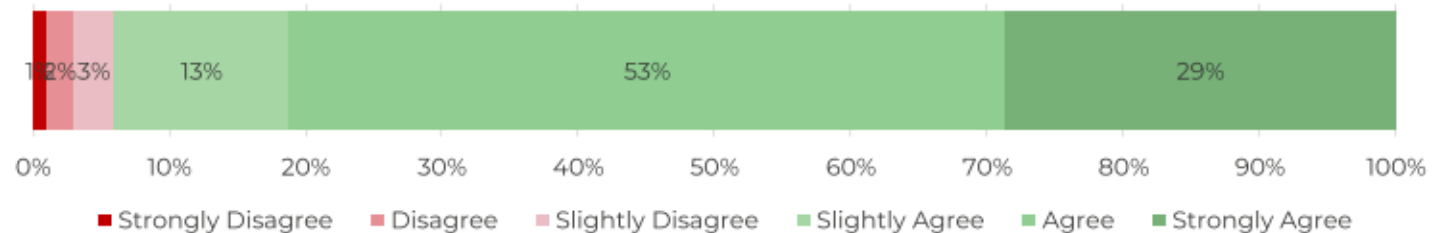
I view the Council's problems as my own

30% positive+
Vs. 24% positive+ (2022)



I care about the fate of the Council

82% positive+
Vs. 76% positive+ (2022)

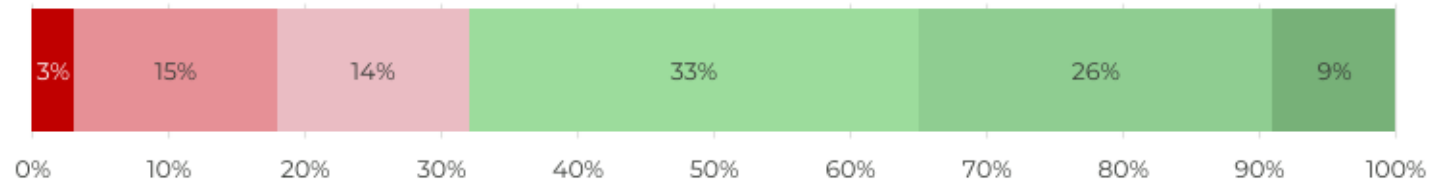


Wellbeing Culture

This Council has a great deal of personal meaning to me

35% positive+

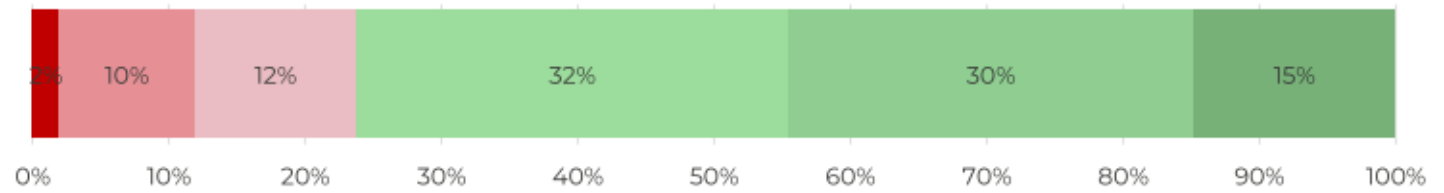
Vs. 34% positive+ (2022)



I feel a 'strong' sense of belonging to the Council

45% positive+

Vs. 38% positive+ (2022)



■ Strongly Disagree ■ Disagree ■ Slightly Disagree ■ Slightly Agree ■ Agree ■ Strongly Agree

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Agenda Item 5



**South
Cambridgeshire
District Council**

Report to:	Employment and Staffing Committee 15 th September 2023
Lead Cabinet Member:	John Williams
Lead Officer:	Jeff Membery

HR Recruitment, Retention and Absence Data – June and July 2023

Executive Summary

Monitoring of absence levels supports the HR team's approach to colleague's wellbeing.

Review of recruitment and turnover information is critical to ensure that the Council is aware of risk areas. This may be in resourcing and delivering services to the public.

HR Officers review data in this report to inform future policies and highlight areas where early intervention may be needed.

Following feedback received in May in respect to the blue on white colouring of charts, these have been updated into black/grey.

Key Decision

- No

Recommendations

- To note the report.

Reasons for Recommendations

It is important that members are kept up to date with recruitment, retention and absence data.

Details

Recruitment and Turnover

Throughout June the recruitment team advertised 18 jobs opportunities which attracted 130 job applications.

5 of the adverts were internal opportunities, four of which have been recruited in to and the fifth is awaiting update from the manager.

A Support Administrator role for Property Services (two posts) received 40 job applications and after seven interviews was successfully recruited in to the two posts.

Our apprentice planning vacancies received 29 job applications which is a fantastic result for the planning service – five offers have been made.

The Refuse Loader advert received 16 applications and recruited three new members of their team, and our Security Officer position attracted 12 candidates to which we recruited into one post.

In the report to Cabinet of May 2023 on the proposal to extend the 4 day week trial, it was reported that of the original 23 hard to fill roles that were previously being covered by agency staff, four roles had been recruited in to saving the Council nearly £300k. As of September 2023, nine roles have now been recruited in to saving the Council over £550k

Survey of those who have been interviewed for a role at SCDC.

We have begun collecting data to identify whether recruitment has improved. The above survey was sent out to 97 candidates interviewed over June and July 2023. 13 responses have been received to date. Although this is a disappointing response rate, in the future we are hoping to receive more feedback by sending out the survey on a more regular basis.

Career progression (22%) is the lead reason for candidates applying for roles with SCDC, followed by pay and reward (19%) and the 4-day week close behind with (17%).

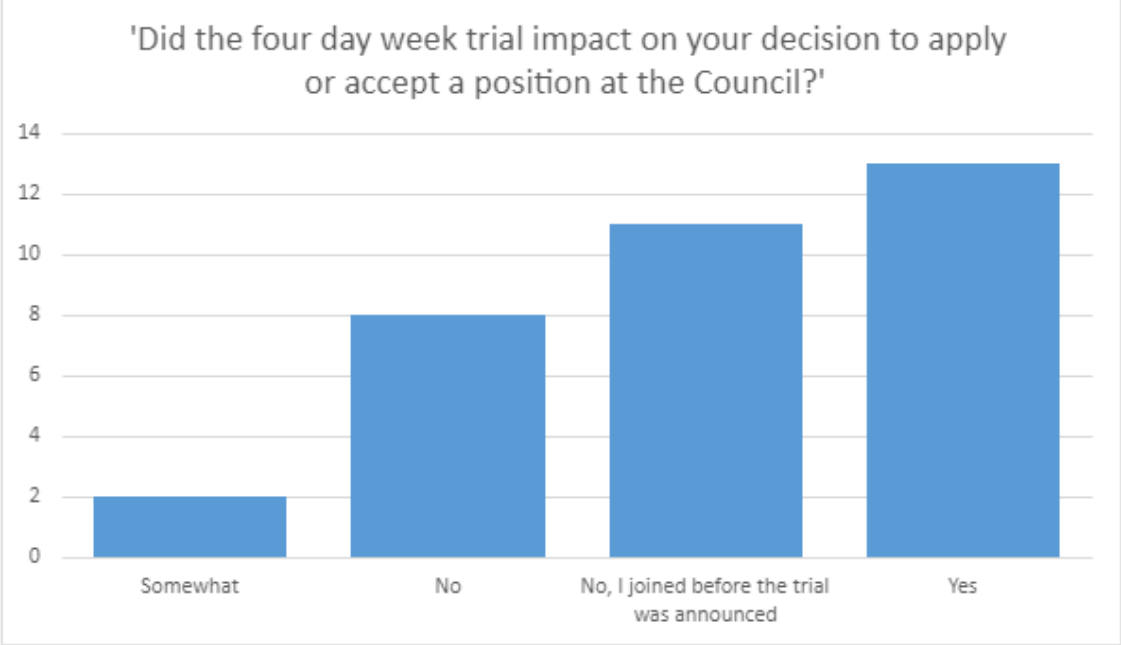
Our online job application scored 4.5 stars out of 5.

A survey of staff after 3 months - post-induction follow up.

We have also begun collating data to gather information on our employees' induction experience. To date, we have received 34 responses (sent to 54 employees).

Most responses were positive. Two employees have said that they received a poor induction. A working group has been set up initially within the HR and Recruitment team to look at improving our induction and onboarding process. Chart 1 below illustrates the impact of the 4DW on decision to apply for a role.

Chart 1

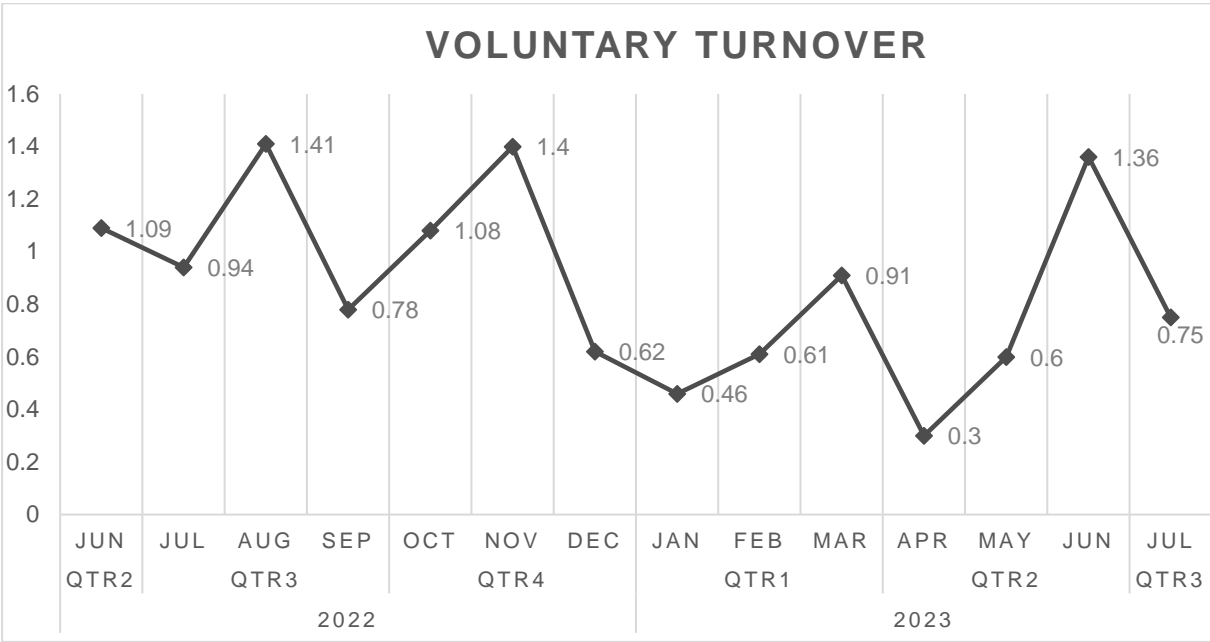


Review of any posts which are not successfully recruited to.

The HR and Recruitment team meet with hiring managers when the role is not successfully recruited to first time. A note is made internally to collate information and also discuss ways to improve the recruitment for the role with the hiring manager.

The new HR software module for recruitment is due to launch in September. This will also allow more comprehensive monitoring of our success in recruiting into vacant posts.

Voluntary Turnover – Chart 2



The voluntary turnover rate in June 2023 spiked to 1.36. This then falls in July 2023 to 0.75. Whilst this is an increase in turnover in comparison to earlier in the year, there were two voluntary leavers choosing to retire early and one leaver resigning due to moving out of the area/ill health. Whilst classified as voluntary, these are out of the Council’s control and without these three leavers, the figure for June would be 0.91.

Exit interviews have taken place with all but 1 leaver who refused an exit interview. The feedback from the voluntary leavers was mixed; some resigned partly due to feeling unsettled following a change programme and ICT issues.

The HR team encourages those leaving to share this information with their manager, or allow us to share this information with their manager so that continuous improvement can be sought, however, on this occasion a high number wished for the exit interview information to remain confidential within HR.

Sickness absence data

Chart 3 – Sick days per FTE (Shared Waste)

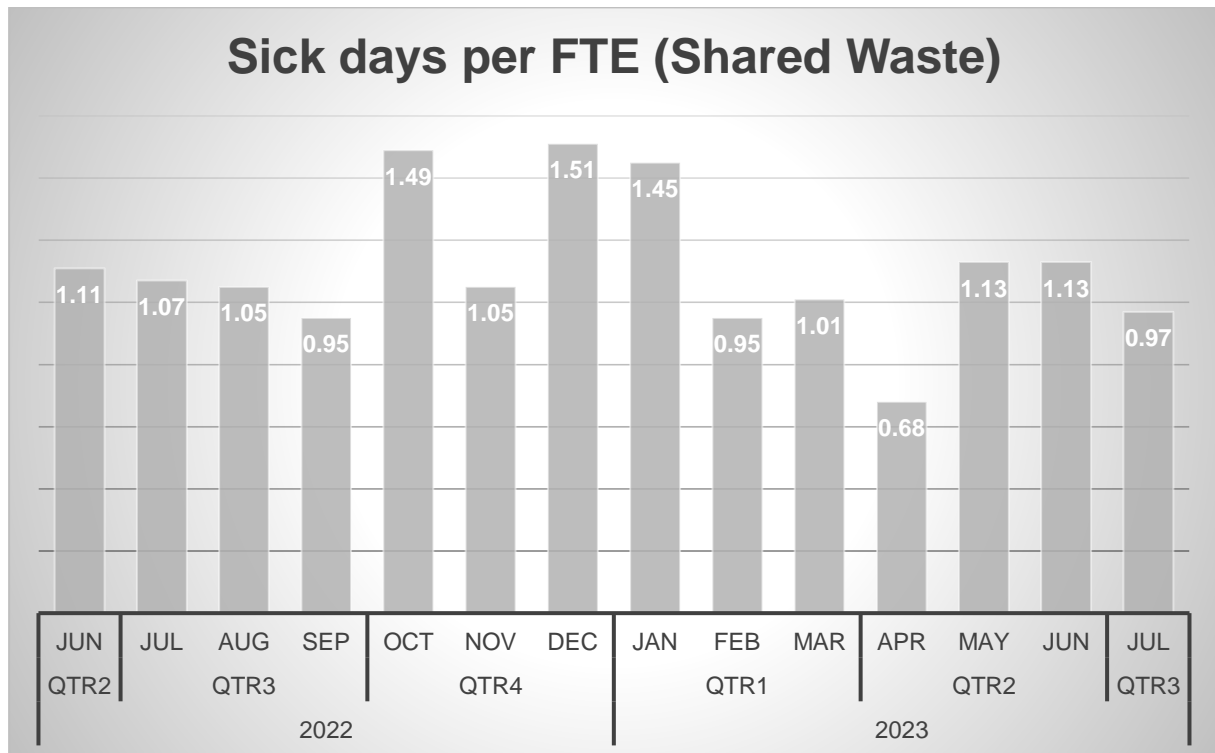


Chart 4 – Sick days per FTE (Council excluding Shared Waste)

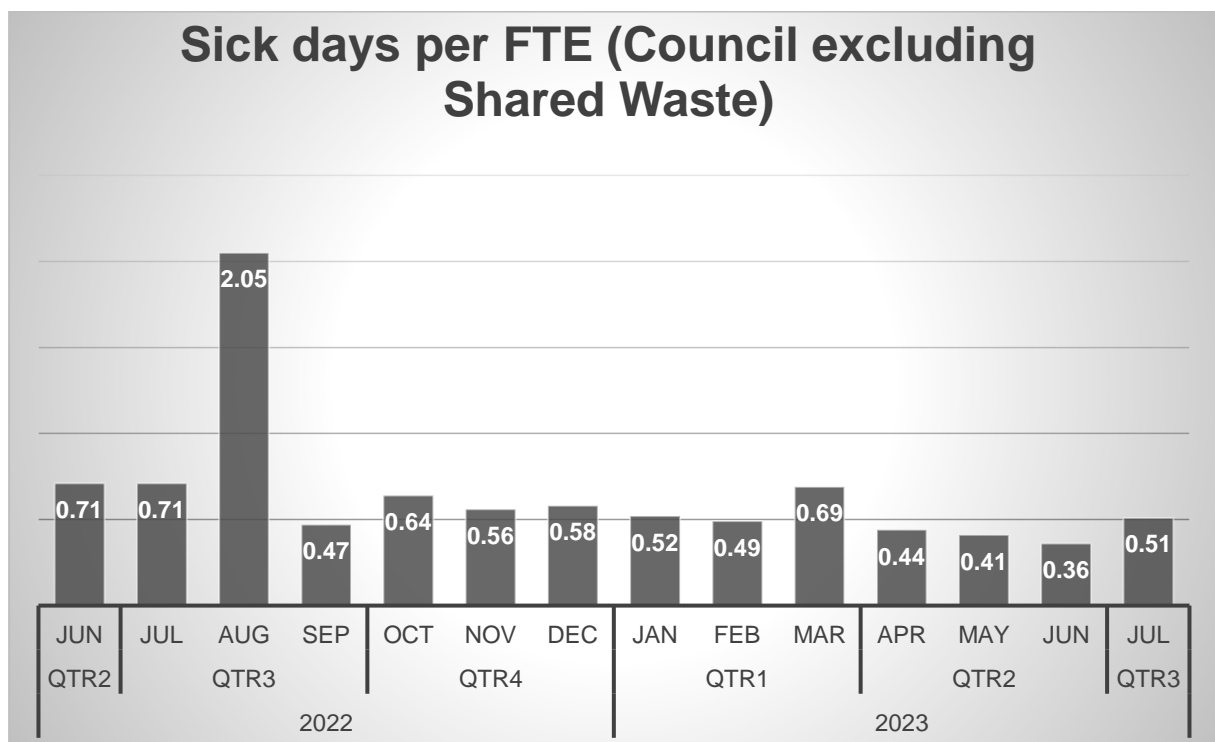


Chart 5 - % of days lost due to sickness – (Council)

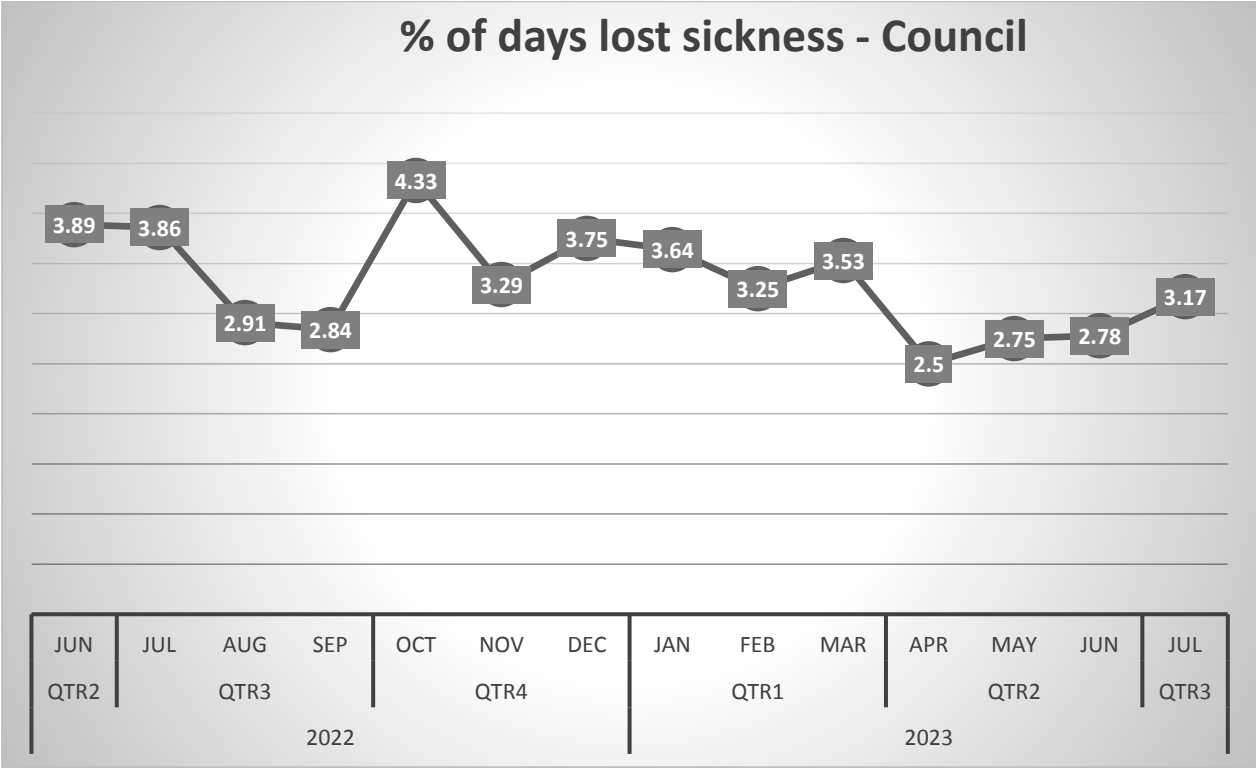
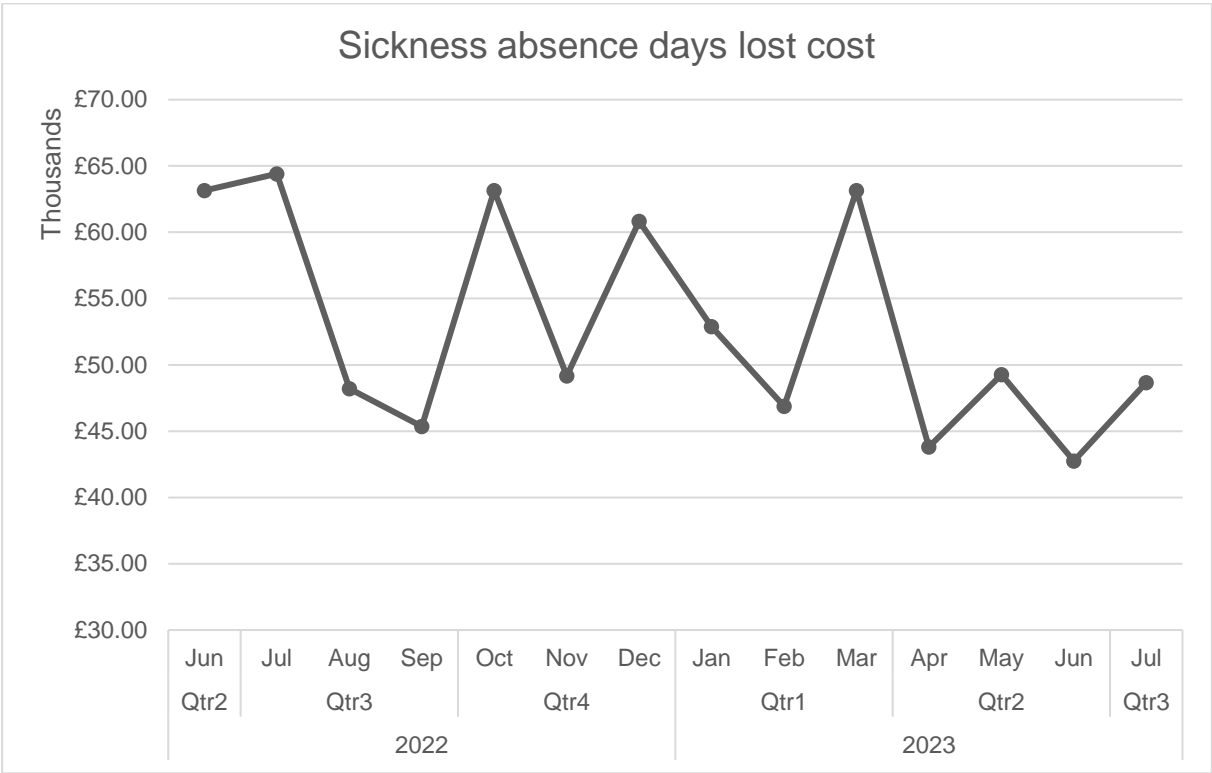


Chart 6 – Sickness absence days lost cost (Council)



As seen in chart 6, the cost to the Council for sickness absence days lost is substantially lower in June and July 2023 compared with June and July 2022.

The HR team are aware of the need for external benchmarking and are currently exploring options to provide this information corporately. The latest LGA inform data is for 2021/2022 and stands at a mean of 9.2 days per FTE. The SCDC data for August 2022 – July 2023 stands at 7.72.

Sickness absence FTE days per employee (2021/22) for England

Period	Sickness absence rate		
	Days per person		
	Minimum for East (ADASS Region)	Mean for East (ADASS Region)	Maximum for East (ADASS Region)
2021/22	9.1	9.2	9.3

Implications

Staffing

This report provides data about absence and recruitment both of which are directly relevant to staffing and the work of the Employment and Staffing Committee.

Alignment with Council Priority Areas

A modern and caring Council

The review and response to these statistics helps us to inform policies and support measures for staff and to identify any improvement opportunities.

Background Papers

None

Report Author:

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Telephone: (01954) 713030