Four-day week data collection – Retrospective data collection

Introduction

Following the issue of a Best Value Notice to South Cambridgeshire District Council (SCDC) on Friday 3rd November 2023, the Department requests that SCDC completes the following retrospective data collection. The form requests data on: staffing, costs, service delivery, and performance against a range of SCDC's KPIs.

The form also requests qualitative information, including around how decisions about the trial have been reached and any other policies SCDC has introduced or is exploring to address recruitment, retention, and wellbeing challenges, with an appraisal of their impact.

As stated in the Best Value Notice, the Department requests that this retrospective collection be completed within one month of the date of receipt of this form.

This will be followed shortly by a further collection form seeking data on a weekly basis.

Please note that **no personal data** should be provided in either of these forms.

Section 1: Organisational data

Annual data for the period 2018/19 to 2022/23:

- Number of staff employed by the organisation before the trial, broken down for each local authority department and team taking part in the trial.
- Number of temporary staff (temporary or agency) in the organisation before the trial, broken down by each local authority department and team taking part in the trial.
- Total staffing costs before the trial, broken down by each local authority department and team taking part in the trial. This will cover both staff employed by the organisation and temporary or agency staff.
- Contracted hours for staff before the trial, broken down by working pattern. This should reflect your organisation's definition of full and part time.
- Total number of days lost due to staff sickness before the trial, broken down by each local authority department and team taking part in the trial (include both temporary and permanent staff).
- Percentage of vacant roles before the trial, broken down by each local authority department and team taking part in the trial.
- Percentage of advertised roles successfully filled before the trial, broken down by each local authority department and team taking part in the trial.
- Percentage of all staff employed by the organisation who left each year (turnover rate), broken down by each local authority department and team taking part in the trial.

Section 2: Service information

For the period 2018/19 to 2022/23:

- Operational opening hours for contact centres and other areas taking part in the trial.
- Logs of calls to contact centres and other areas taking part in the trial, this should include call answer time and outcomes of calls. Please ensure that no personal data is included.
- Average daily number of in-person visits to contact centres and other areas taking part in the trial.

- Logs of emails to areas taking part in the trial, including response times and outcomes. Please ensure that no personal data is included.
- Forecast and actual revenue spend for each service area taking part in trial
- Forecast and actual capital spend for each service area taking part in trial

Section 3: SCDC KPIs

This section will ask for annual retrospective data on a range of SCDC's KPIs for the period 2018/19 to 2022/23, along with relevant contextual data, for example, numerators and denominators where the KPI is a percentage.

Finance – Benefits

- Average number of days to process new Housing Benefit claims
- Total number of new Housing Benefit claims

- Average number of days to process new Council Tax Support claims
- Total number of new Council Tax Support claims

- Average number of days to process new Housing Benefit change events
- Total number of new Housing Benefit change events

- Average number of days to process new Council Tax Support change events
- Total number of new Council Tax Support change events

- Number of undisputed invoices paid within 30 days
- Total number of undisputed invoices
- Percentage undisputed invoices paid within 30 days

Finance – Revenues

- Total housing rent collected (£)
- Total housing rent due (£)
- Percentage housing rent collected

- Total business rates collected (£)
- Total business rates due (£)
- Percentage business rates collected

- Total council tax collected (£)
- Total council tax due (£)
- Percentage council tax collected

Greater Cambridge Planning services - Development management

- Number of major applications including Public Service Infrastructure Developments determined within 8 weeks.
- Number of major applications including Public Service Infrastructure Developments determined within 8-13 weeks.

- Number of major applications including Public Service Infrastructure Developments with an associated planning agreement (e.g. extension of time) that were decided on time
- Total number of major applications decided upon.
- Percentage of major applications determined within 13 weeks or agreed timeline.

- Number of non-major applications including change of use and householder developments determined within 8 weeks
- Number of non-major applications including change of use and householder developments determined within 16 weeks (EIA) or the agreed time limit
- Total number of non-major applications including change of use and householder developments decided upon
- Percentage of non-major applications determined within 8 weeks or agreed timeline

- Number of householder development applications determined within 8 weeks
- Number of householder development applications determined within 16 weeks (EIA) or the agreed time limit
- Total number of validated householder planning applications decided upon
- Average time to determine validated householder planning applications (weeks)

- Number of appeals against major planning permissions refusal allowed
- Total number of appeals against major planning permissions decided upon
- Percentage of appeals against major planning permissions refusal allowed

- Number of appeals against non-major planning permission refusal allowed
- Total number of appeals against non-major planning permission decided upon
- Percentage of appeals against non-major planning permission refusal allowed

Greater Cambridge Planning services - Land Charges

- Average land charges search response days
- Number of land charges searches

Housing – Housing Advice

- Number of households with children leaving B&B accommodation after longer than 6 weeks

Housing

- Number of tenants satisfied with responsive repairs
- Total number of repairs
- Percentage of tenants satisfied with responsive repairs

- Average days to re-let all housing stock

- Number of emergency repairs completed within 24 hours
- Total number of emergency repairs
- Percentage of emergency repairs completed in 24 hours

HR and Corporate Services – Democratic Services

- Number of public hybrid meetings run without issues causing downtime exceeding 5 minutes
- Total number of public hybrid meetings
- Percentage of public hybrid meetings run without issues causing downtime exceeding 5 minutes

Shared Waste and Environment

- Total tonnes of household waste collected
- Total tonnes of household waste sent for reuse, recycling and composting
- Percentage of household waste sent for reuse, recycling and composting

- Number of bins collected on time
- Total number of bins collected
- Percentage of bins collected on time

Transformation - Complaints

- Number of formal complaints resolved within timescale
- Total number of formal complaints
- Percentage of formal complaints resolved within timescale

Transformation - Contact Centre

- Number of calls to the contact centre resolved first time
- Total number of calls to the contact centre
- Percentage of calls to the contact centre resolved first time

- Total number of calls to the contact centre that are answered
- Total number of calls to the contact centre
- Percentage of calls to the contact centre that are answered

- Average call answer time (seconds)

Section 4: Qualitative data

- Cost of trial - Evidence that the trial, including the cost of its design and independent evaluation, has been rigorously costed and supported by a business case.
- Improvement beyond the 4DW outside of the trial - The report 'Results of the Four-Day Week Trial and Next Steps' states "There is a general feeling that the organisation is not using software efficiently". What steps has the Council taken / is taking to improve IT infrastructure and provide more ICT training to staff to improve productivity?
- Annual Governance Statement for years 2020/21, 2021/22 and 2022/23 - To help understand what other HR policies, prior to the start of the trial, the Council has introduced and/or trialled to address longstanding staff recruitment, retention and wellbeing challenges and an appraisal of these past policies.
- Flexible working policy