

# South Cambridgeshire District Council

## Time 2: Wellbeing Survey Results

2023

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## 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

**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
<b>Overall Response rate:</b>	<b>67%</b>
<b>Response rate of 4DW Trial participants</b>	<b>66%</b>

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.

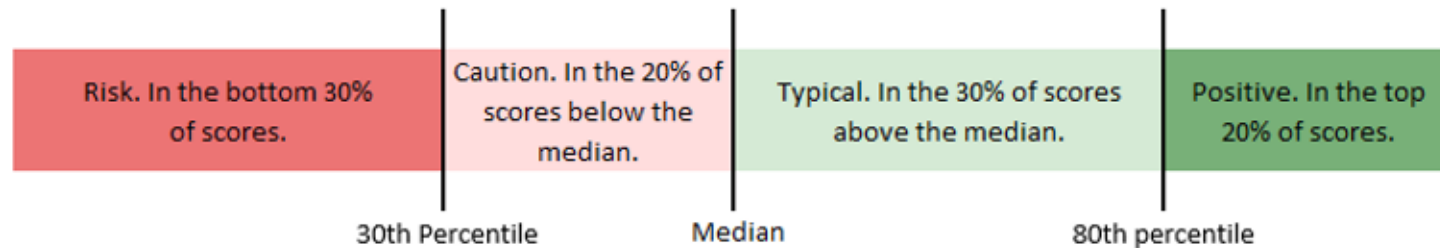
### How is the benchmark calculated?

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

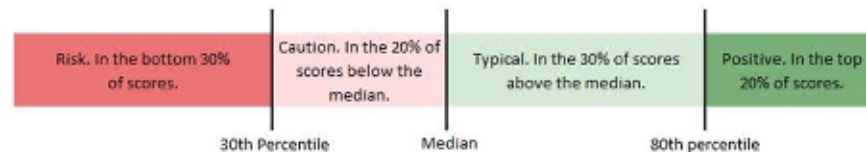
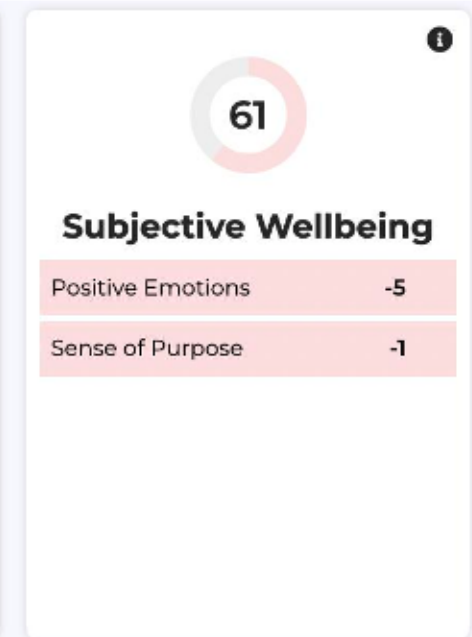
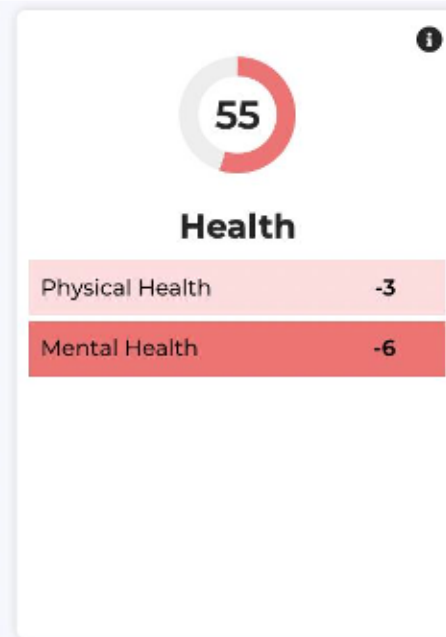
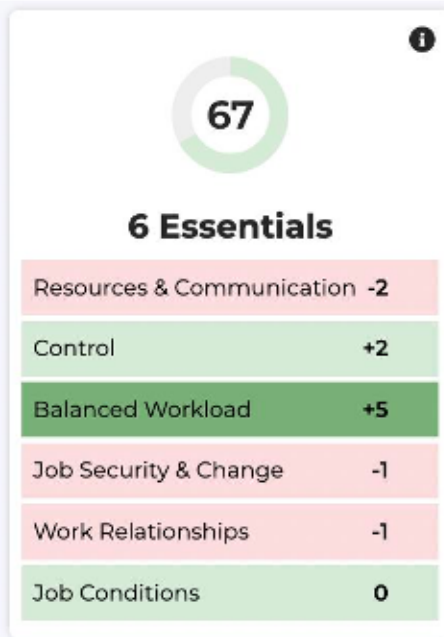
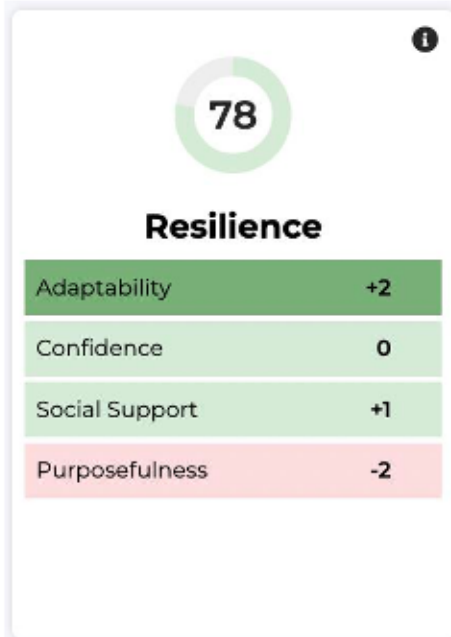
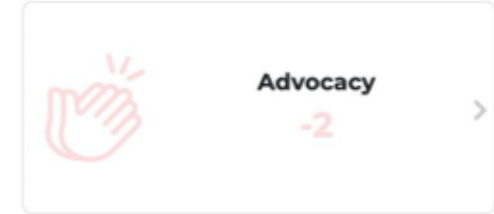
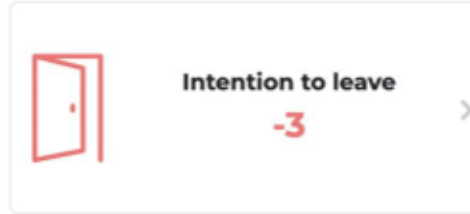
The boundary between **light green** and **dark green** is the 80<sup>th</sup> percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.



# Time 1 Results Dashboard (2022) n=289



## Impact on behaviours



# Time 2 Results Dashboard (2023) n=328



## Impact on behaviours



Intention to leave  
+9



Productivity  
+6



Advocacy  
+7



### 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)

	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
<b>Performance</b>	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	Time 1 - Bottom 5 scoring items	Benchmark
Balanced WL - Sociability of hours	+ 10	Positive Emotions - Excited	- 11
Balanced WL - Travel Time	+ 6	Work Relationships – Social Support	- 9
Job Conditions – Physical Work Environment	+ 6	Job Conditions - Safety at Work	- 8
Balanced WL - Work Life Balance	+ 6	Positive Emotions - Inspired	- 8
Balanced WL - Working Hours	+ 5	Physical Health – Muscular tension / Aches and pains	- 8
Time 2 - Top 5 scoring items	Benchmark	Time 2 - Bottom 5 scoring items	Benchmark
Balanced WL – Work Life Balance	+ 19	Job Conditions – Safety at Work	- 4
Balanced WL – Working hours	+ 16	Psychological Health - Relaxed	- 3
Balanced WL – Sociability of hours	+ 15	Physical Health - Appetite	- 2
Balanced WL – Time to do job well	+ 12	Work Relationships – Team Relationships, Physical Health – Muscular tension / Aches Psychological Health – Concentration, Positive Emotions - Determined	- 1
Good Days at Work - Energetic	+ 11		

# Top Drivers for SCDC

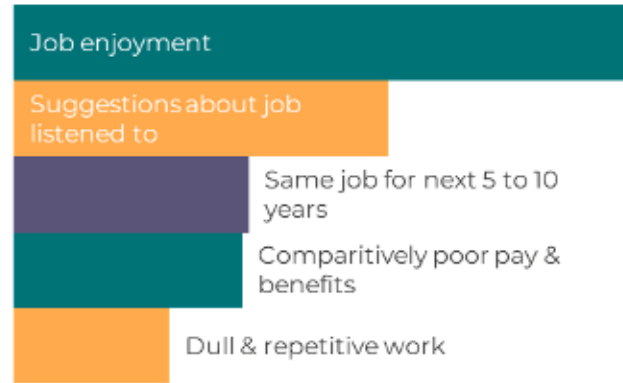
	Time 1		Time 2	
Outcome	Top 5 drivers	Variance Explained	Top 5 drivers	Variance Explained
Intention to Leave	<ul style="list-style-type: none"> <li>• <b>Job enjoyment</b></li> <li>• <b>Suggestions about job listened to</b></li> <li>• Same job for next 5 to 10 years</li> <li>• Comparatively poor pay &amp;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

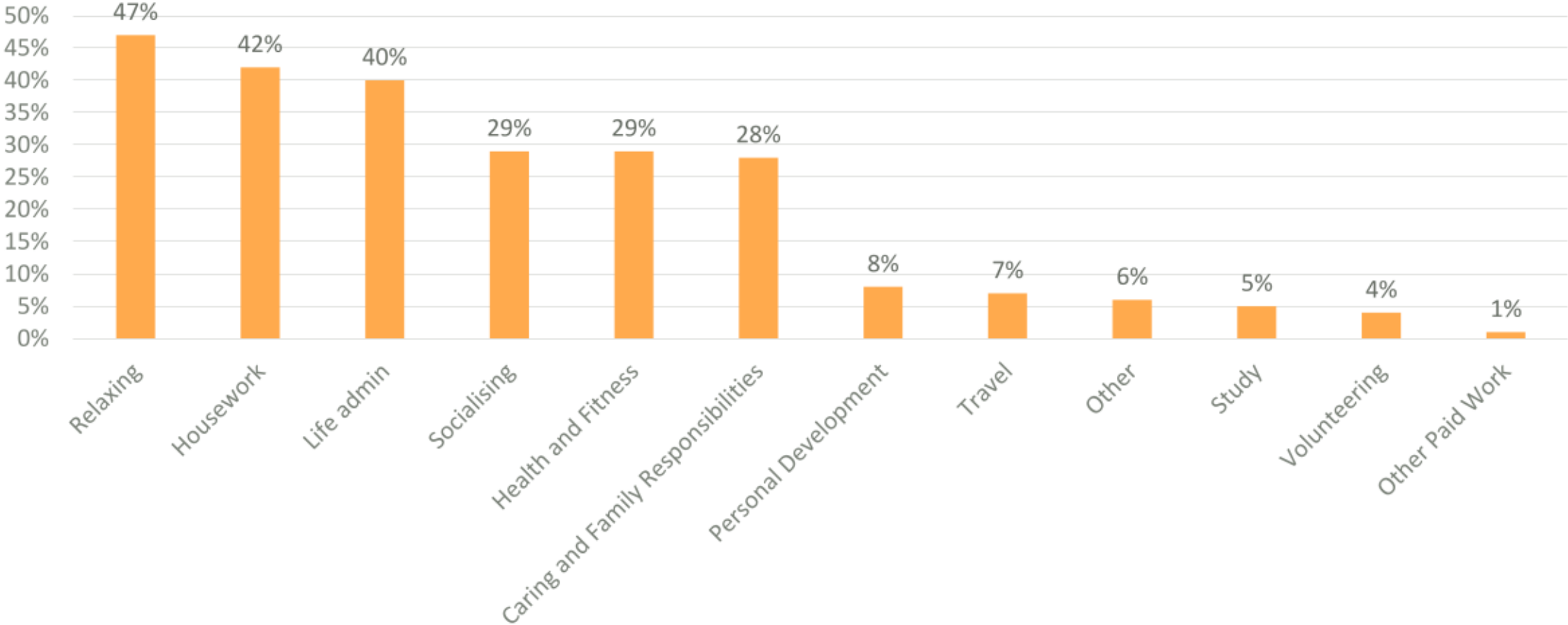
## Section 3: 4-Day Working Week Analysis

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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

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%)

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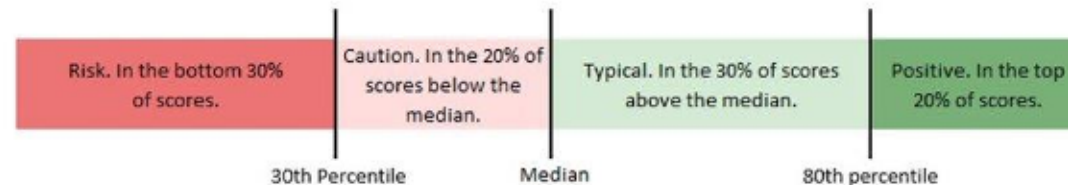
**Please Note:** Totals may differ as some participants may have opted out of completing some of the demographic questions.

## 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



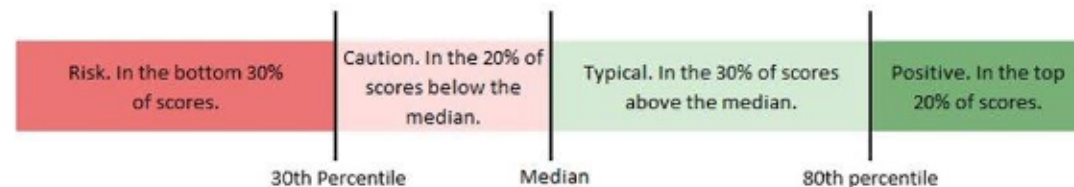


## In more depth – Performance

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

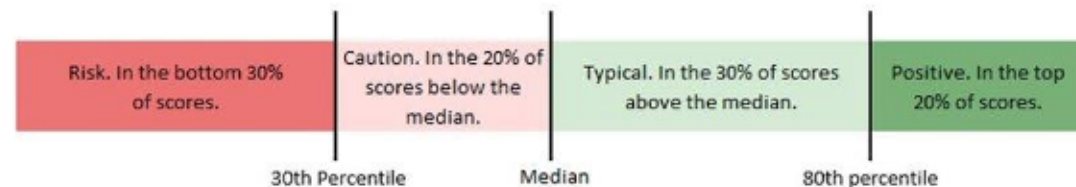
  

Name	Score	vs. B'mark	Score	vs. B'mark
Productivity	78	0	84	+6
Willing to keep job	61	-3	73	+9
Would recommend organisation	68	-2	77	+7



## 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



# In more depth – 6 Essentials

## Resources & Communication

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

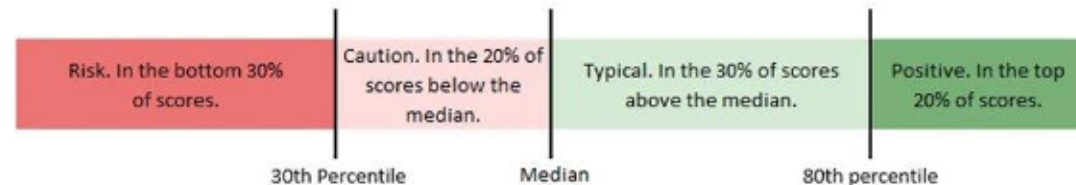
Name	Score	vs. B'mark	Score	vs. B'mark
Being in the know	56	-6	65	+3
Feedback	66	+2	69	+5
Adequate training	65	-5	70	0
Equipment or resources	67	-1	75	+7

## Control

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

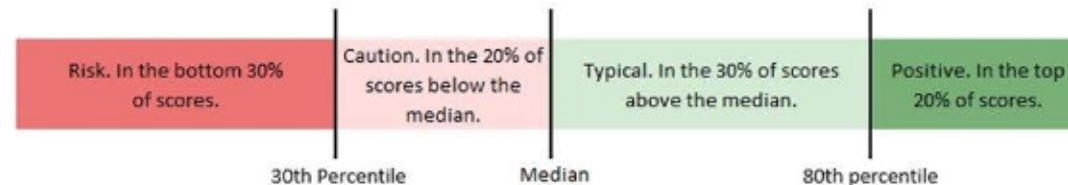
Name	Score	vs. B'mark	Score	vs. B'mark
Autonomy	58	+2	65	+9
Involvement in decisions	58	0	64	+6
Suggestions about job	67	0	74	+7
Influence on targets	69	+3	72	+6



# In more depth – 6 Essentials

## Job Security & Change

Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	65	-1	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



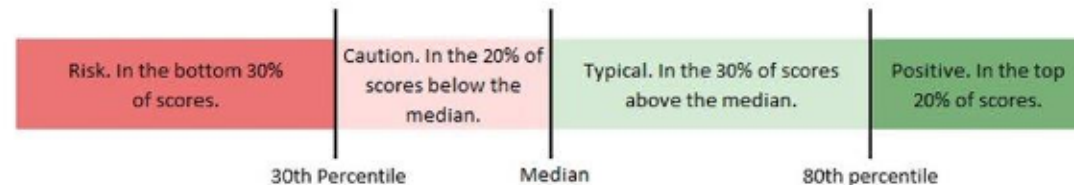
# In more depth – 6 Essentials

## Work Relationships

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

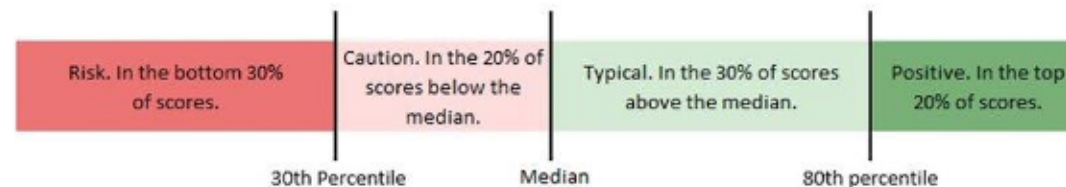
Name	Score	vs. B'mark	Score	vs. B'mark
My boss' behaviour	90	+2	92	+4
Support from others	68	0	74	+6
Social support	62	-10	72	0
Clarity on boss' expectations	73	+1	76	+4
Fairness of work	57	-2	64	+5
Boss' evaluation of my work	85	+2	88	+5
Credit for my achievements	73	+1	79	+7
Team relationships	78	-4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



# In more depth – 6 Essentials

## Balanced Workload

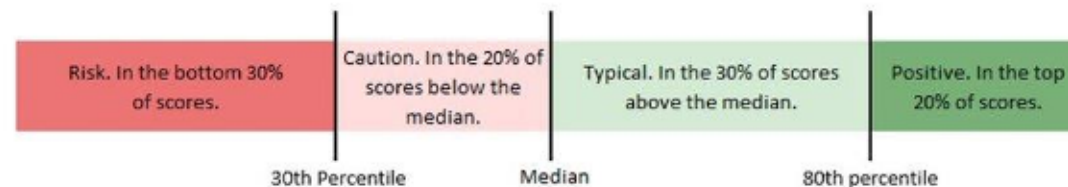
Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	67	+5	75	+13
Name	Score	vs. B'mark	Score	vs. B'mark
Working hours	60	+4	72	+16
Sociability of hours	82	+10	87	+15
Travel time	84	+7	87	+10
Work-life balance	61	+5	75	+19
Technology	69	-3	74	+2
Work deadlines	68	+2	72	+6
Manageable workloads	61	0	67	+6
Time to do job well	51	+1	62	+12



# In more depth – 6 Essentials

## Job Conditions

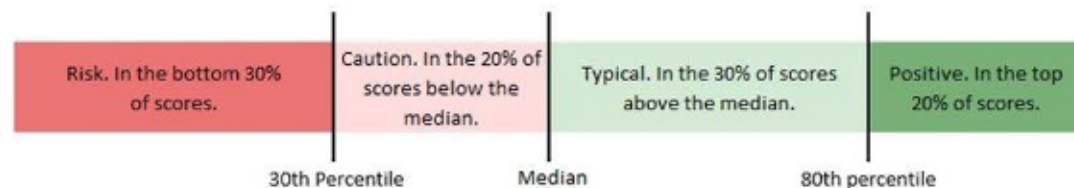
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	70	0	75	+5
Name	Score	vs. B'mark	Score	vs. B'mark
My job in the future	64	+1	70	+7
Physical work environment	79	+6	84	+11
Safety at work	84	-7	87	-4
Performance management	75	+2	79	+6
Pay & benefits	52	-4	61	+5
Interesting work	72	-1	74	+1
Relationships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

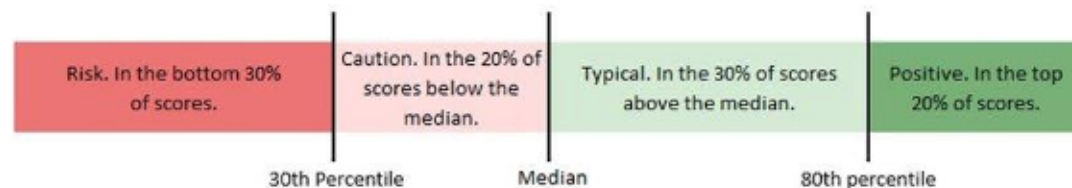




# In more depth – Health

## Physical Health

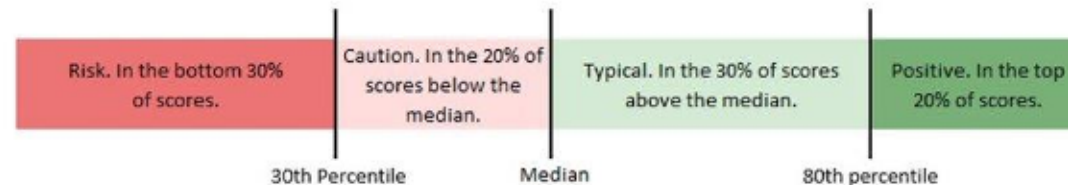
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	54	-3	60	+3
Name	Score	vs. B'mark	Score	vs. B'mark
Appetite	49	-9	56	-2
Digestion	70	+2	73	+5
Sleep	40	-5	49	+4
Absence of headaches	49	-3	55	+3
Lack of aches and pains	36	-8	43	-1
Lack of nausea	79	+2	83	+6



# In more depth – Subjective Wellbeing

## Positive Emotions

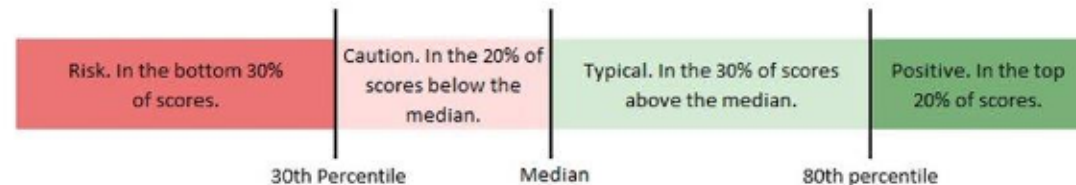
Name	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
Inspired	43	-7	51	+1
Alert	60	-3	63	0
Excited	37	-11	49	+1
Enthusiastic	51	-7	61	+3
Determined	65	-7	71	-1
Happy	55	-2	64	+7
Contented	51	-2	63	+10



# 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

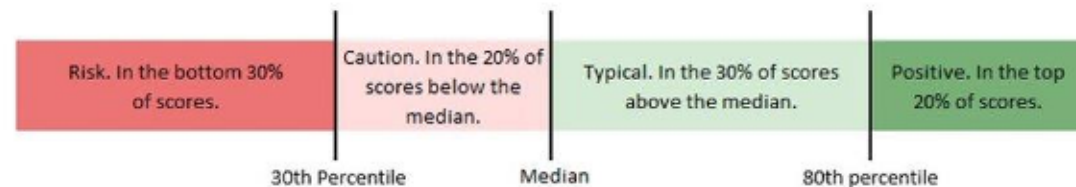
	Time 1		Time 2	
	Score	vs. B'mark	Score	vs. B'mark
	64	-2	71	+5
Name	Score	vs. B'mark	Score	vs. B'mark
Put myself out for organisation	69	-3	72	0
Organisation is motivating	60	-1	70	+9

## 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

## Mental Health



Explains 33% of the variance in Mental Health scores

## Engagement



Explains 42% of the variance in Engagement scores

# Driver Analysis – Performance – T1

## 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

Job enjoyment

Suggestions about job  
listened to

Feedback

Dull & repetitive  
work

Manageable  
workload

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

### Mental Health



Explains 35% of the variance in Mental Health scores

### Engagement



Explains 45% of the variance in Engagement scores

## Driver Analysis – Performance – T2

### Intention to Leave



Explains 41% of the variance in Intention to Leave scores

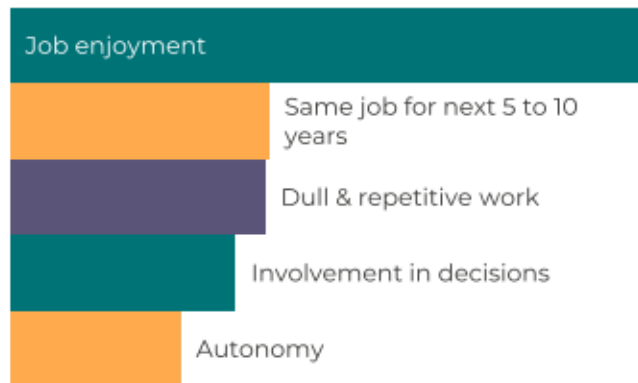
### Advocacy



Explains 36% of the variance in Advocacy scores

# Driver Analysis – Subjective Wellbeing – T2

## Subjective Wellbeing



Explains 39% of the variance in Subjective Wellbeing scores

## Summary

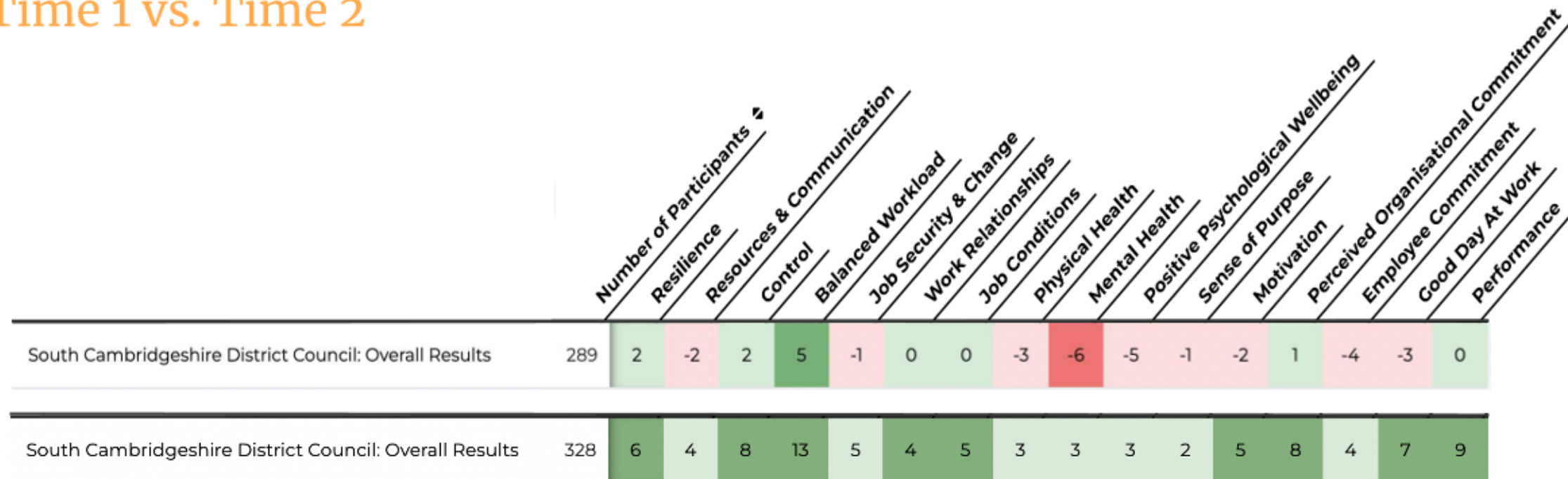
- **Job conditions**
  - Job enjoyment
  - Dull and repetitive work
  - Same job for the next 5 to 10 years
  - Difficult customers/clients
- **Job security and change**
  - Future job changes
  - Well managed change
  - Skill redundancy in future
- **Resources and communications**
  - Being in the know
- **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*

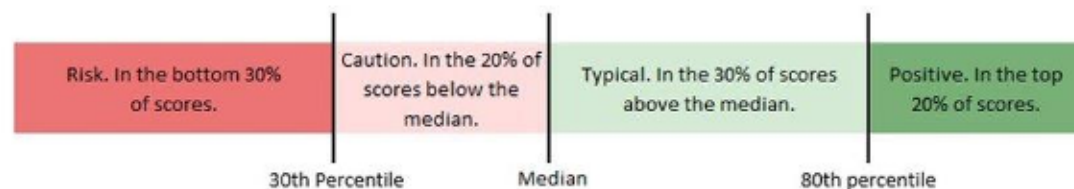
# Heatmaps: Work Demographics

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# Heatmap: Overall Time 1 vs. Time 2

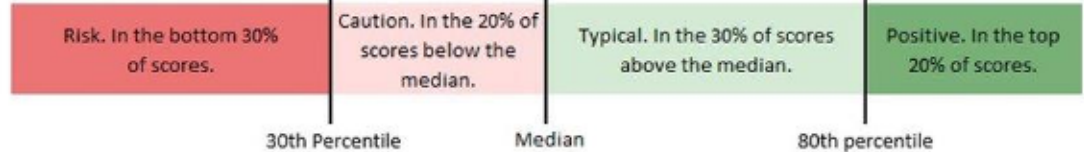


**Please note:** We compared those who completed the survey online at Time 1 (n=289) with those who completed the survey online and participated in the 4DW trial at Time 2 (n=328).



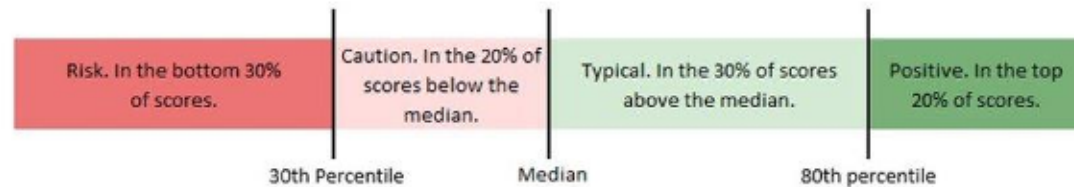
# Heatmap: Service Area Time 1 vs. Time 2

	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



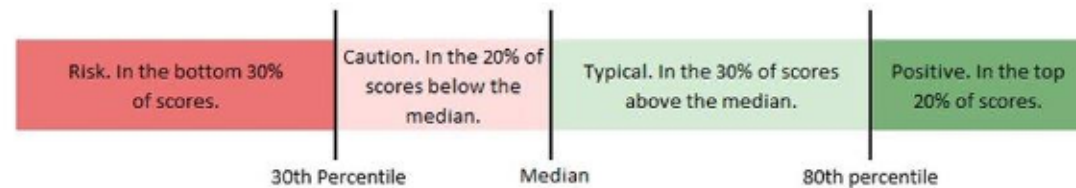
# Heatmap: Service Area: Finance Time 1 vs. Time 2

	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 Wellbeing	Employee Organisational 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

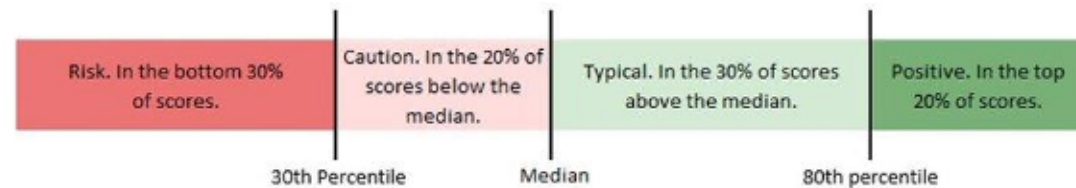
	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	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





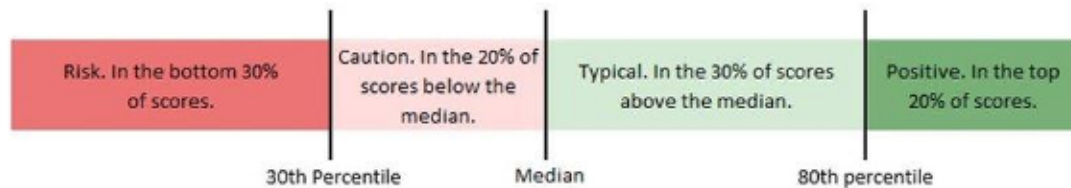
# Heatmap: Service Area: Shared Planning Time 2

	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



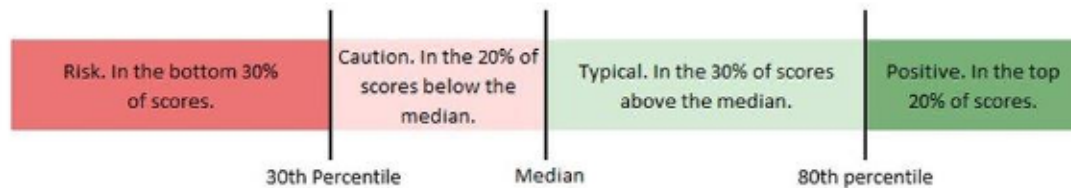
# Heatmap: Service Area: Housing Time 1

		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	

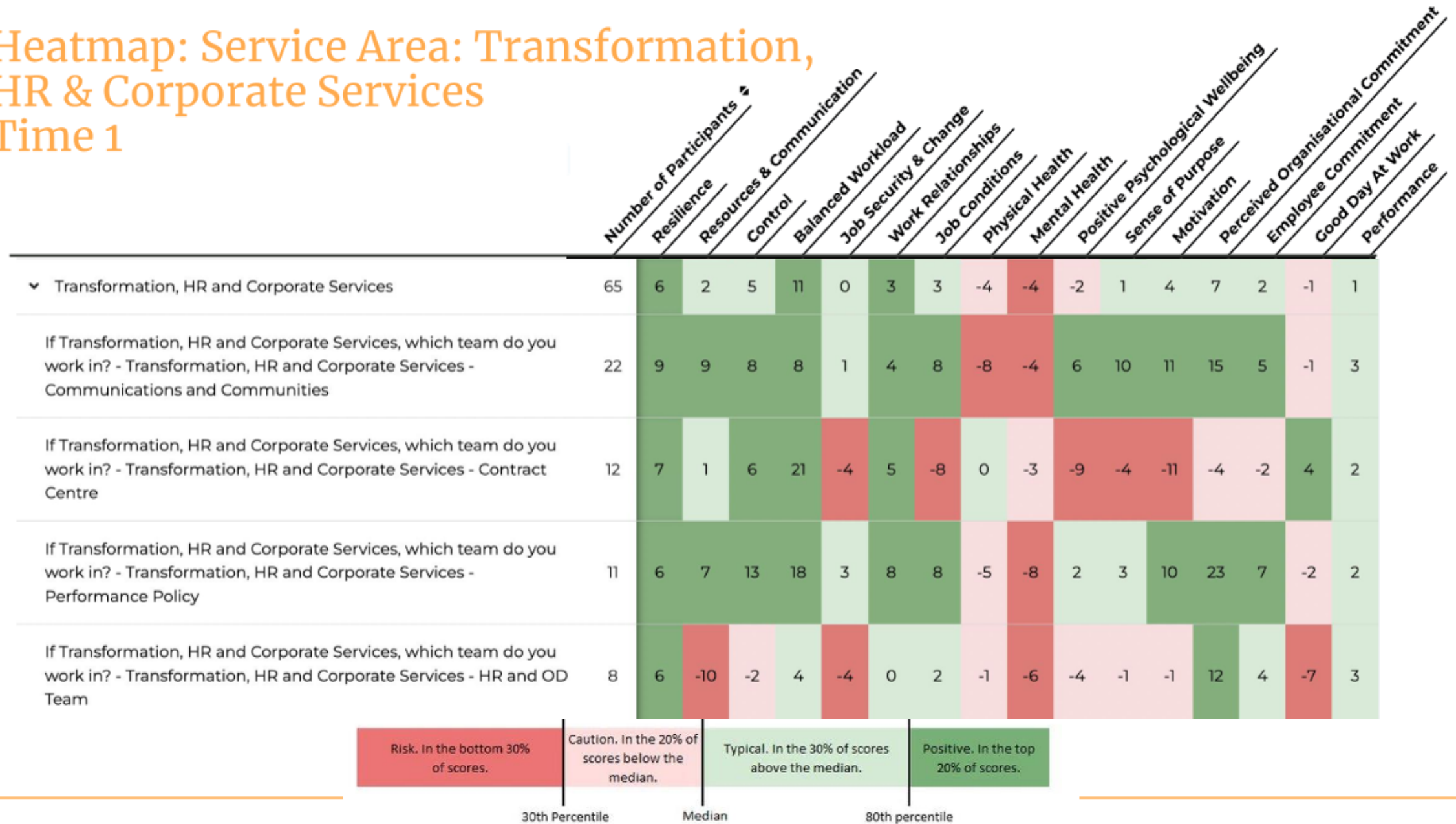


# Heatmap: Service Area: Housing Time 2

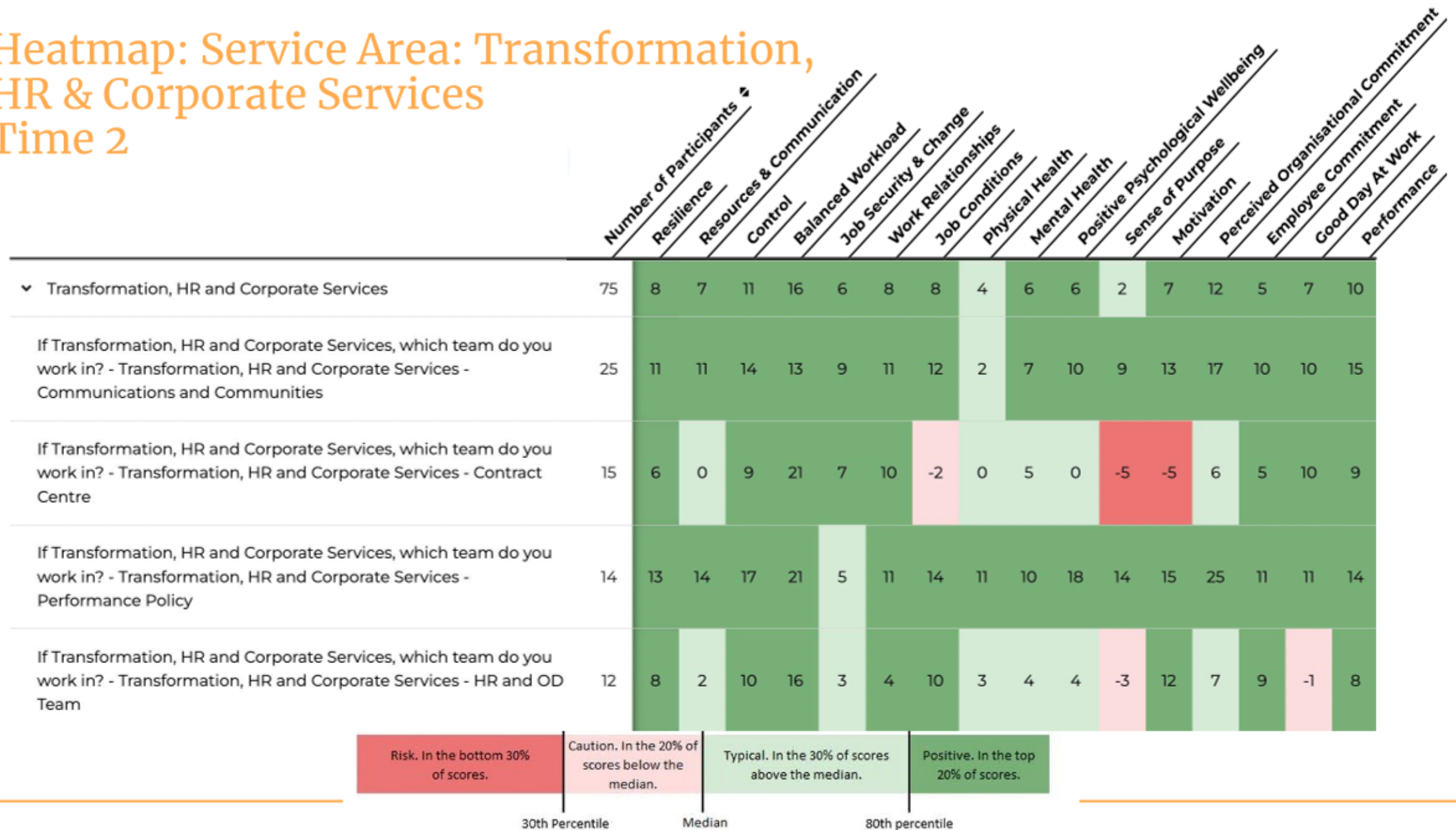
	Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	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

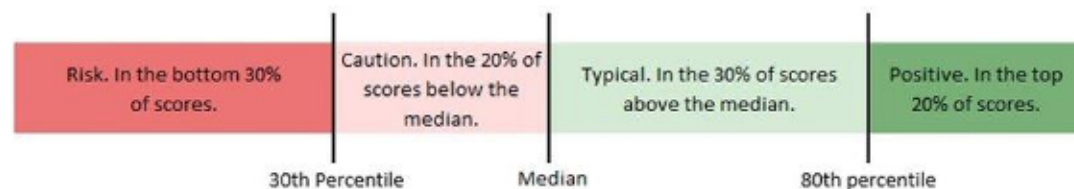


# Heatmap: Service Area: Transformation, HR & Corporate Services Time 2



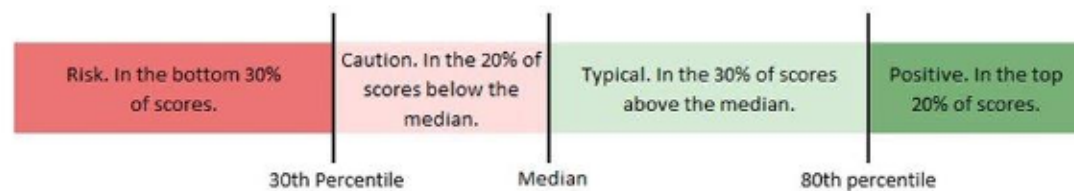
# Heatmap: Work Location Time 1 vs. Time 2

		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 Commitment	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	



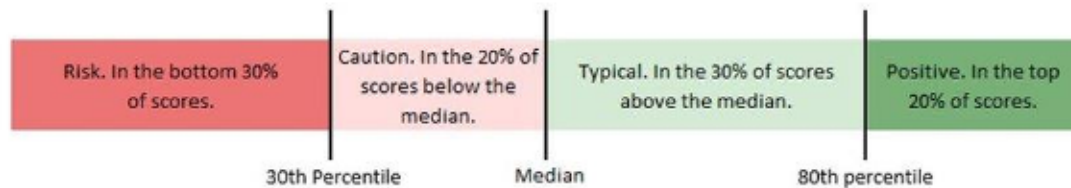
# Heatmap: Tenure Time 1 vs. Time 2





# 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	

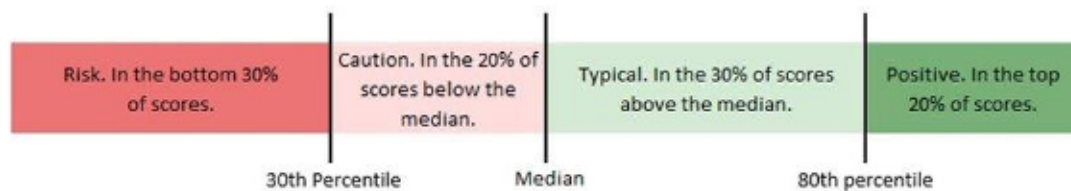


# Heatmaps: Additional Personal Demographics

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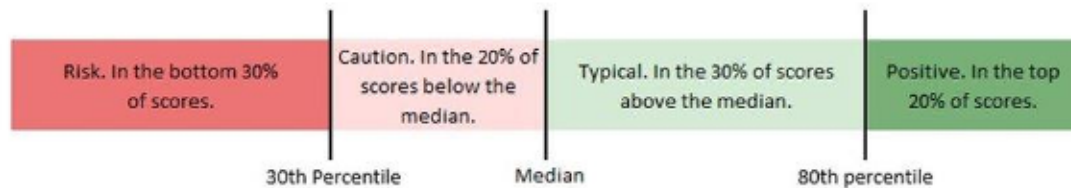
# Heatmap: Gender Time 1 vs. Time 2

		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

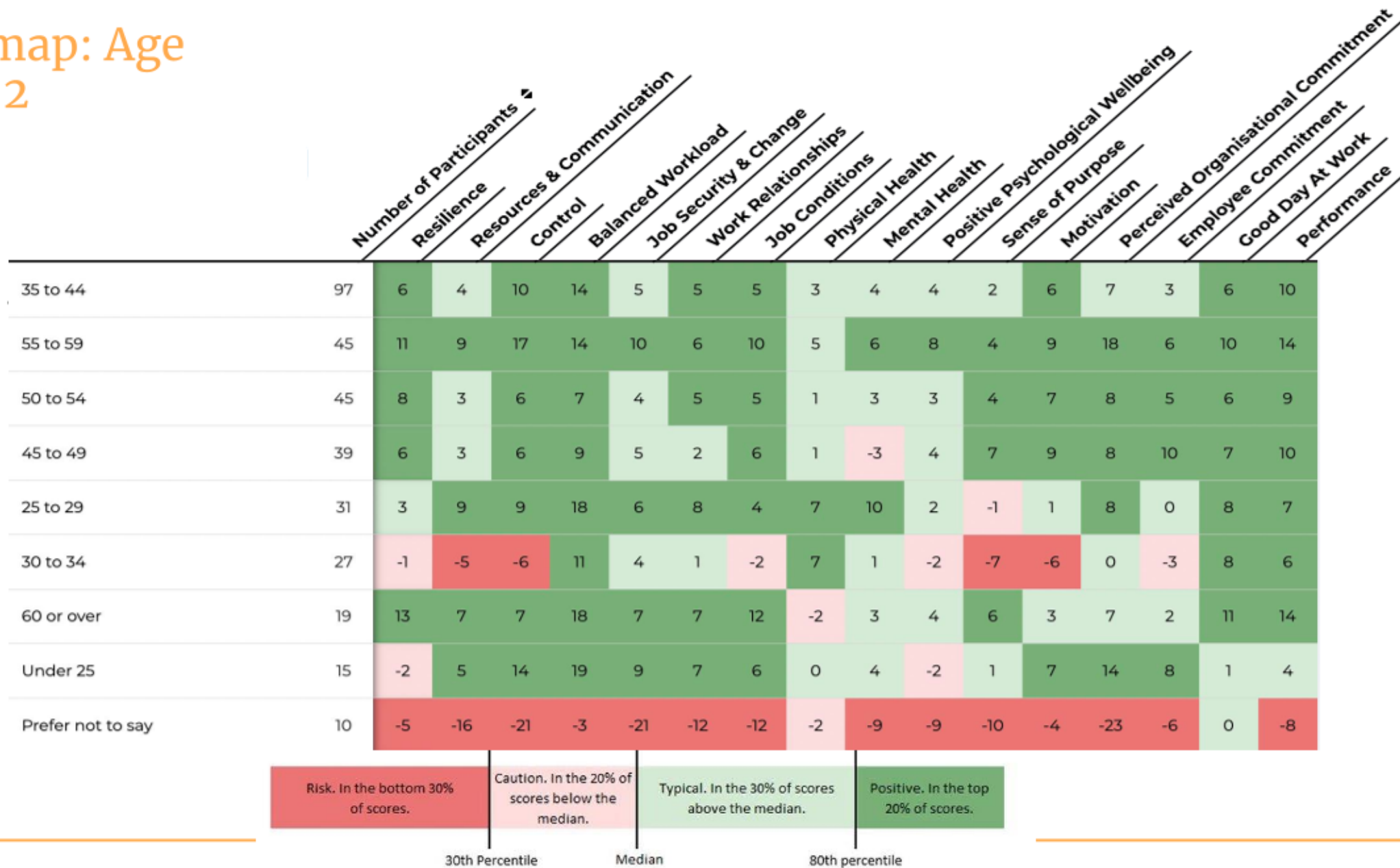


# Heatmap: Age Time 1

		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	

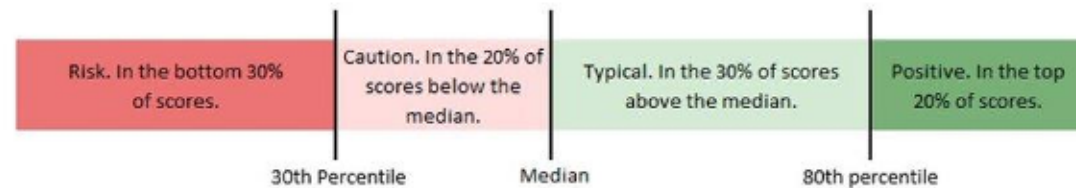


# Heatmap: Age Time 2



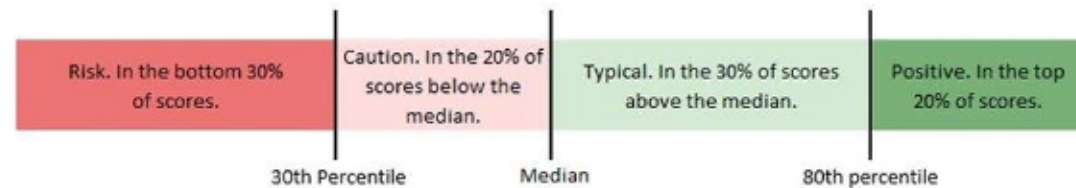
# Heatmap: Ethnicity Time 1 vs. Time 2

	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



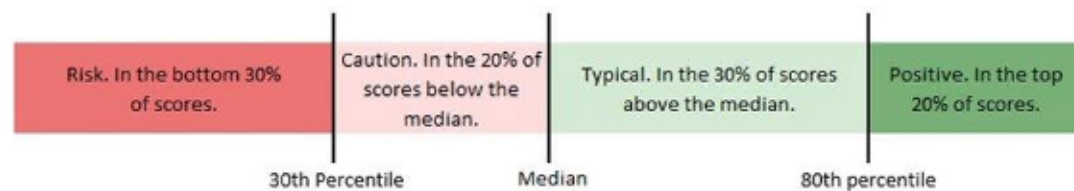
# Heatmap: Sexual Orientation Time 1 vs. Time 2

		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

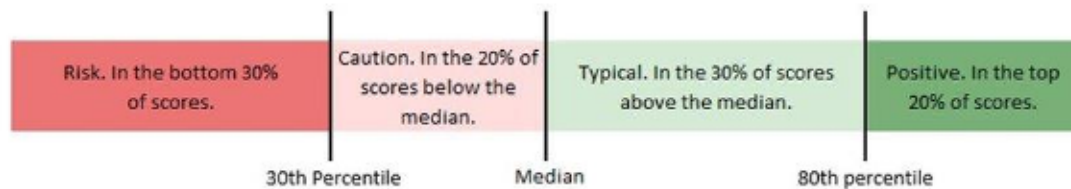
		Number of Participants ↕	Resilience	Resources & Communication	Control	Balanced Workload	Job Security & Change	Work Relationships	Job Conditions	Physical Health	Mental Health	Positive Psychological Wellbeing	Sense of Purpose	Motivation	Perceived Organisational Wellbeing	Employee Organisational Commitment	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	





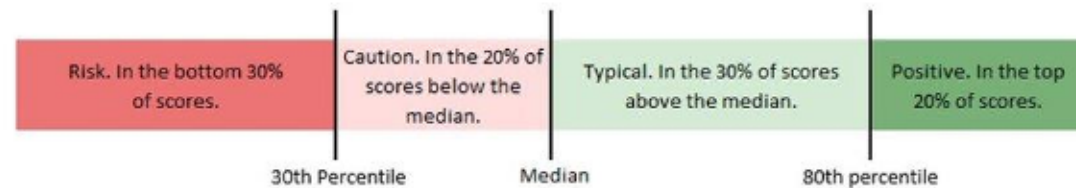
# Heatmap: Caregiving Time 1 vs. Time 2

		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	

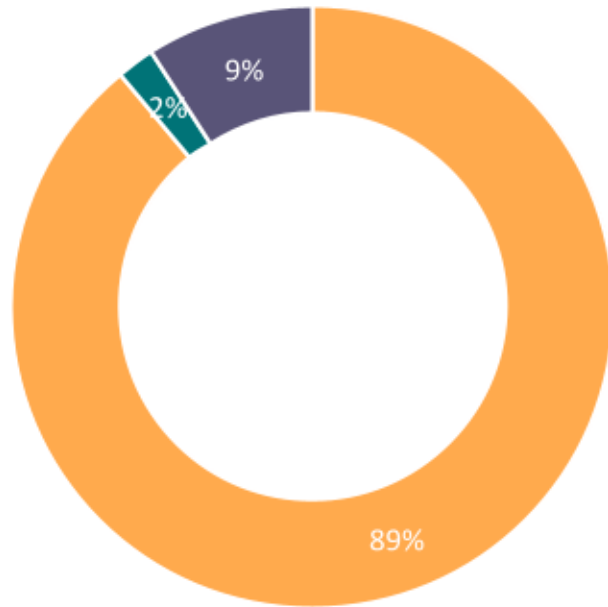


## 4 Day Week: Additional Analysis

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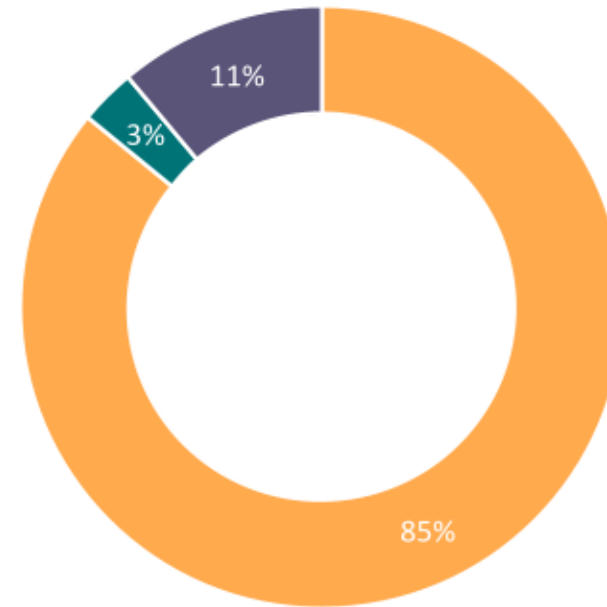
## 4-Day Work Week

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



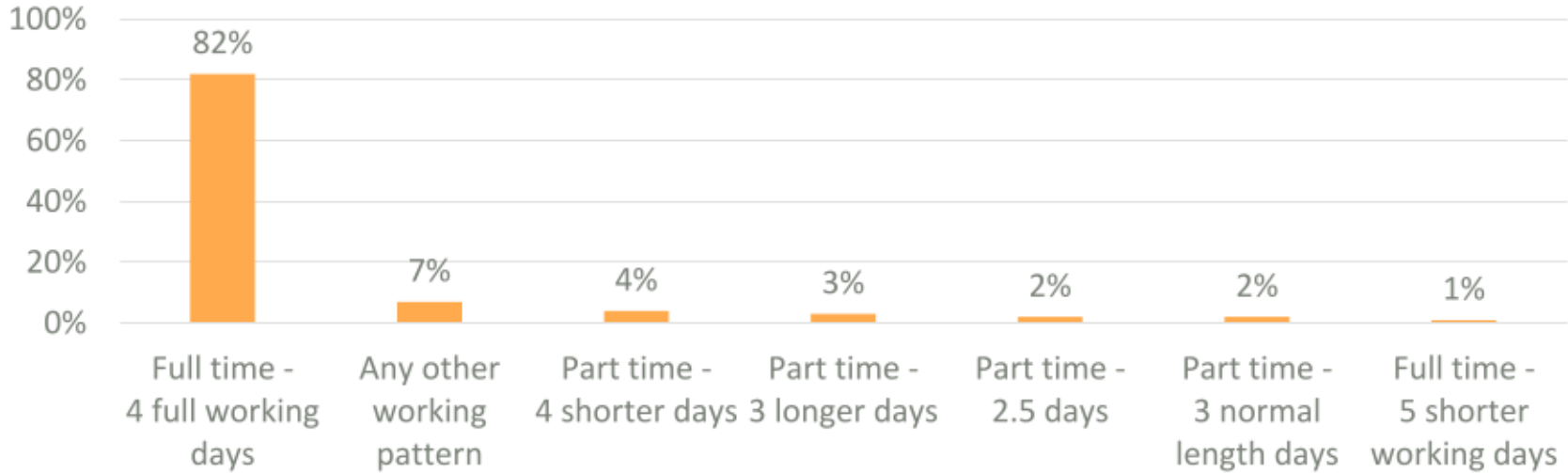
■ Yes ■ No ■ I don't know

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

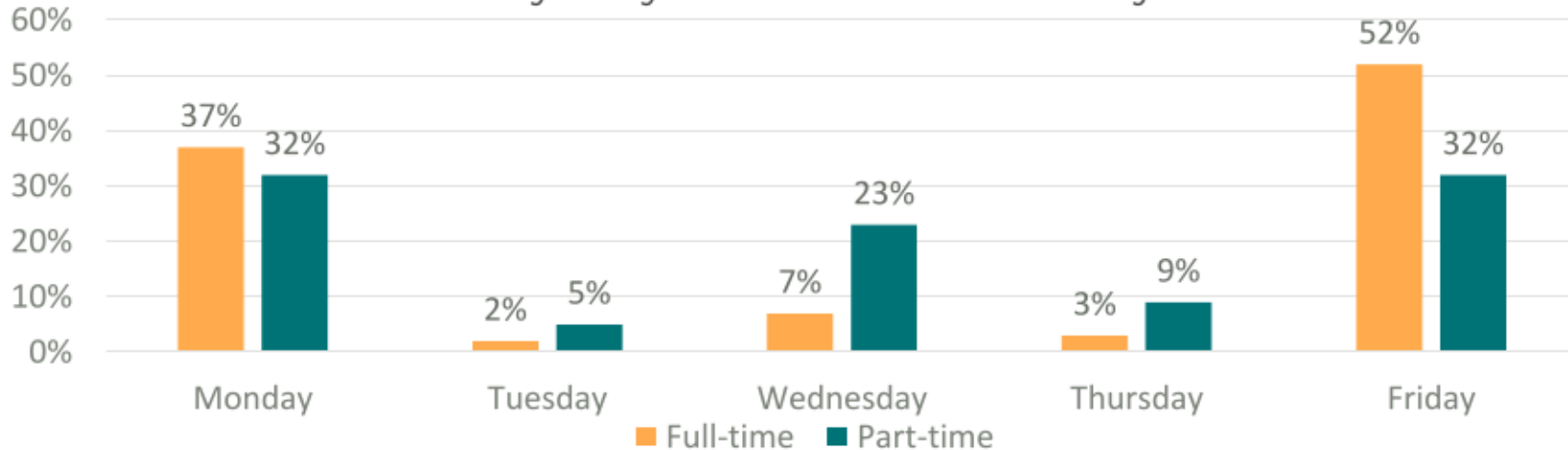


■ Yes ■ No ■ I don't know

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

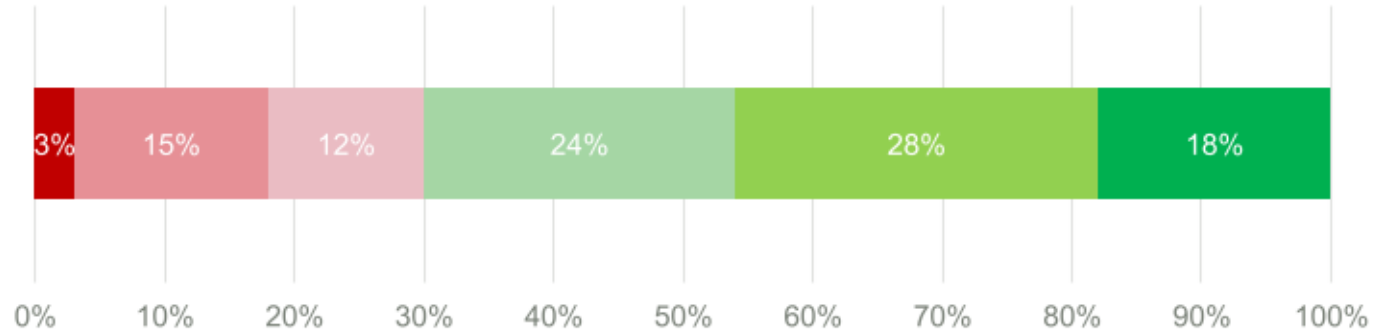


### Which day did you take off for the 4 Day Week Trial?



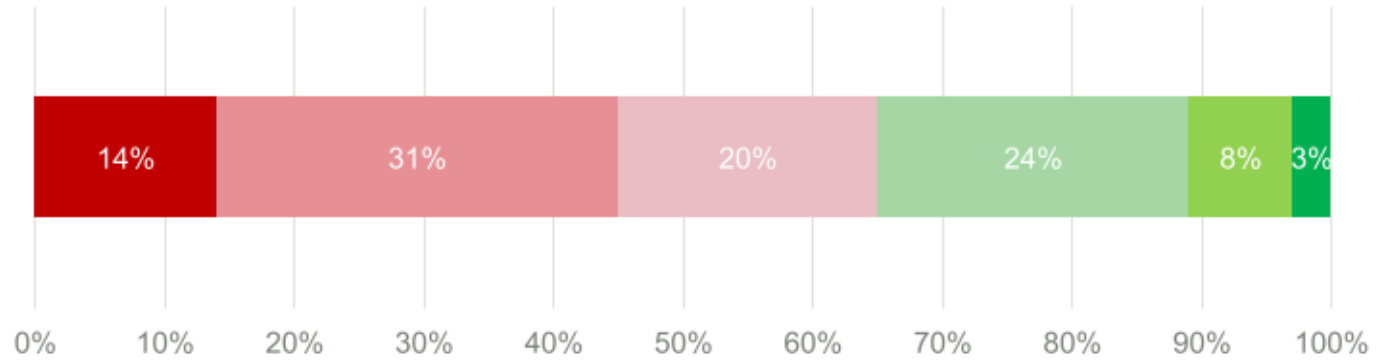
During the 4DW trial, did you feel your workdays intensified?

70% agreed vs 30% disagreed



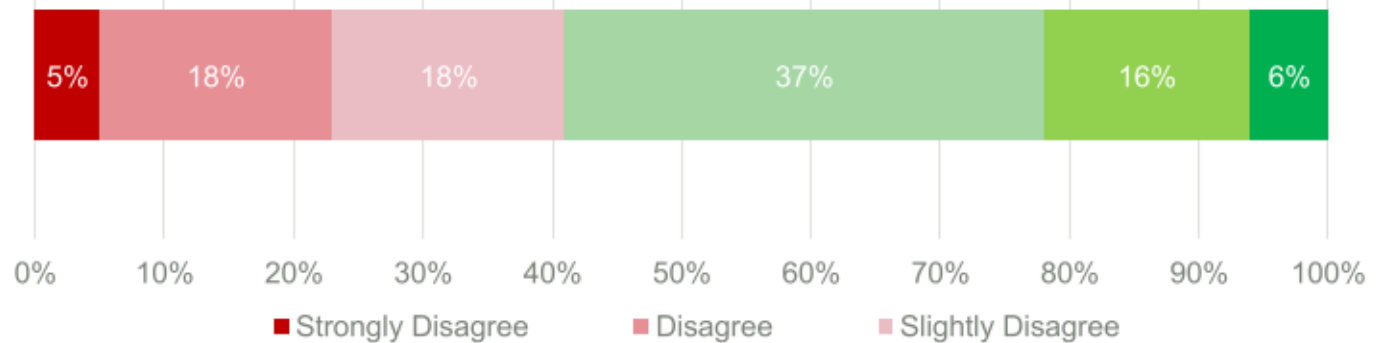
During the 4DW trial, did you feel your levels of stress increased?

35% agreed vs 65% disagreed

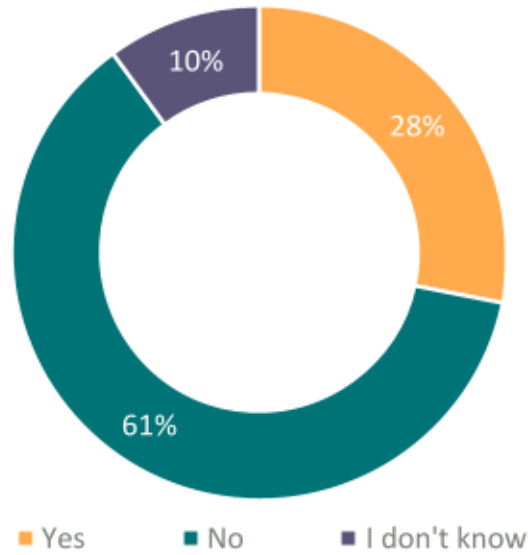


As you selected 'Strongly Agree', 'Agree' or 'Slightly Agree', did you feel that your increased levels of stress adversely impacted you?

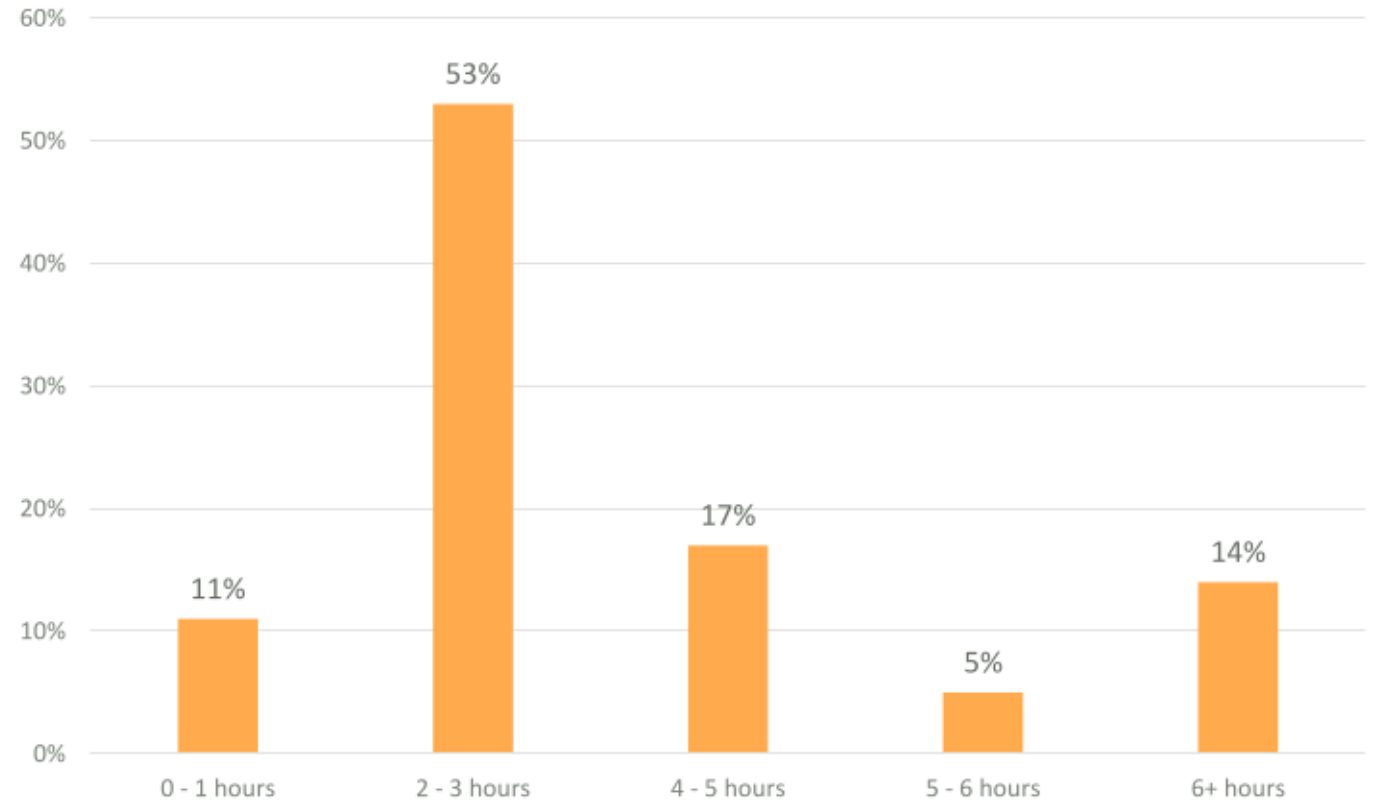
59% agreed vs 41% disagreed



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

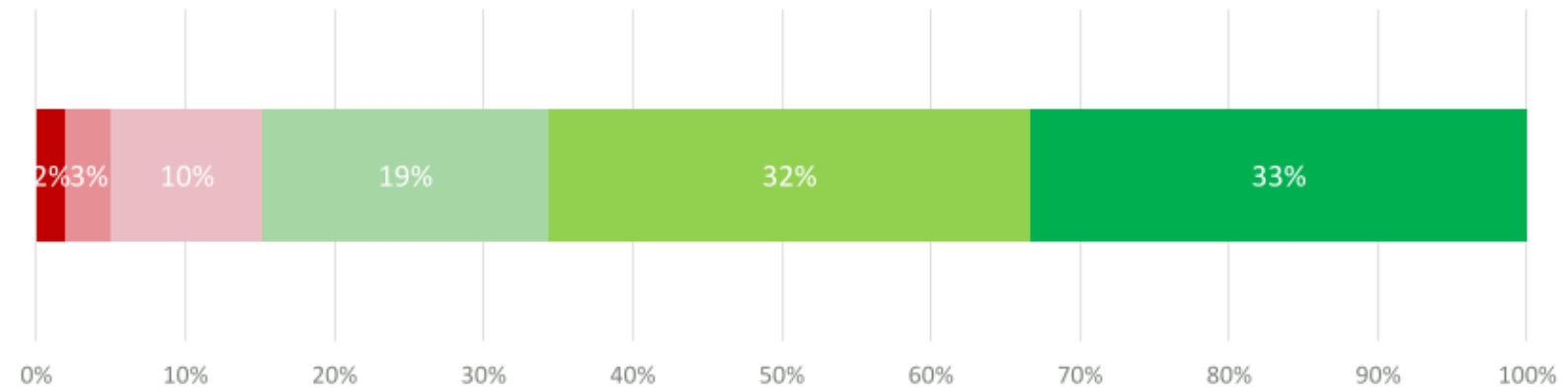


How many more hours did you work on average, per week?



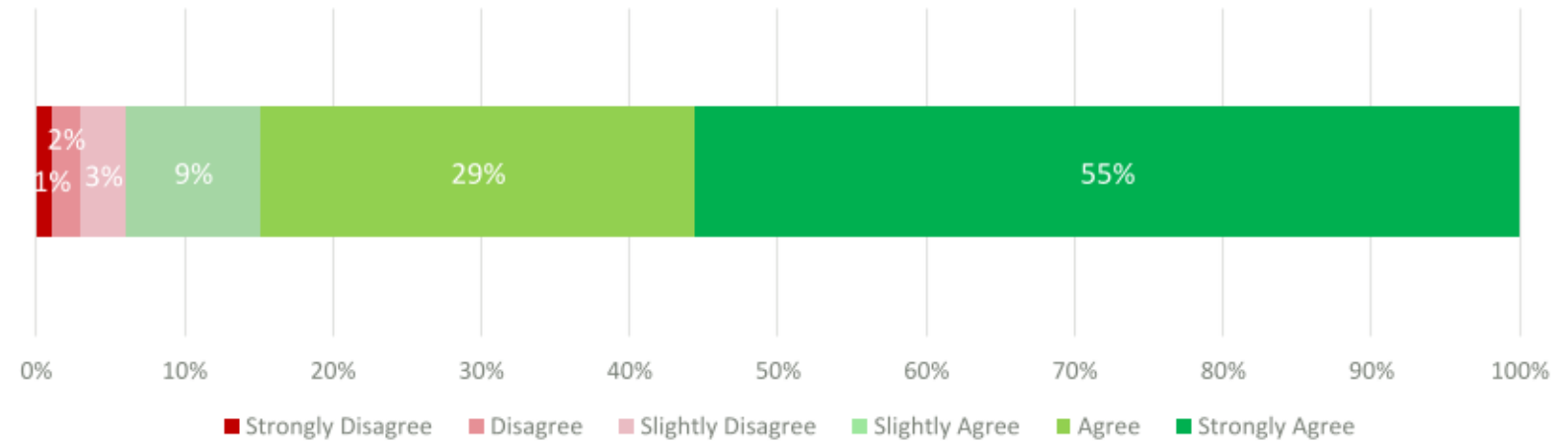
Do you feel SCDC have the tools and process in place to make the 4DW work?

84% positive



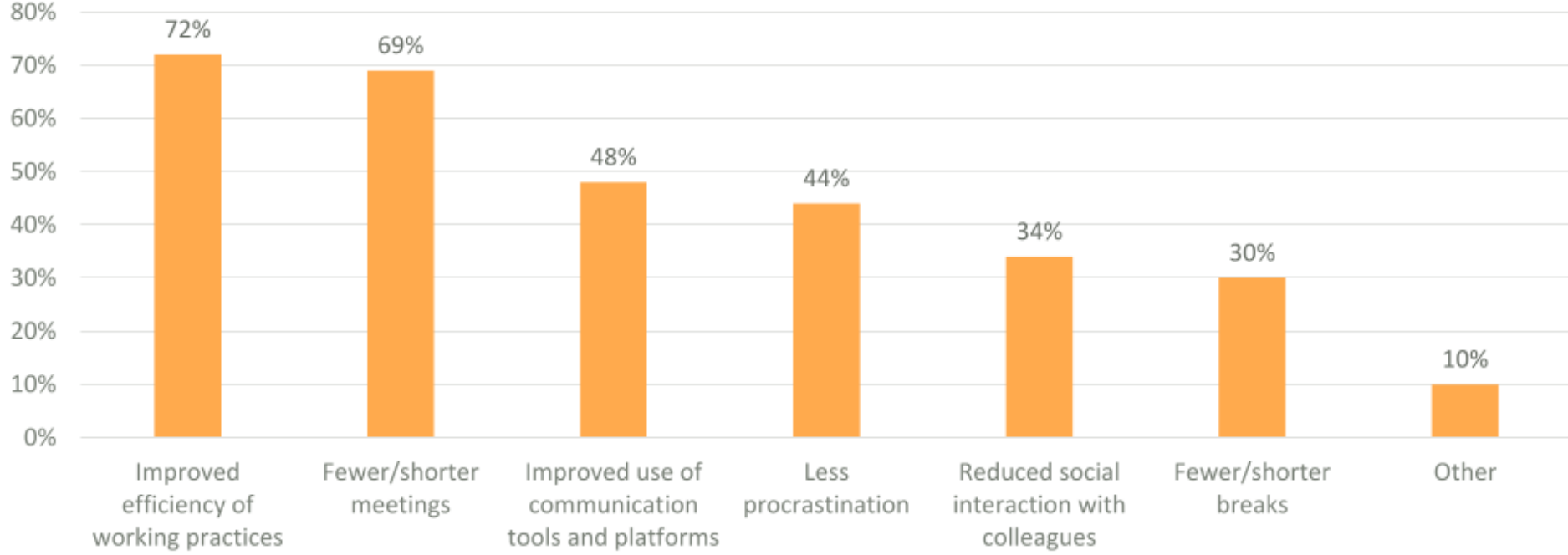
Do you feel it's worthwhile putting in extra effort at work in order to work 80% of hours for 100% of pay?

94% positive



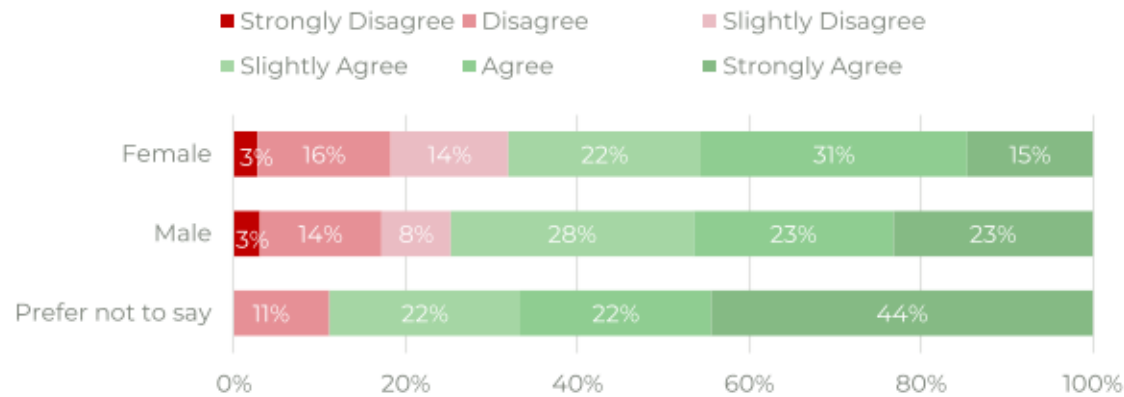


To deliver your work in 80% of the time, what has had to change?

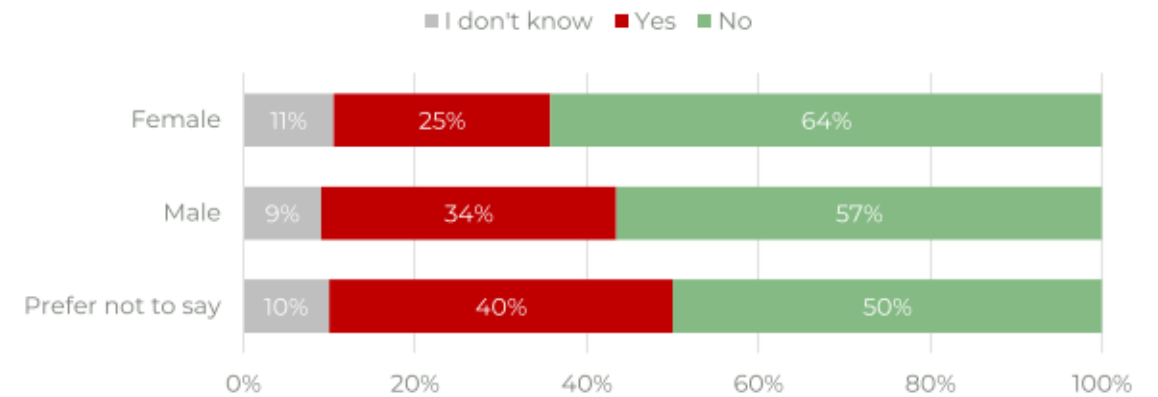


# Key 4DW Questions by Gender

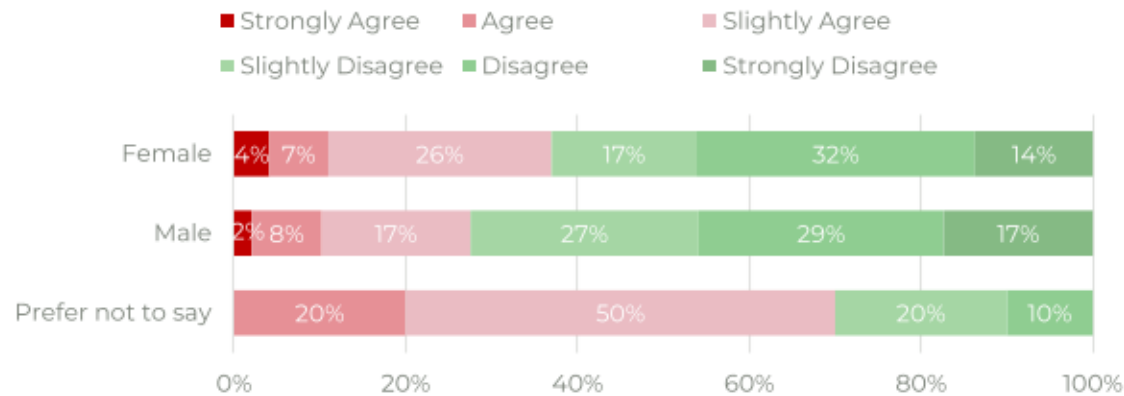
During the 4 Day Week trial, did you feel your work days intensified?



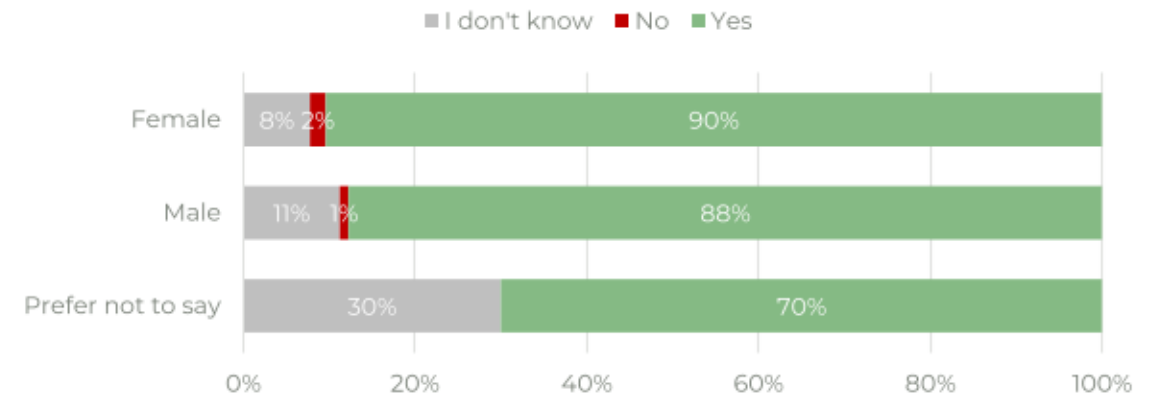
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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

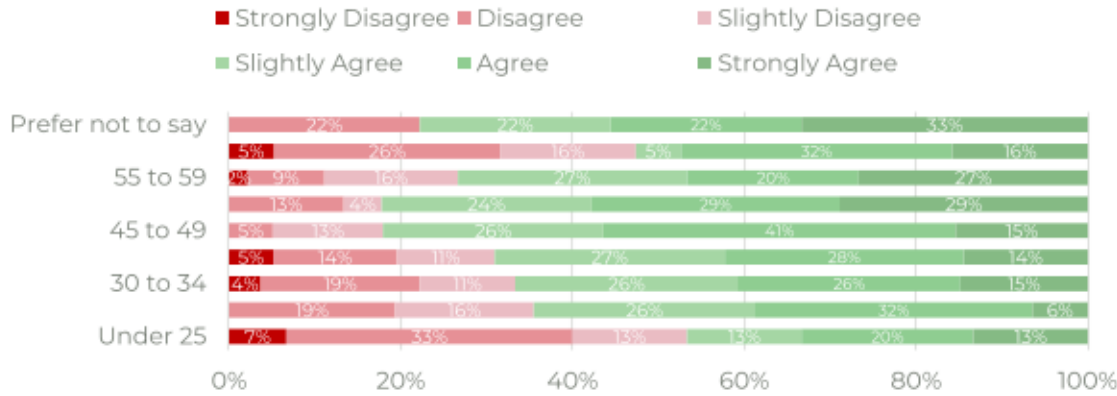


Would you like SCDC to move permanently to a 4 day week?

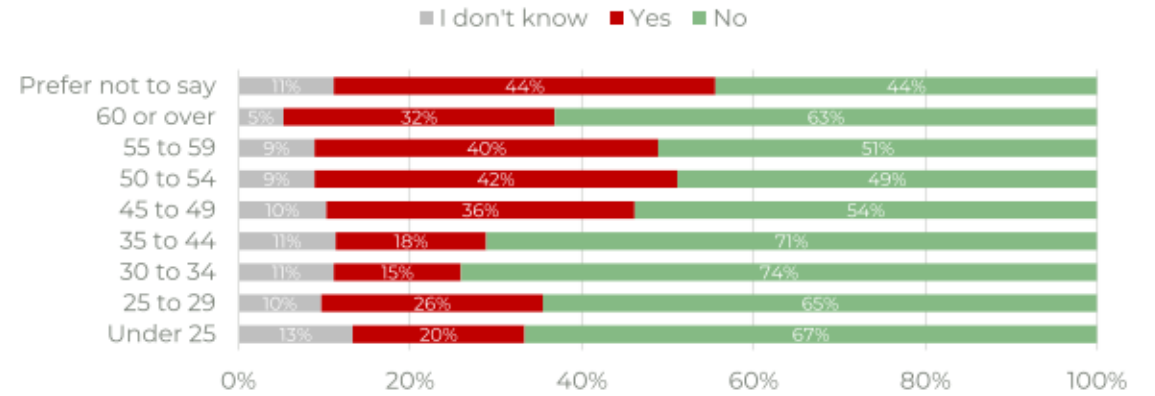


# Key 4DW Questions by Age

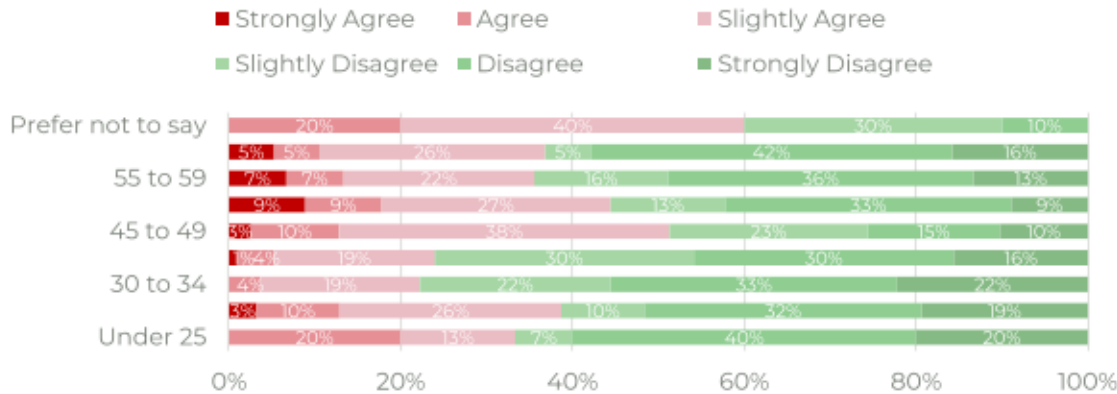
During the 4 Day Week trial, did you feel your work days intensified?



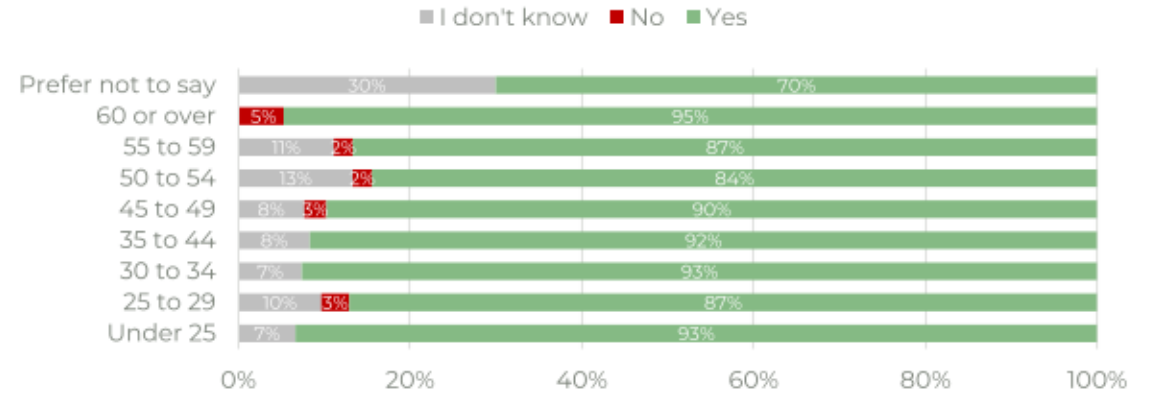
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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

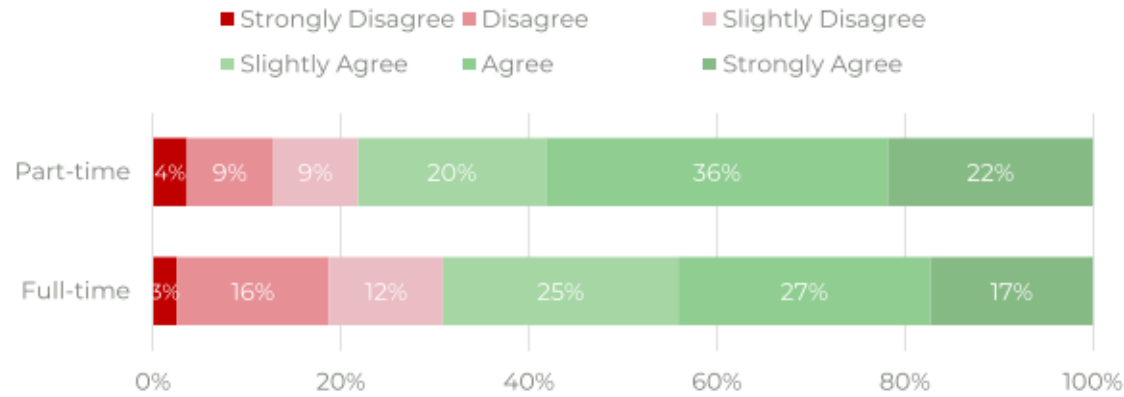


Would you like SCDC to move permanently to a 4 day week?

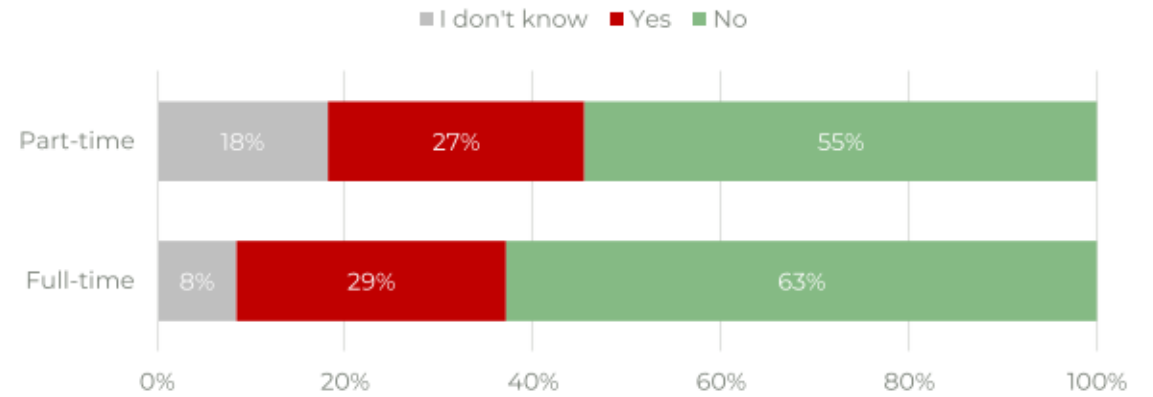


# Key 4DW Questions by Contract Type

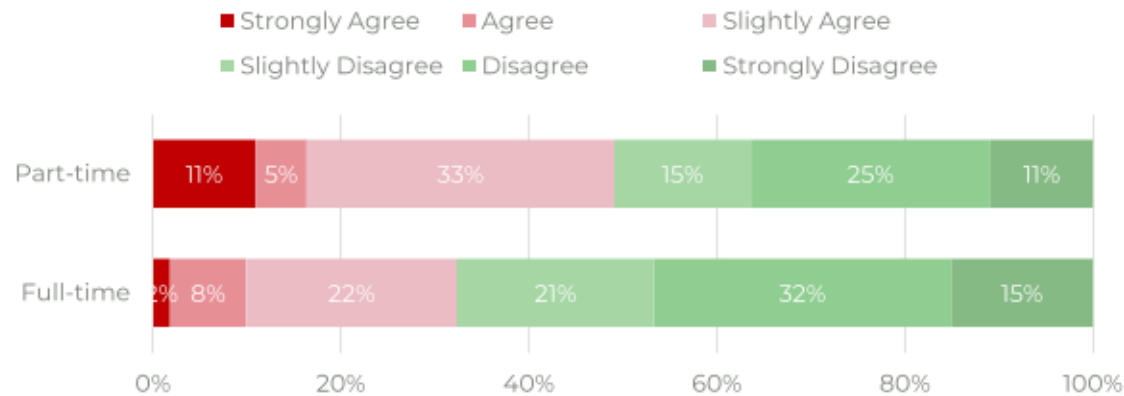
During the 4 Day Week trial, did you feel your work days intensified?



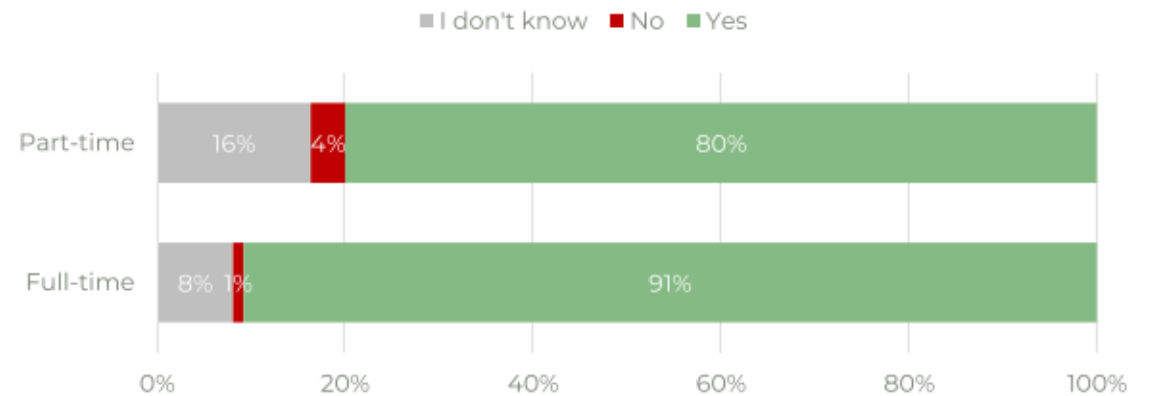
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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

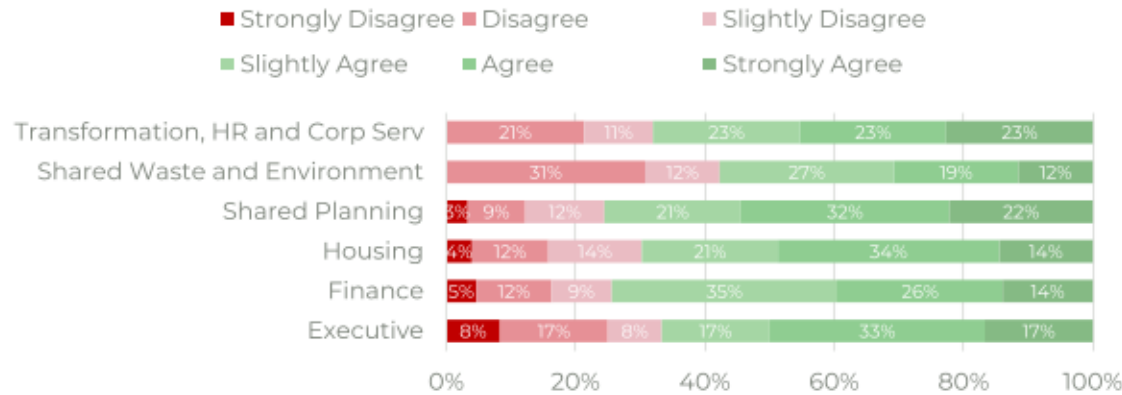


Would you like SCDC to move permanently to a 4 day week?

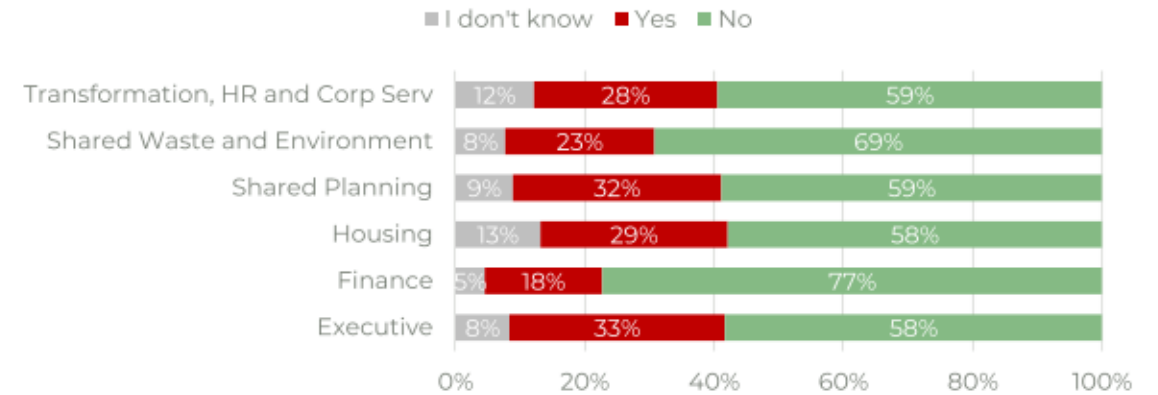


# Key 4DW Questions by Service Area

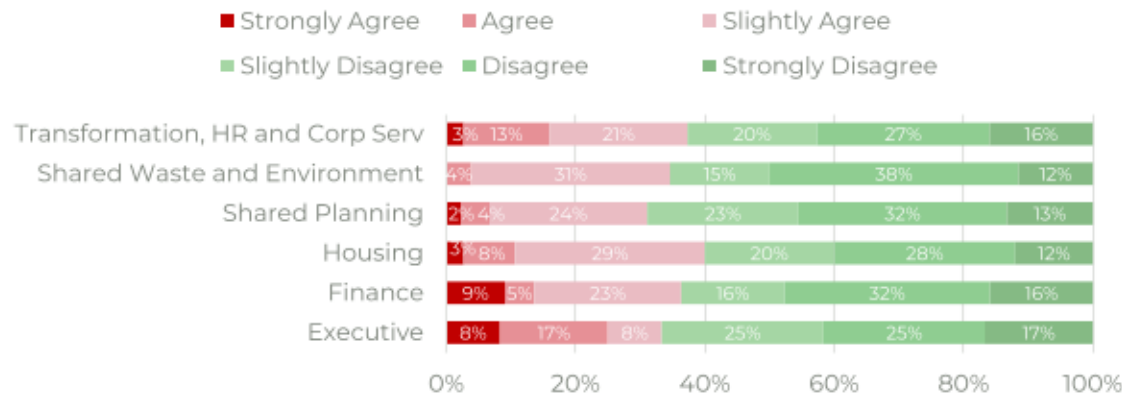
During the 4 Day Week trial, did you feel your work days intensified?



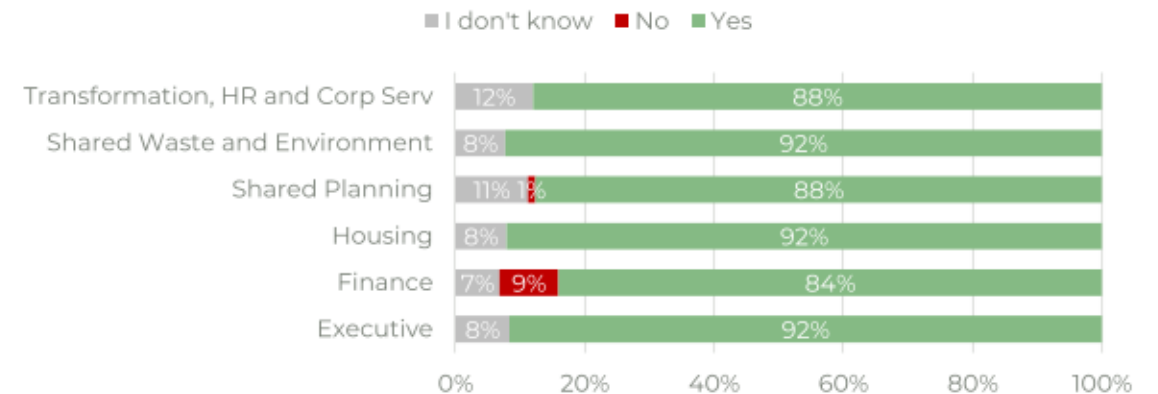
During the 4 Day Week trial, did you consistently work more than 80% of your contracted hours, per week?



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

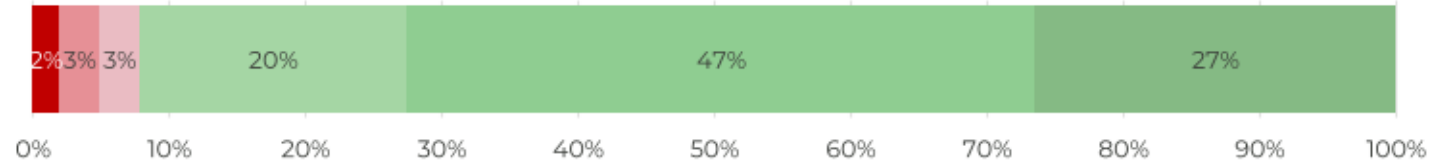
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# Wellbeing Culture

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

74% positive+

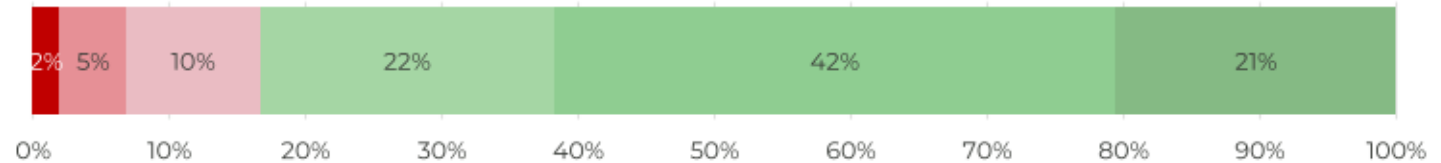
Vs. 57% positive+ (2022)



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

63% positive+

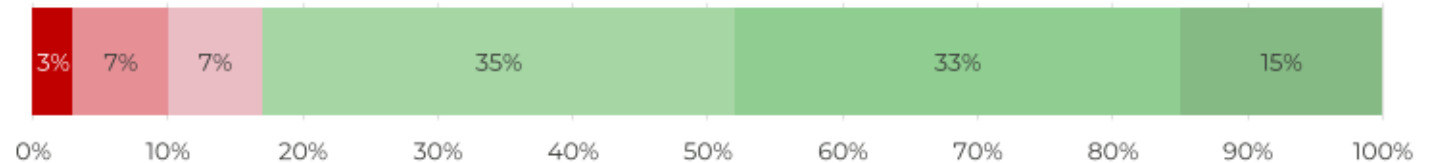
Vs. 52% positive+ (2022)



**I feel that the Council shows much concern for me**

48% positive+

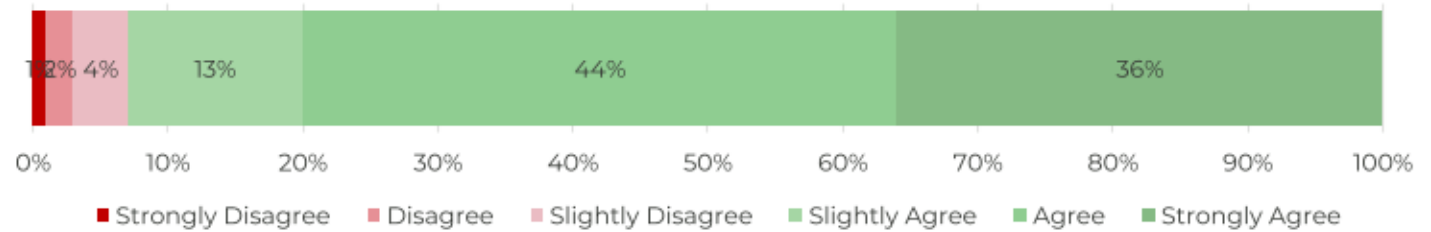
Vs. 40% positive+ (2022)



**Help is available from my management when I have a problem**

80% positive+

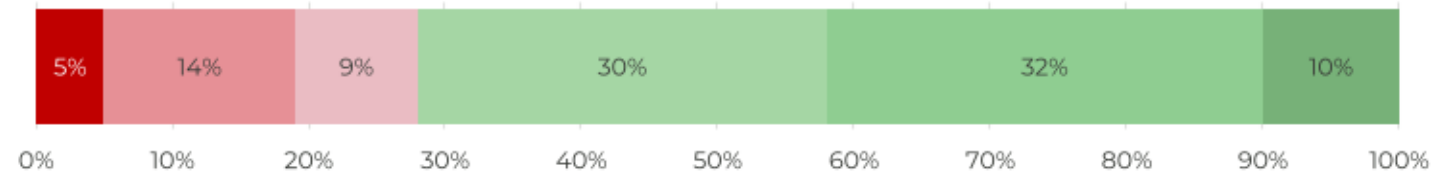
Vs. 73% positive+ (2022)



# Wellbeing Culture

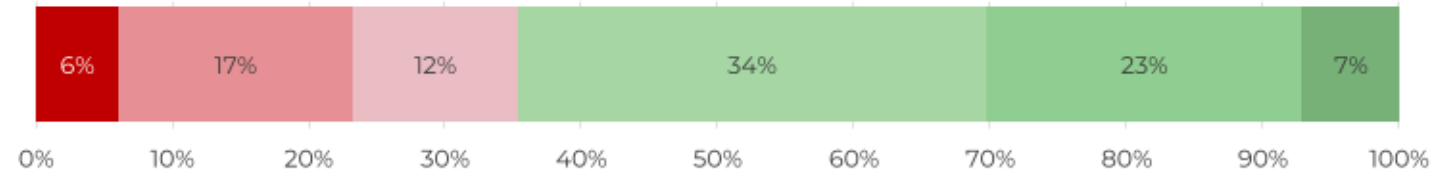
## I feel emotionally attached to the Council

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



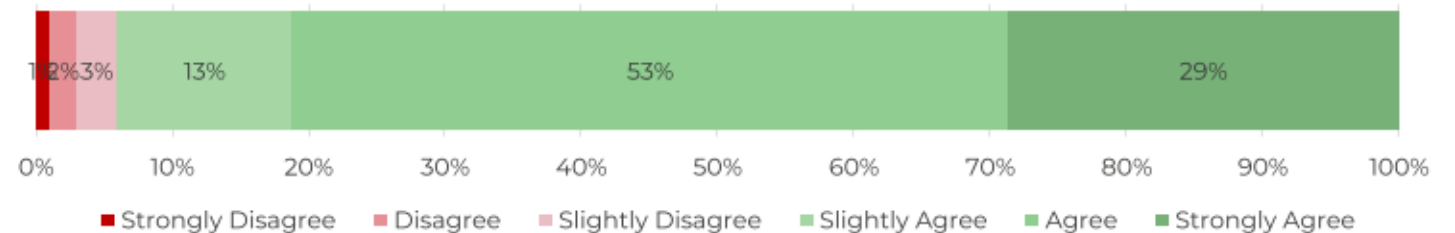
## I view the Council's problems as my own

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



## I care about the fate of the Council

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



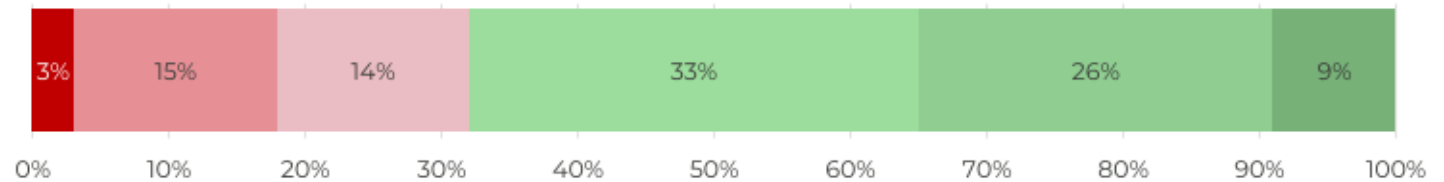


# Wellbeing Culture

**This Council has a great deal of personal meaning to me**

35% positive+

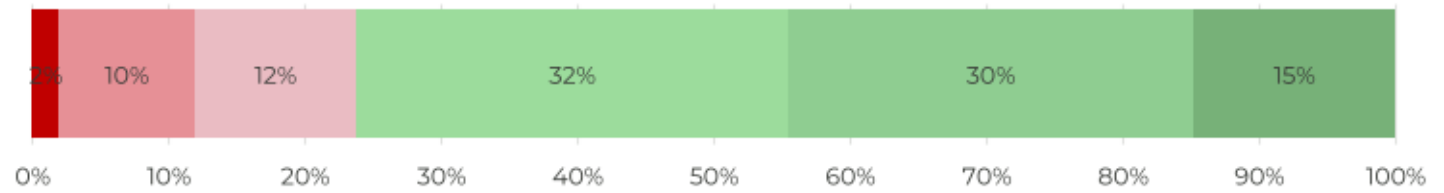
Vs. 34% positive+ (2022)



**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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