

Report to:	Employment & Staffing Committee 23 February 2023 Strategy and Resources Committee (CCC) (by e-mail)
Lead Cabinet Member:	Cllr John Williams – Lead Cabinet Member for Resources
Lead Officer:	Liz Watts – Chief Executive

Update on the Four Day week (4DW) trial

Executive Summary

1. This report provides a brief update on the 4DW trial, which at the time of writing, had been underway for six weeks. All data presented is therefore very early, and should be viewed in that context.

Key Decision

2. No

Recommendations

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

Reasons for Recommendations

4. Councillors from both councils have asked for regular updates on the 4DW.

Details

5. Following the approval of the Four Day Week (4DW) trial for desk-based colleagues at SCDC (including the Shared Planning service), it was agreed that reports on progress would be presented to the Employment & Staffing Committee at South Cambridgeshire District Council and Strategy & Resources Scrutiny Committee at Cambridge City Council.

Timings of Committees

6. Due to the timings of committees, reports will be forwarded by email to one or other committee, to ensure each actual committee meeting receives up-to-date

information. The report cycles and whether a report will be presented in person to the committee or by email is set out below. Each report will be shared with each committee (either in person or by email), meaning there will have been four reports delivered between November 2022 and March 2023.

Committee	SCDC E&S*	CCC S&RS**
10 November E&S	Report in person	Report by email
30 January S&RS	Report by email	Report in person
23 February E&S	Report in person	Report by email
27 March S&RS	Report by email	Report in person

*Employment & Staffing Committee (SCDC)

** Strategy & Resources Scrutiny Committee (CCC)

Data Analysis

7. Members will recall that the trial is being measured on the basis of two key data sets: our standard quarterly Key Performance Indicators (KPIs) (to measure whether performance is being maintained across the Council) and an extensive Health & Wellbeing survey undertaken by a third party (to measure whether employee Health & Wellbeing has improved). An identical survey was carried out in August 2022, before the 4dw trial was announced internally, to provide baseline data.
8. It should be noted that the data presented in this report is very early data. Taken in isolation, data from a single month cannot be used to determine the success or otherwise of any Council service area during the first month of the 4dw trial. The time period is too short as single events or issues, not necessarily related to the trial, can influence a single month's data. It is only when we have three months of KPI data and the results from another full Health & Wellbeing survey, will we be able to undertake the robust analysis required to determine the success (or otherwise) of the trial. This analysis will be carried out on the Council's behalf by Bennett Institute for Public Policy at Cambridge University, who have been working alongside the project team to support the data collection, methods, analysis etc.

At the time of writing this report the following data was available:

Performance Data

9. January KPIs for most of our usual suite of KPIs, which is attached at Appendix A.

Health & Wellbeing Data

10. A weekly 'pulse' survey is undertaken, which in no way substitutes for the far more detailed data that we will collect via the third party survey at the end of the trial, but does give a snapshot of the impact the 4DW trial is having so far.

11. Over the five weeks that we have collected this Health & Wellbeing data, an average of 100 people have responded every week (out of a trial cohort of 470 desk-based colleagues). The data is set out at Appendix B.

General Feedback

12. The 4DW results in significant cultural change for an organisation, and while the Council was extremely well prepared, having spent the three months from October – December 2022 planning for the trial, there were inevitably some more minor issues that were not predicted during the trial – as we expected there would be.

13. A number of colleagues have commented in the pulse survey about the change of pace during working hours, which most people seem to have coped well with, while this continues to be an area of focus for some. The majority of internal meetings are now planned on Tuesday, Wednesday or Thursday, meaning that all full-time colleagues have one mainly clear day in which to do focused work. A number of colleagues have commented on how valuable this ‘clear’ day is in terms of improving productivity. Many colleagues have also reported using their calendar more effectively to plan work (not just meetings).

14. For those colleagues who have reported positively, they have tended to mention that it has taken some time to adjust, that their time at work is a bit more pressurised, but well worth it in terms of having the extra time off, that they have experienced significant mental and physical health improvements in just six weeks, and that they recognise that through changing the way they work they are more productive.

15. For those colleagues who have reported negatively, they have tended to be most concerned about their workload (often reporting that it was a struggle to complete their work before the trial started). We are putting in place some support for these colleagues to ensure that they have the opportunity to change the way they work, through time management, ICT, and other mechanisms – as it has always been clear that it would not be possible to squeeze a full-time job into four days without changing how the work is carried out.

16. The Contact Centre has extended its opening hours to offer an early evening service one night a week, which formed part of the trialling new approaches to work concept. This will be monitored throughout the trial.

Implications

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

Financial

18. There are no financial implications for the trial.

Legal

19. There are no legal implications for the trial.

Staffing

20. All staff involved in the trial have the opportunity to complete the 'pulse' survey and more detailed mid-point feedback is being collected via managers.

Equality and Diversity

21. There are no E&D issues related to the trial. If the trial is extended a full EQiA will be undertaken.

Health & Wellbeing

22. The Health & Wellbeing of colleagues is one of the key metrics that will be tested after the trial.

Alignment with Council Priority Areas

A modern and caring Council

23. The trial is a significant exercise in understanding whether we can achieve the benefits of a 4DW, thus maintaining services to residents and improving the health and wellbeing of employees.

Background Papers

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

CCC: [220914 SR 10 October 4 day week.pdf \(cambridge.gov.uk\)](#)

Appendices

Appendix A: Performance Data
Appendix B: Health & Wellbeing Data

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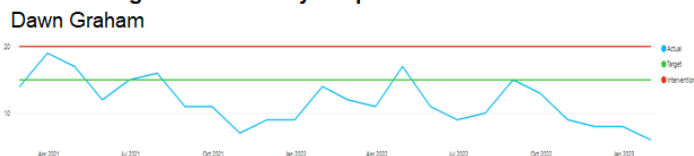
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Appendix A: Performance Data

January results for monthly Key Performance Indicators:

Key Performance Indicator and Owner, organised by Directorate and Service Area

Actual	Target	Intervention
Benefits		
FS112 Average number of days to process new HB/CTS claims		
Dawn Graham		
Nov	8	15
Dec	8	15
Jan	6	15



FS113 Average number of days to process HB/CTS change events

Dawn Graham		
Nov	5	10
Dec	3	10
Jan	4	10



Revenues

FS102 % Housing Rent collected

Katie Kelly		
Line chart not included for this PI - chart scale means result is indistinguishable from the target.		
Nov	97.22	97.3
Dec	97.25	97.7
Jan	97.66	97.3

FS104 % Business Rates collected (year to date)

Katie Kelly		
Line chart not included for this PI - chart scale means result is indistinguishable from the target.		
Nov	77.00	77.85
Dec	84.50	86.30
Jan	93.80	95.5

FS104 context: The collectible debt increased by £1.5m in December, largely due to two very large assessments being added to the rating list. Bills on these properties are not due to be paid until 1st Feb, with improvements expected for February and March.

FS105 % Council Tax collected (year to date)

Katie Kelly		
Line chart not included for this PI - chart scale means result is indistinguishable from the target.		
Nov	77.1	79.0
Dec	86.3	88.5
Jan	95.4	97.8

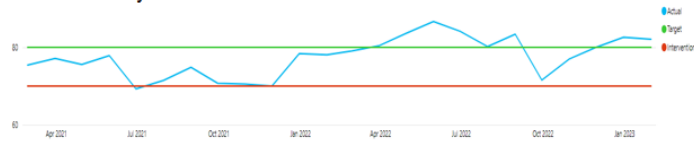
FS105 context: Throughout this year council tax collection performance has tracked under target, largely due to customers choosing to pay across 12 months instead of 10.

January's result was expected to continue with this trend before more positive results that are expected for February and March, as instalments become due.

Contact Centre

CC302 % calls to the Contact Centre resolved first time

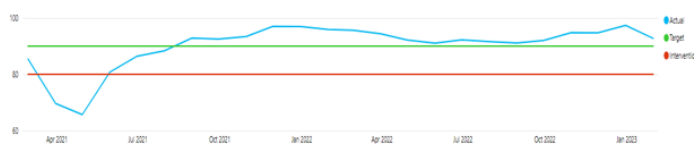
Jeff Membery



Nov	80.0	80	70
Dec	82.6	80	70
Jan	81.0	80	70

CC303 % of calls to the Contact Centre that are handled (answered)

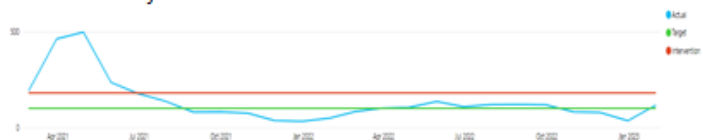
Jeff Membery



Nov	94.74	90	80
Dec	97.37	90	80
Jan	91.02	90	80

CC307 Average call answer time (seconds)

Jeff Membery



Nov	78	100	180
Dec	35	100	180
Jan	139	100	180

CC307 context: January's increase was within the context of an additional 1956 calls in comparison with December's call volumes. The overall result was also particularly impacted by a high average call answer time on one particular day (30 Jan), during which 629 calls were received – 109 more than on the next busiest day of the month. This is linked to approximately 1,500 Council Tax recovery letters being delivered on Friday 27 Jan and over the weekend, resulting in a higher number of calls on the Monday. Statistics show that Mondays are consistently the busiest day of the week for the Contact Centre even under normal circumstances.

Land Charges

SX025 Average Land Charges search response days

Heather Jones



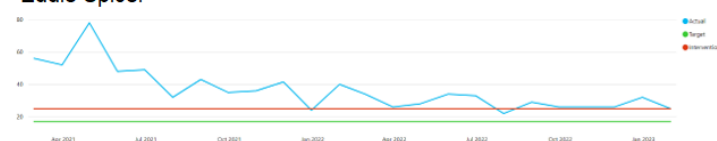
Nov	11.27	12	15
Dec	8.17	12	15
Jan	11.73	12	15

SX025 context: The increase in January's result is largely due to the inclusion of responses that were subject to a small delay due to the Christmas period. The 11.73 days result remains better than target and reflects the trend of improvement that was seen throughout quarter 3.

Housing and Property Services

AH211 Average days to re-let all housing stock

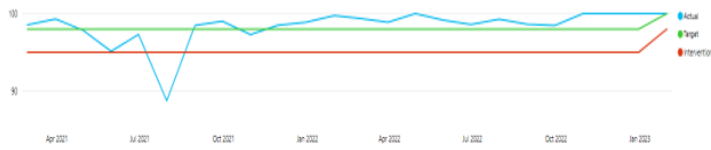
Eddie Spicer



Nov	26	17	25
Dec	32	17	25
Jan	25	17	25

SH332 % emergency repairs in 24 hours

Eddie Spicer



Nov	100	98	95
Dec	100	98	95
Jan	100	100	98

January results for Key Performance Indicators that are usually monitored quarterly:

FS125 – Staff sickness days per FTE (excluding Shared Waste Service staff) (non-cumulative)

Month	Actual	Target adjusted for monthly	Intervention adjusted for monthly
Nov	0.56 days per FTE	0.58 per month (3.25 per quarter)	1.33 per month (4 per quarter)
Dec	0.60 days per FTE	As above	As above
Jan	0.54 days per FTE	As above	As above

Additional results of relevance:

Our usual KPIs relating to the Greater Cambridge Planning Service (GCPS) align with national measures of local authority Planning performance and present a cumulative view of performance over two-year periods. Providing January results in this format would provide limited insight into performance since the 4-day week trial commenced.

The below figures are a departure from our usual KPIs and as such do not have targets attached. For this reason, Red/Amber/Green statuses have not been applied. They do, however, provide a clearer view of GCPS performance on the run up to and since the beginning of the trial

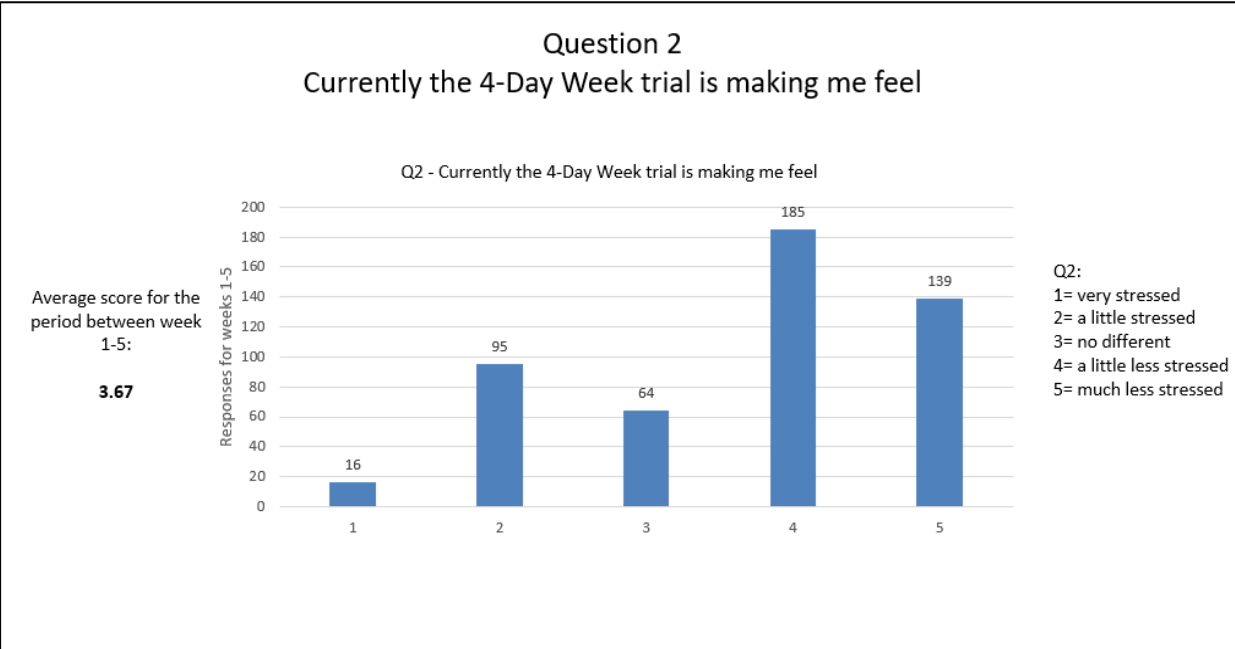
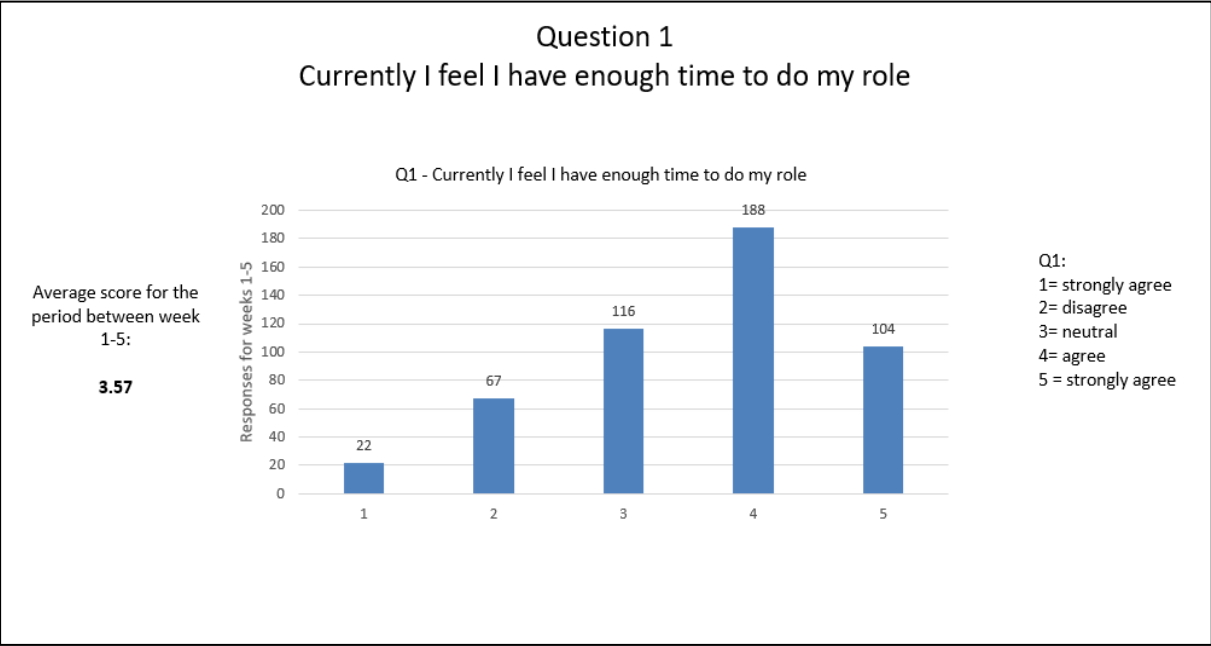
Major Planning Applications:

Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Nov	8	1	9
Dec	3	4	7
Jan	4	3	7

Non-major Planning Applications:

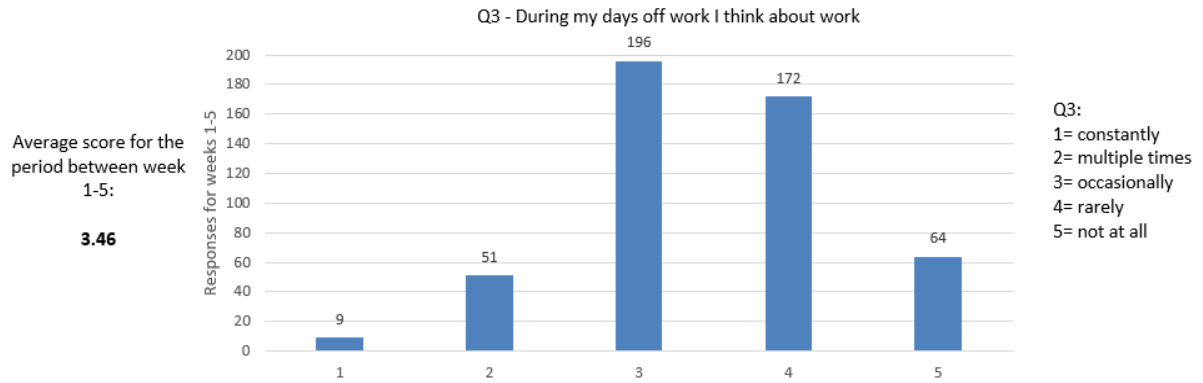
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Nov	133	78	211
Dec	149	91	240
Jan	179	115	294

Appendix B: Health & Wellbeing Data



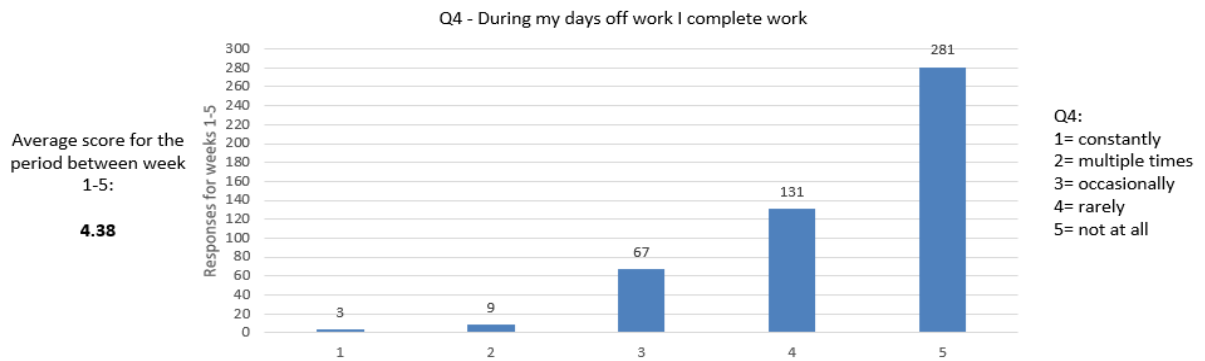
Question 3

During my days off work I think about work



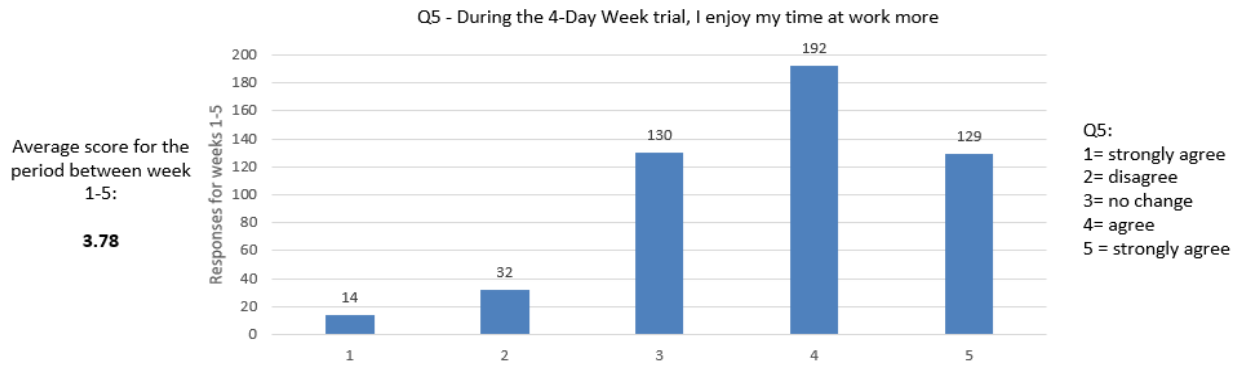
Question 4

During my days off work I complete work



Question 5

During the 4-Day Week trial, I enjoy my time at work more



Question 6

During the 4-Day Week trial, I enjoy my time outside of work more

