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Cambridge City Council

Strategy and Resources Scrutiny Committee

Date: Thursday, 11 May 2023

Time: 6.00 pm

Venue: Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

Contact: democratic.services@cambridge.gov.uk, tel:01223 457000

Agenda

Strategy and Resources Scrutiny Committee Members: Robertson (Chair), S. Smith (Vice-Chair), Bennett, Bick, Payne, Smart, Gawthrope Wood, Swift and Todd-Jones

Alternates: S. Davies, Carling, Flaubert and Nethsingha

Executive Councillors: Davey (Executive Councillor for Finance, Resources and Transformation), Gilderdale (Executive Councillor for Recovery, Employment and Community Safety) and A. Smith (Leader of the Council)

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STRATEGY AND RESOURCES SCRUTINY COMMITTEE   27 March 2023
                                                      5.02 - 6.50 pm

Present: Councillors Robertson (Chair), S. Smith (Vice-Chair), Carling, Nethsingha, Payne, Scutt, Smart, Davey (Executive Councillor) and A. Smith (Executive Councillor)

Councillor Bennett joined the meeting remotely.

Officers:
Chief Executive: Robert Pollock
Assistant Chief Executive: Andrew Limb
Director of Enterprise and Sustainable Development: Fiona Bryant
Head of Finance: Caroline Ryba
Head of Property Services: Dave Prinsep
Committee Manager: Chris Connor
Producer: Boris Herzog

Others Present:
South Cambridgeshire District Council Chief Executive: Liz Watts

FOR THE INFORMATION OF THE COUNCIL

23/68/SR   Apologies for Absence

Apologies were received from Councillors Bick and Sweeney.

23/69/SR   Declarations of Interest

Item	Councillor	Interest
All	Cllr Davey	Personal: Board member of Cambridge Investment Partnership

23/70/SR   Minutes

Note: Councillor Carling was not listed as present at the meeting of 30 January 2023 however he was present.

The minutes of the meeting held on 30 January 2023 were approved as a correct record and signed by the Chair.

23/71/SR   Public Questions

A Public Speaker made a statement regarding the cancellation of the Big Weekend.

i.   Following the cancellation of The Big Weekend event as announced in the recent Budget debate in full council, was the City Council willing in principle to meet with (and without prejudice) potential commercial sponsors and donors to see if the event, first established in 1995 as 'Pop in the Park', can be restored in one form or another, through medium-long term agreements - including covering the administrative costs borne by the Council given the current financial circumstances?

ii.   Since posing this question, had met with members of the chamber of commerce and other members of the public, to see if financial contributions could be made towards the Big Weekend event.

iii.   Would like to know how the council goes about getting funding and sponsorships.

iv.   Would like it noted that in 2021 the Department of Levelling Up Homes and Communities Committee concluded that local government finances and unsustainable without radical reform. In 2022 the Public Administration and Constitutional Affairs Committee needs an overhaul. Both were rejected by ministers.

v.   Stated that private companies should contribute to civic events.

      The Executive Councillor for Finance, Resources, Transformation and Non-Statutory Deputy Leader and the Leader of the Council said the following in response:

i.   Had attempted to gain funding for events over the course of the last two years however thus far this has been unsuccessful. However, was sure that Executive Councillor for Open Spaces, Food Justice and Community Development and Statutory Deputy Leader would be happy to meet with the Chamber of Commerce to discuss this.

ii. Agreed that the council should be receiving more funding from the central government.

iii. If the member of the public has had conversations with people willing to fund the big weekend, the council would be willing to speak to them.

iv. There was work on social impact investment being done in the city. Would like to work with local companies in partnership with the city to see what could be done. There are more details available about that work to come.

v.   Would feedback information regarding potential sponsors to the right people.

23/72/SR   General Fund Revenue Carry Forwards

Matter for Decision

This report presents details of any anticipated variances from budgets, where resources are requested to be carried forward into the 2023/24 financial year in order to undertake or complete activities which were originally intended to take place in 2022/23.

Decision of the Executive Councillor for Finance, Resources, Transformation and Non-Statutory Deputy Leader:

- Agree the provisional carry forward requests, totalling £351,070 as detailed in Appendix A, are recommended to Council to approve, subject to the final outturn position.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Head of Finance introduced the report.

The Head of Finance said the following in response to Members' questions:

i.   Justification of why funds were not spent were listed in the report as it goes through each item.

ii.   Had discussions with the University of Cambridge regarding the Mill Lane redevelopment proposal. Officers were discussing how this may be incorporated with their wider scheme. This had not progressed at this moment. Would continue to work with the University to see when they wish to proceed, as officers believe they would in the future.

The scrutiny committee unanimously approved the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

23/73/SR   Review of Asset Management Plan

Matter for Decision

The Council has an existing General Fund Asset Management Plan approved in 2019. It was good practice to review such Plans every 5 years or so to reflect changes that have occurred since. There have been changes to property owned, how assets would be utilised post Covid and how they will be used in future as part of the Council's wider 'Our Cambridge' business transformation programme so a review is timely. The Council's Climate Change Strategy 2021-26 had set a net zero carbon target for its buildings included in its Greenhouse Gas report. The government's Minimum Energy Efficiency Standards also requires that leased out/commercial property achieve an Energy Performance Certificate of at least 'B' by 2030. The Asset Management Plan sets out how the Council will manage its General Fund

assets, is updated to reflect the current environmental performance of properties and how this will be improved to meet the targets as set out above.

Decision of the Executive Councillor for Finance, Resources, Transformation and Non-Statutory Deputy Leader:

- Approve the Asset Management Plan as attached at Appendix A; and
- Agree the proposed approach to identifying works, seeking funding and delivery to meet environmental targets by 2030 as set out in the Asset Management Plan and this report.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Head of Property Services introduced the report.

Head of Property Services, Assistant Chief Executive and Strategic Director said the following in response to Members' questions:

i.   Some of the data in the report was historic data, advised that Assistant Chief Executive could provide updated data.

ii.   The Assistant Chief Executive stated Parkside Pool had historically been the biggest emitter of carbon. Officers successfully applied to the Public Sector Decarbonisation Fund a couple of years ago and that work was completed last summer. Therefore, the data on emissions from Parkside Pool does not reflect these completed works. Members should expect to see a significant reduction is emissions from Parkside Pools when years data is published. This should be available at the October 2023 Environment and Communities Scrutiny Meeting.

iii. Regarding office accommodations, officers brought a report to S&R Committee in October 2022 outlining the council's approach. There was still demand in Cambridge for office space. Recognised there was a

surplus of office accommodation at the Council. Currently most staff were based at Mandela House since COVID 19, but it was still not being fully utilised. Refurbishment to the Guildhall will take time. The council had let the ground floor to Allia who were now using and managing that space. This was helping with overhead costs in respect to the building. Going forward the council would need approximately 40% of the space that it had used historically. The Guildhall would need to be refurbished and fit for purpose when staff moved back. A project team would be working on how this could be accomplished.

iv.   Environmental improvements would need to be undertaken with the refurbishment of the Guildhall. The district heat network would be important to this process. It was difficult to improve the performance of the Guildhall building. It was difficult to install ground source heat pumps due to its location. There were solar panels on the roof of the Guildhall but probably not enough room to install air source heat pumps. Part of the process would be how to make improvement to a listed building such as the Guildhall, to produce environmental savings and also generate income from spaces that the council did not utilise.

v.   When reviews were done regarding Ditton Lane shops, officers would take into consideration access and crime prevention if refurbishment was considered.

The Scrutiny Committee unanimously approved the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

23/74/SR   Update on the Four Day Week Trial in the Greater Cambridge Shared Planning Service

Matter for Decision

By the time this report was received by the Strategy and Resources Committee on Monday 27th March, the 4DW Phase One trial, which included the Shared Planning Service, would be nearing its completion. The Officer's report provides a brief insight into the first two months of the trial including KPI performance for the Shared Planning Service (which was as much data as was available up to the report deadline date). The report also sets out the next stage of the process, in terms of final evaluation of the trial.

Decision of the Executive Councillor for Finance, Resources, Transformation and Non-Statutory Deputy Leader:

i.   Note the report and agreed the decision option highlighted in 3.11 for the next stage of the process; a special meeting of the Strategy and Resources Scrutiny Committee will meet and debate the issues to inform a decision the Executive Councillor would make on 15th May.

ii.   Provide any feedback thought relevant to the Chief Executive of South Cambridgeshire District Council.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Chief Executive of South Cambridgeshire District Council introduced the report.

The Chief Executive of South Cambridgeshire District Council said the following in response to Members' questions:

i.   The data in appendix 2 of the Officer's report (the Pulse survey) was more of a temperature check. The data that they would be using to measure health and wellbeing would be a survey run by Robertson Cooper Ltd, an external agency. It would be a 120-question survey. The survey would be launched later this week and it will be open for 3 weeks.

ii.   There were surveys for people who were specifically not in the trial to ask what the impact was in consequence of people participating in the trial. Apart from Waste Services there were few people not involved in the trial.

iii. The main driver behind trialling the 4-day week was concerns about recruitment. South Cambridgeshire District Council (SCDC), prior to the trial was carrying over £2 million in employment agency costs as staff turnover was high, which is costly and disruptive. Though could not reasonably expect to get rid of all agency costs, could reasonably expect to get rid of much of those costs which would reduce the cost of services for taxpayers. Therefore, it was in SCDC's interests to make those sorts of savings and efficiencies rather than cutting or reducing services.

iv.   No decisions have been made regarding extending the trial at this point. Officers would be providing data and evidence to SCDC Cabinet and to Cambridge City Council Scrutiny Committee. Both Councils would make their decision based on that data and evidence.

v.   Recruitment was a key issue. The reason for extending the trial for a year was that SCDC could not measure the impact on recruitment in 3 months. The reason the trial did not start with a year was that it was too risky, as this was the first trial in the public sector of the 4-day week. Started with 3 months to see if SCDC could run functionally and see if the performance could be kept up for that time. If trial extended a year would have better data regarding recruitment and retention.

vi.   It was always the plan to do a 3-month trial to see if performance was maintained.

vii. The health and wellbeing survey being launched would identify which service employees belonged to. Therefore, there would be data from people working in the planning service, how they fed back in August 2023 and how they were feeding back in March 2023 as a comparison.

viii. There would be questions about whether people were able to complete their work in 4 days. Staff would be asked if they wished to be included in the trial if it was extended. Those who do not wish to continue in the trail and wish to work a 5-day week are welcome to do so. Staff who wanted to continue on a 4-day week but are struggling with workload would be provided with support to help them manage their workload.

ix.   Employees could opt out of the trial is they so wish.

x.   The planning service had vastly improved its service in the last year.

   xi.   The SCDC Chief Executive agreed that quality of work in the planning service must be maintained during the trial.

   xii.   During the past 6 months SCDC had done more transformation than in the last 3 and a half years combined. The reason was that people want to be more productive, as they were now invested in this process and want the trial to be successful.

   xiii.   It was SCDC policy to respond to residents within 14 working days. This would not be affected if an employee had a non-working day on a Friday, so they did not respond to a resident until the following Monday.

   xiv.   It would have been preferable to trial waste services first, but it was a much more complicated to do. This was due to doing a round optimisation exercise which was complex and had taken several months.

   xv.   Would be able to provide KPI's regarding processing times for planning applications from before the trial began and during the trial.

   xvi.   Staff could choose any day they wished to off at the beginning of the trial. During the trial SCDC realised that it is easier to choose either a Monday or a Friday as a non-working day and have Tuesday-Thursday as core working days. It was still to be determined if this was what would remain in place going forward.

   xvii.   No-one specifically requested a 4-day working week. This was an idea put forward by the Chief Executive of SCDC based on discussions with colleagues regarding staff recruitment and retention.

   xviii.   Stated that salary was not always the most important factor in recruiting and retention. Based on her conversations SCDC Chief Executive has discovered that quality of life and work/life balance was just as important.

The Committee noted the report.

The Committee resolved (4-0 with 2 abstentions) to endorse the recommendations.:

   i.   That a special meeting of the Strategy and Resources Scrutiny Committee could meet and debate the issues to inform a decision the Executive Councillor would make on 15th May.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)
No conflicts of interest were declared by the Executive Councillor.

23/75/SR   Funding to Cambridge Investment Partnership Purchase of Land

Matter for Decision

The Officer's report set out funding to Cambridge Investment Partnership for the Purchase of Land

Decision of Executive Councillor for Finance and Resources

 i. Approve Officer's recommendation

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Committee unanimously agreed to exclude the public after considering that the public interest was outweighed by paragraph 3 of Part 1 of schedule 12A of the Local Government Act 1972 to enable committee debate of the officer report.

The Committee unanimously endorsed the recommendations**.**

The Executive Councillor approved the recommendations.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted)

No conflicts of interest were declared by the Executive Councillor.

23/76/SR Update on the Work of Key External Partnerships, Incorporating Combined Authority Update

Matter for Decision

The Officer's report provided an update on the work of the following partnerships:

- The Cambridgeshire and Peterborough Combined Authority (including the Business Board)
- Greater Cambridge Partnership
- Fast Growing Cities
- Oxford-Cambridge Partnership

Decision of the Leader of the Council:

- Note the achievements and progress of the strategic partnerships that the City Council is engaged with, outlined in this report.
- Provide an update on the issues considered at the Combined Authority Board meeting held on 22 March 2023. 10. Scrutiny of the General Fund (GF) Draft Budget 2023/24.

Reason for the Decision

As set out in the Officer's report.

Any Alternative Options Considered and Rejected

Not applicable.

Scrutiny Considerations

The Assistant Chief Executive introduced the report.

The Leader of the Council provided a verbal report.

i.   There has been a Chief Executive of the Combined Authority appointed. The name is not yet in the public domain.

ii. Members wanted their thanks to Councillor Anna Smith noted for her work in the last 3 months as the interim Combined Authority Mayor.

iii. Councillor Anna Smith asked for the minutes to note her welcome back to Dr Nik Johnson as the Combined Authority Mayor.

The Committee noted the report.

The Leader of the Council agreed to note the report.

Conflicts of Interest Declared by the Executive Councillor (and any Dispensations Granted):

No conflicts of interest were declared by the Leader of the Council.

The meeting ended at 6.50 pm

CHAIR

Update on the Four Day Week (4DW) trial in the Greater Cambridge Shared Planning Service

To: Cllr Mike Davey, Executive Councillor for Finance, Resources and Transformation, 11 May 2023

Report by:

Liz Watts, Chief Executive, South Cambridgeshire District Council

Tel: 01954 712926 Email: liz.watts@scambs.gov.uk

Wards affected:

All

Non-Key Decision

1. Executive Summary

1.1 The Greater Cambridge Shared Planning Service undertook a three-month trial of a four-day week (4DW) for all desk-based colleagues between January and March 2023. Data collected regarding the success of the trial has been collated and analysed and is set out in this report. Overall, the trial was deemed to be a success and an extension of a further year is recommended, to test whether a 4DW can positively impact recruitment and retention issues faced by the Council.

1.2 The service has been undergoing significant transformation over the last 18 months, with intensive involvement of members and officers, and it is therefore likely that some of the improvements in performance and health and wellbeing described below are attributable not just to the four-day week, but a combination of factors.

2.   Recommendations

The Executive Councillor is recommended to:

2.1   **approve an extension of the trial up until March 2024**, to assess the impact on recruitment and retention, with reports on progress during 23/24 and a final report at the end of the extended trial period being submitted to Strategy and Resources Committee.

3.   Background

The Challenge – why did we undertake the trial?

3.1   Our success in delivering excellent services to residents and businesses depends on our people. The recruitment and retention challenges facing councils (and the private sector) across the country are well known[1,2] and the Shared Planning Service has suffered from significant recruitment issues which have affected the service's ability to operate efficiently and effectively.

3.2   Recruitment costs are not limited to filling a role. When taking into account the time spent inducting/training new employees to reach full productivity in the role, estimates by Oxford Economics are that filling a role costs on average £30,614[3] - making the case for addressing the recruitment challenge very clearly.

3.3   Last Autumn we invited all colleagues in the Shared Planning Service to take part in an independent and externally run Health and Wellbeing survey, immediately before the 4DW trial was announced. We were aware – anecdotally – that some colleagues felt stressed and were struggling at work. The survey provided us with baseline data which confirmed the anecdotal evidence (more detail below).

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[1] Changing trends and recent shortages in the labour market, UK - Office for National Statistics (ons.gov.uk)
[2] Labour Market Outlook: Autumn 2022 (cipd.co.uk)
[3] How much does staff turnover really cost you? | HRZone

3.4 Across the whole of the service, colleagues reported physical health at a level rated as 'caution' and mental health at a level rated as 'risk'[4].

3.5 The survey also rated people's intention to leave as slightly higher when compared to other organisations.

3.6 In August 2022, a total of 23 agency staff across SCDC were employed to cover vacancies at an annual cost of £2,065.000. 16 of these posts were in the Shared Planning Service. The wage bill for permanent employees in the 23 roles would have been approximately 50% less, resulting in potential savings of close to £1,000,000 if the 4-day week improved recruitment to the extent that these roles could be replaced by permanent employees. It was noted, however, that a 3-month trial might not be long enough so see a significant change in this area.

3.7 Noting these challenges, it was agreed to undertake a three-month trial to assess whether a 4DW could provide a solution. The trial itself was *not expected* to address recruitment and retention issues (as the time frame was too short) but *was* designed to see whether performance could be maintained and whether health and wellbeing improved. If both outcomes were positive, this would indicate that a longer trial could be considered viable, at which point recruitment and retention could be properly measured.

3.11 From a management perspective, it is important to understand that value for money can be achieved in several ways: effectiveness (maximising the outcomes by producing the right outputs), organisational productivity (optimising a combination of inputs – labour, capital, technology – to generate the required outputs) and budget efficiency (obtaining inputs in a cost-efficient manner). As will be seen throughout this report, and in the appendices, the 4DW has the potential to contribute across all of these areas.

What was the experience of the trial and what was the key learning?

3.12 There were two parts to the trial: the three-month planning period (October – December 2022) and the trial itself (January – March 2023). Over this period a significant amount of transformation took place in the organisation, which was almost exclusively led by employees within

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[4] (when compared to the general population of employees from across the public and private sector who had completed the survey over the last five years – 90,000 employees. See Appendix D for explanation of the dashboard scoring).

their teams. There has been considerable learning to date, both in terms of the implementation of the trial and the ways by which colleagues increased their productivity. These are set out in detail at **Appendix 1**.

What was the outcome of the trial?

Performance

3.13   Key performance indicators were the first measure used to assess whether the trial had been successful or not. A successful trial would show that performance across the KPIs had been broadly maintained. The Council enlisted the support of the Bennett Institute for Public Policy at the University of Cambridge to ensure robust and independent analysis of the data.

3.14   For the Shared Planning Service, the relevant indicators analysed by the Bennett Institute are the Planning KPIs (majors and non-majors). As has been explained previously, because of the way that Planning KPIs are reported on a two-year basis, the analysis of the data for a single quarter has limited the comparative analysis that can be undertaken (and so there is no time-series, SPC or Regression analysis).

3.15   Therefore, to provide more detailed data for this committee, further KPI data is presented below, which refers only to Cambridge City performance. The overall Shared Planning Service performance (given the relatively small number of applications determined each month of the trial) and the effects of a dedicated backlog team are also referred to below.

Additional Planning KPI Data

% Registration and Validation in 5 days (Cambridge City only)

Month	Result
Jan	74.21%
Feb	81.13%
Mar	82.21%

Average Land Charges processing time (Cambridge City only)

Month	Result
Jan	9.16 days
Feb	9.66 days
Mar	8.25 days
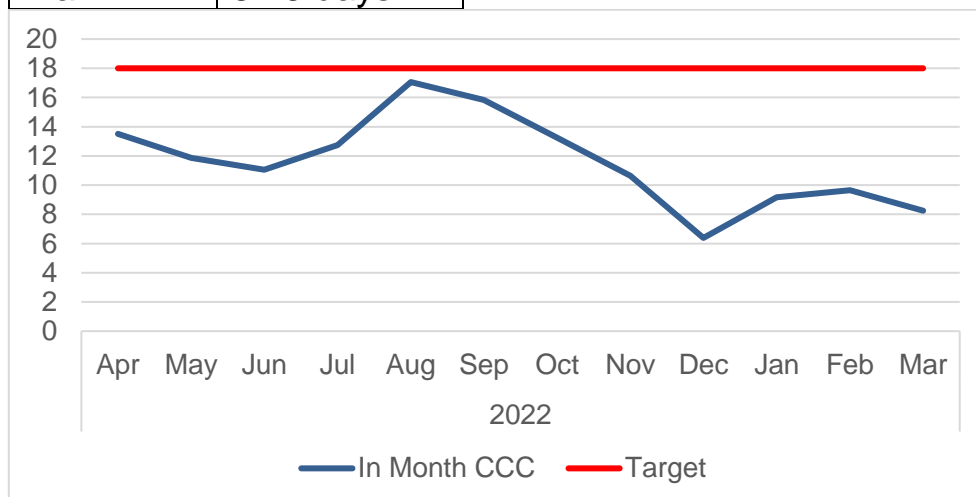
% Major Decisions within statutory or agreed timescales (Cambridge City only)

Month	Result
Jan	66.66% (2 of 3)
Feb	100% (4 of 4)
Mar	100% (1 of 1)
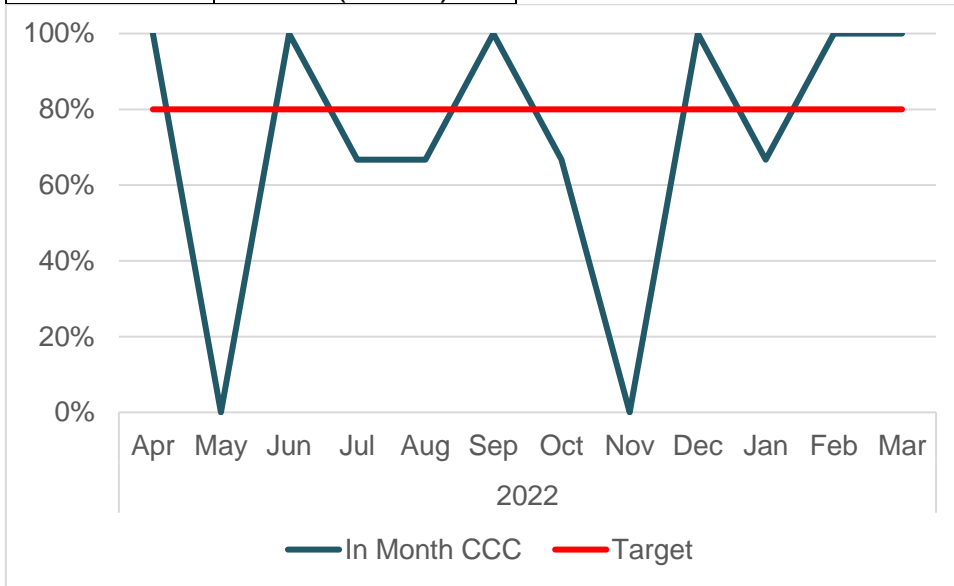
% Minor Decisions within statutory or agreed timescales (Cambridge City only)

Month	Result
Jan	89.47% (34 of 38)
Feb	80.00% (16 of 20)
Mar	68.80% (11 of 16)
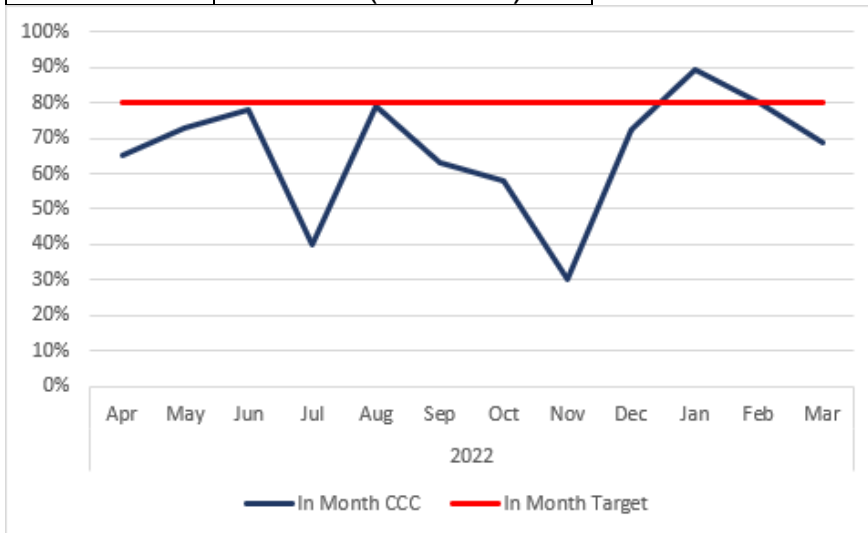
% Other decisions within statutory or agreed timescales (Cambridge City only)

Month	Result
Jan	84.42% (65 of 77)
Feb	77.61% (52 of 67)
Mar	85.70% (48 of 56)
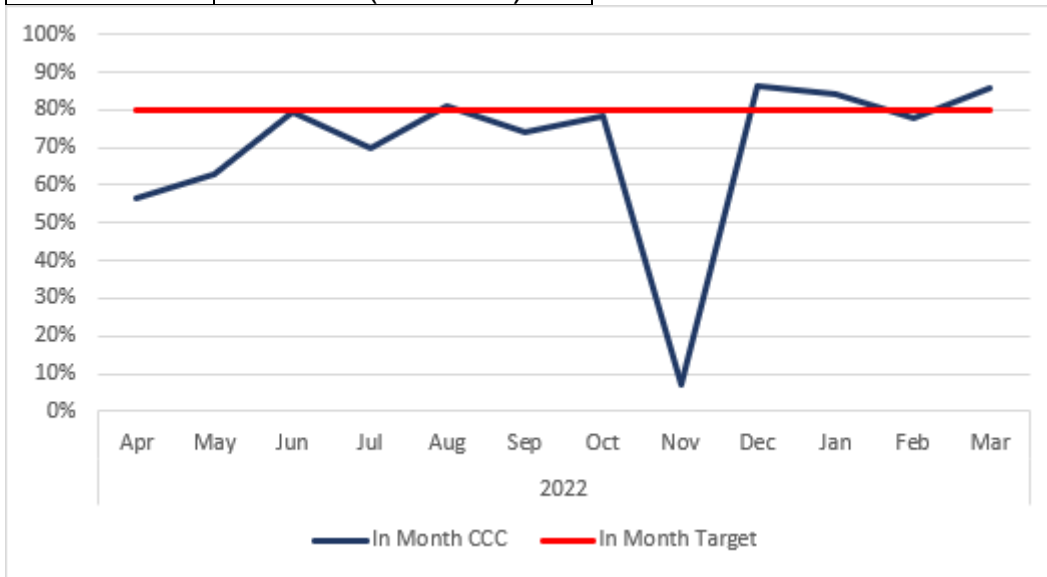
Average number of weeks to determine validated householder planning applications (total for GCSPS*)

Quarter	Result
1	10.93 weeks
2	9.86 weeks
3	8.56 weeks
4	9.8 weeks

*Separated data currently not held for this indicator
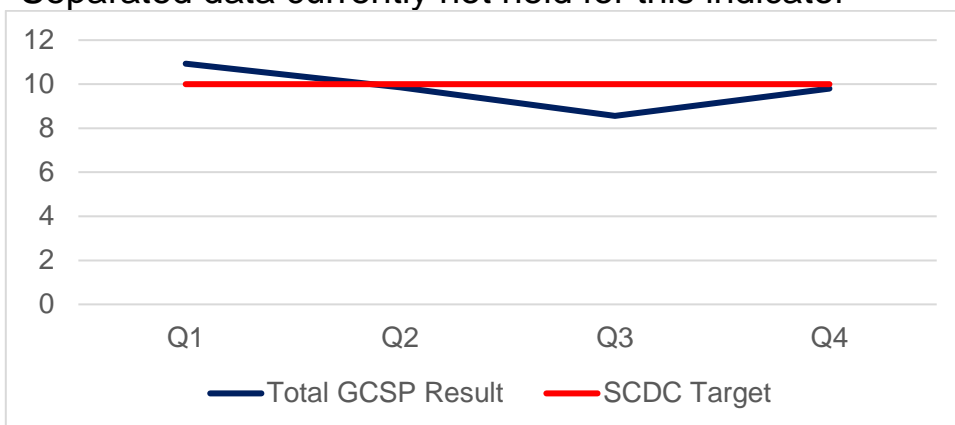
The March data in the table above (9.8 weeks) is based on decisions issued in March 2023 and includes four applications which were validated during 2021 and 2022. This therefore skews the overall

performance figure, which is based on the average number of weeks to determine applications, fairly significantly. We will identify a way of illustrating the performance data that discounts such outliers in future reports.

3.16   Following a question raised at the March Strategy & Resources meeting, further analysis was undertaken regarding appeals against non-determination, as it was queried whether these had increased during the trial. Data shows there has actually been a decrease (to zero):

	2022		2023	
	CCC		CCC	
	Received	Started	Received	Started
Jan	0	0	0	0
Feb	0	1	0	0
Mar	1	0	0	0
Total	1	1	0	0

3.17   Overall, the above data shows that during a period complicated by the end of the annual leave year, performance across the service has been broadly maintained (or improved) across the relevant indicators. Only one indicator (minors) saw a reduction in performance, which the Planning Service Managers attribute to the winding up of the dedicated "backlog clearance team", which resulted in a particular emphasis around the clearance of out of time cases (impacting the data negatively).

3.18   Noting that some performance is not captured by the KPIs, the research team at the Bennett Institute carried out qualitative interviews with a range of stakeholders, including councillors and managers, to understand in more detail how the trial had impacted performance, and whether there were any issues that should be addressed. These are set out at Appendix 2.

Health and Wellbeing

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

3.21 The response rate to the survey in August 2022 was 45% and in April was 67%.

3.22 When comparing the outcome of the survey in April 2023 compared to the outcome of the survey in August 2022, the results of the 4DW are overwhelmingly positive, as can be seen by a simple snapshot of the two dashboards[5] below (pre-trial and post-trial). It should be noted that **this is data for the Shared Planning service only:**

August 2022 (pre-trial data):

	Impact on behaviours		
3.65/5 Good Days at Work	Intention to leave -9	Productivity -6	Advocacy -14

Your Drivers

Resilience (70)	6 Essentials (64)	Health (55)	Engagement (60)	Subjective Wellbeing (58)
Adaptability -4	Resources & Communication -6	Physical Health -1	Motivation -7	Positive Emotions -9
Confidence -10	Control -3	Mental Health -7	Organisational commitment -2	Sense of Purpose -3
Social Support -8	Balanced Workload -3		Employee commitment -10	
Purposefulness -8	Job Security & Change +1			
	Work Relationships -3			
	Job Conditions -2			

KEY: Positive | Typical | Caution | Risk

April 2023 (post-trial data):

4.30 / 5
Good Days at Work

Impact on behaviours

Intention to leave	Productivity	Advocacy
+12	+4	+1

Your Drivers

78	70	64	70	65
Resilience	**6 Essentials**	**Health**	**Engagement**	**Subjective Wellbeing**

Resilience		6 Essentials		Health		Engagement		Subjective Wellbeing	
Adaptability	+1	Resources & Communication	-1	Physical Health	+5	Motivation	+3	Positive Emotions	+2
Confidence	-1	Control	+4	Mental Health	+4	Organisational commitment	+5	Sense of Purpose	0
Social Support	+4	Balanced Workload	+7			Employee commitment	0		
Purposefulness	0	Job Security & Change	+8						
		Work Relationships	+2						
		Job Conditions	+2						

? KEY: Positive | Typical | Caution | Risk

3.23 **A detailed report by Robertson Cooper is set out at Appendix 3.**

3.24 The April 2023 survey asked several 4DW specific questions which were not asked in the August survey. These have provided some interesting insight into colleague's experience of the trial, set out below.

3.25 88.5% of respondents said they would like to move permanently to a 4DW, 10% didn't know and 1.5% said they wouldn't support this. During the last few weeks, the project team has run a number of workshops for colleagues who have struggled with the 4DW, to ensure that those who want to continue are fully supported to do so. However, it is entirely acceptable that some colleagues have personal reasons why they no longer wish to be in the trial, and these colleagues will have the option to simply revert to their previous working pattern.

3.26 28% of respondents reported that they regularly worked more than 80% of their hours during the trial, with the majority of these respondents reporting that they worked 0-3 hours extra per week. For many officers, workload varies across the year, so there will inevitably be times when officers need to work slightly more hours (in the same way that they did pre-trial). While a 4DW in its 'purest' form expects hours to reduce to 80%, several companies in the private sector trials have adopted different approaches, following their trials. Some have reduced hours but not by the whole 20%. At the end of the initial trials across all Council functions, the Council will need to align hours across all

employees, once it is clear from the trial data what is achievable and best in terms of service delivery.

3.27   More consistent negative feedback on the trial has come from some, but not all part-time workers. Even though their health & wellbeing scores improved between August 2022 and April 2023, they did not improve as much as those of full-time workers. A longer trial would certainly provide more time to investigate the issues (which are not single or straightforward) and attempt to resolve them.

3.28   The data from the survey will be analysed in further depth over the next few weeks to ensure that any issues can be addressed systematically. Some very broad conclusions are:

- females seem to benefit more from the 4DW than males. This may be related to caring responsibilities (and having more time to undertake them). The scores for those who claim to have childcare or caring responsibilities have improved dramatically at all levels.

- older employees (50+) benefit over-proportionally from the 4DW, especially in terms of mental health, intention to leave (it reduces significantly), and productivity.

- the 4DW seems to create one issue for younger workers (under 25) and for people who have been employed for less than one year. Both groups show a decrease in "Confidence with difficulties" as measured by the statement: *Right now at work I feel confident that I can deal with difficulties when they arise.* This may be related to reduced opportunities for on-the-job training, informal interaction and the transfer of tacit knowledge and it will be important to build in mitigations for this concern should the trial be extended.

- there is a general feeling that the organisation is not using software efficiently, and that there are issues related to slow laptops and system reducing productivity that, again, need to be analysed as part of the way forward. There is certainly an opportunity for more ICT training to make sure colleagues are using IT to be as productive as possible.

Recruitment and agency staff finance implications

3.29   It is expected that improved recruitment because of the adoption of a 4-day week would be able to deliver savings by reducing the Shared Planning Service's reliance on agency staff. During the trial we have seen some progress towards achieving these potential savings. A 12-month extrapolation of the agency worker reduction in the Shared Planning Service would save nearly £300k annually. Although it would not be possible to definitively attribute all these savings to the 4-day week trial, it is noticeable that during the trial we have had success in recruiting into previously hard to fill posts, including in the Shared Planning Service.

3.30   During the trial, we have seen an increase in the number of applications received per post across SCDC; on average we have had 4.8 applications per post, compared with 3.4 in the same period last year. These candidates have also been of a higher standard, and we have been able to successfully appoint to roles we have previously been unable to. Specifically in the Shared Planning Service, we advertised a Planning officer post last summer and received only 1 applicant, who was not suitable for the role. We have recently readvertised and received 9 strong applications with 5 selected for interview all of whom are potentially appointable.

3.31   An extension of the desk-based trial for a further year will allow the Council to fully understand the implications of the 4DW on the recruitment and retention of staff.

Customer Data

3.32   An online customer survey was introduced at the beginning of October 2022 to help to track satisfaction with SCDC services over an extended period of time. This has provided 3 months of customer satisfaction data prior to the start of the 4DW trial, and 3 months of results during the trial. At this stage, these results provide no conclusive evidence of a change in customer satisfaction since the beginning of the 4DW trial. Similarly, complaint numbers during the trial period were consistent with the median quarterly number of complaints since the start of the 2018-19 financial year, and a slight reduction from the previous quarter. This will be important data to monitor during the extended trial, should it be agreed.

What are the proposed next steps?

3.33 As set out in the recommendation, it is proposed that a one-year extension to the current desk-based trial is approved.

4. Implications

a) Financial Implications

The trial so far, and the proposed extended trial, will incur no additional cost. It is anticipated that savings will be delivered through reducing agency staff further and reducing the need to spend time and resources on recruitment.

b) Staffing Implications

As set out in the report.

c) Equality and Poverty Implications

An Equality Impact Assessment was undertaken by the 4DW project team and commented on by the Equality, Diversity and Inclusion group. The summary is as follows: there are no direct concerns arising from the 4DW trial with respect to those employees who have protected characteristics. The Robertson Cooper survey data indicates that in general all of these employee groups saw an increase in their general health and wellbeing as a result of the trial.

d) Net Zero Carbon, Climate Change and Environmental Implications

Due to the increased level of home-working, it is unlikely that the trial will reduce commuting significantly, since that reduction has already taken place to the extent that it is likely to. However, the provision of additional non-working time could lead to more sustainable lifestyle choices and reduction on convenience consumption choices which are more carbon intensive. This has not been measured in the three-month trial and so there is no data.

e) Procurement Implications

There are no procurement implications arising from this report which is for information.

f) Community Safety Implications

There are no community safety implications arising from this report which is for information.

5.   Consultation and communication considerations

The Chief Executive of Cambridge City Council and the Head of HR have been consulted on this report.

Consultation has taken place with members from Cambridge City Council, and extensive focus groups have been held with managers and colleagues who asked to join drop-in sessions. Responses are set out in **Appendix 2b**.

Unison have been involved throughout the trial, and their comments on the trial are set out below:

"Our approach was to listen to our members and be responsive to both their hopes and concerns for the trial to try to resolve these positively with the aim for no-one to be left behind in the 4 Day week.   We engaged staff and our members by:
- *Member's meetings when the scheme was announced (pre-trial)*
- *Surveys and In-depth interviews pre, during (and after trial planned) – over 25% of our membership, reflective of the demographics within SCDC.*
- *One to one conversation via stalls/email/ Teams meetings at South Cambs Hall and Waterbeach Depot*

Future issues to explore if the trial is to continue:

- *Some staff have worried that they are not coping with the 4-day week and will be blamed for 'poor performance'.*
- *We are keen that all staff have a working pattern that works for them.*
- *The Equality Impact Assessment should be able to highlight any differential impacts on staff with protected characteristics that need to be resolved*
- *There needs to be agreement and clarity sought with the unions on the process to change contractual rights – while staff have been willing to trial changes there needs to be a definite time when agreement is sought for changes to be made permanently.*

Conclusion:

Our members highlighted the benefits of the day off for a better work life balance, managing care responsibilities and finding time for leisure. In majority of our conversations and the survey we undertook the trial has been welcomed. We will need time to see the Equality Impact Assessment and have time to work through the issues that have arisen in the desk-based trial.

6. Background papers

No background papers were used in the preparation of this report.

7. Appendices

Appendix 1: How we ran the trial and what we learned
Appendix 2: Performance data - qualitative
Appendix 3: Health and Wellbeing data
Appendix 4: Dashboards Explained

8. Inspection of papers

If you have a query on the report please contact:

Liz Watts, tel: 01954 712926, email: liz.watts@scambs.gov.uk
Stephen Kelly, email: Stephen.kelly@greatercambridgeplanning.org
Heather Jones, email: heather.jones@3csharedservices.org

Appendix 4
Dashboards Explained

General Working Population (GWP) Benchmark

How is my score on the dashboard calculated?
Everyone's answers to the survey are converted to a 0-100 scale, where a higher score is always better. The mean of your questionnaire scores is shown on the dashboard.
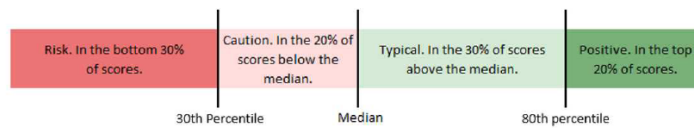
How is the benchmark calculated?
For all the core questions, the benchmark is created by taking the median of the scores in our general working population norm group, taken from the surveys we have run in the last five years. The benchmark is, therefore, the score where 50% of those in the norm group have a result below it and 50% have a result above it. The benchmark is the boundary between **pink** and **light green**. If your score is below it, we colour it **pink** or **red** and if your score is above it, we colour it **light green** or **dark green**.

How are the other colour boundaries calculated?
The boundary between **red** and **pink** is the 30th percentile of the scores of our previous surveys, i.e. it is the score where 30% of our surveys have a result below it and 70% have a result above it.
The boundary between **light green** and **dark green** is the 80th percentile of the dashboard scores of our previous surveys, i.e. it is the score where 80% of our surveys have a result below it and 20% have a result above it.

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

GWP norm group is made up of ~90,000 employees from a wide range of organisations (across the private and public section)

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REPORT

Management and elected members' perspectives: Insights from the focus group study

Authors

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Date: April 2023

Management and elected members' perspectives: Insights from the focus group study

In addition to surveys and the evaluation of Key Performance Indicators (KPIs), the analysis of the four-day week (4DW) at South Cambridgeshire District Council (SCDC) includes a series of focus groups. These were conducted and analysed by researchers from the Bennett Institute for Public Policy at the University of Cambridge. A focus group is a research method in which a small group of people (usually a maximum of 12 people per session) come together to discuss a specific topic in a moderated setting. Focus groups can help organisations gain deeper insights into the perceptions, needs and aspirations of participants, which would otherwise go unnoticed. For participants, the focus groups provided a platform to actively participate in shaping the 4DW trial and express their ideas and opinions in a safe setting.

From the data obtained, comprehensive statements can be made about the daily practice in SCDC during the 4DW. There were two groups: Individuals with leadership responsibilities within SCDC and elected members of both SCDC and Cambridge City Council. This ensured that both the internal and external perspectives were sufficiently considered and given a voice.

The main objective of the focus groups was to understand how leaders and elected members experience the 4DW, the challenges they faced and how they addressed them. The main themes from these discussions are presented below.

The management perspective

In general, the issues raised by the managers are quite universal and repeated between the different focus groups. However, there are of course nuanced differences which depend mainly on the size of the team, the proportion of full-time and part-time staff within the team, the type of service provided and the personality of the manager. Despite some challenges, the overall feedback on the trial was largely positive.

Adapting the leadership style

Overall, managers reported that the 4DW required an adjustment of their management style. Two aspects were particularly important: clearer and more direct communication, as well as more delegation of responsibility to the team.

For example, one manager reported that the 4DW has led to them being much more confident and open in communicating what they expect from whom and when, but on the other hand, they said they also feel more empowered to communicate clearly when they think deadlines are unrealistic and want to give their team more time. This suggests there is a clear expectation management on their part, especially regarding deadlines.

Other managers confirmed that a micromanagement style does not work within the 4DW. "I have always tried not to micromanage [...] I believe that the hands-off approach is good because it forces the employees in a 4DW to do their work regardless of whether the manager is present or not."

New ways of working

As a result, both the leaders and team members had to introduce new ways of working more efficiently. This proved useful in enabling team members to optimise productivity and achieve more within the trial. Different working methods and new "rules" proved useful in the trial:

- Open door policy to allow informal and spontaneous interaction within the office
- Some managers stated that they spend more time in the office than before
- Scheduled days on which the whole team is present in the office (e.g., Wednesday every fortnight)
- Working on shared documents alongside each other
- Making phone calls instead of writing emails
- Setting up a system for staff to take over or hand over tasks to others depending on capacity
- Joint management of team members' diaries.

Influence on team culture

Most managers feel that the culture and cooperation within their teams improved during the trial. This was mainly due to the fact that communication between the team members suddenly became more relevant, especially since not everyone was always able to attend all meetings and therefore more attention was paid to optimising information sharing within the team.

However, there were also some critical comments or concerns about the team culture. Interestingly, the choice of the day off could hold some potential conflict within the teams. One manager noted that "there is some jealousy within the team as some feel that Friday is the "better" off day."

Overall, managers felt that if the 4DW trial is extended, there needs to be more emphasis on team culture, cohesion and collaboration.

Trust in team members: Flexible and remote working

Managers reported that there are concerns within SCDC that the 4DW may take away the flexibility that staff have had in the past. For example, some managers reported that they feel that their team members now tell them more often that they are, for example, taking a longer lunch break, going to the dentist or walking the dog - because they feel that the 4DW already gives them quite a lot of flexibility and anything beyond that requires the strict approval of their managers. This discussion was often accompanied by the question of how far remote working/working from home and the 4DW are compatible. While the vast majority of managers do not perceive a conflict, some indicated that they would like to see their employees in the office to a greater extent than the currently required presence of at least one day every fortnight.

Overall, the 4DW seems to test managers' trust in their team to some degree.

Some managers also seem to have a stronger need to monitor the work of their team members, especially when results and performance are more difficult to measure and/or mistakes are not immediately visible until after some time. Overall, however, there is a broad consensus that in the long run a mindset is needed where output is more important

than input (especially working time). This is also in line with one manager's statement that the prejudice that employees have to be physically in the office to be perceived as productive workers has to be overcome.

One of the managers notes: "You also have to be able to trust the people you've hired, because if you don't trust them to do their job, why did you hire them?"

However, the picture is mixed when it comes to flexible working hours and working from home in the context of the 4DW. It seems to depend mainly on the manager in question, but also on the individuals within the team. For example, it was noted that some team members feel more secure when they can keep track of how much and when they worked.

Using digital tools

It was interesting to observe that the 4DW has made visible underinvestment in digital tools and solutions in recent years. For example, it was mentioned that better digital solutions on the SCDC website would lead to citizens being able to find most information themselves and apply for almost all service themselves through appropriate optimised digital solutions, which would drastically reduce the workload for staff.

However, there were also a number of examples of the internal use of digital tools during the 4DW that managers felt contributed significantly to the success of the trial, such as sharing and editing documents or sharing team diaries using appropriate tools.

In the context of the 4DW, planning and information management platforms seem to be the most needed, as many teams do communication-intensive tasks. One manager described how helpful a tool like 'Microsoft Planner' is: "It was a big turning point for the 4DW. If we don't have something written down in 'Planner', it doesn't get done."

It was clear from the discussions that one of the key challenges for SCDC is to invest in tools that interact with each other (e.g., MS Planner is compatible with other tools in the MS Suite). This is necessary to reduce friction between tools and avoid silos, such as different teams within SCDC using different applications.

There is also the need to invest in staff training to handle more complex digital technologies. Many managers noted that staff members still use the most basic digital tools, without feeling the urge to transition to anything new or complex: "I think we are using digital tools in a quite basic way. We use only the Microsoft package. I don't know what Trello [a planning platform] is'," says a manager. Another noted: "There is an opportunity to up our game, but there has to be an investment in software and training."

Training of junior staff and new employees

Critically, some managers noted that the 4DW leaves little to no time for training and onboarding of junior staff or new team members. In particular, according to the managers, new entrants' interaction with experienced staff is often lacking, as the latter spend most of their core days (Tuesday to Thursday) in meetings.

Also, the continued trend of working from home since the Covid pandemic leaves new employees with fewer opportunities for organisational socialisation and informal interaction with experienced staff.

Some managers have responded to this problem by arranging specific times (about one hour per week) with new employees or junior staff to ensure direct interaction with them. According to the managers, this is particularly necessary in the case of newly created functions where both the manager and the employee need sufficient time to understand the requirements of the function. Managers acknowledge that while it can be a challenge to find enough time for 1:1 meetings, they are essential, especially for passing on tacit knowledge to younger employees.

Also, some managers explained that they get creative when it comes to meetings with younger or new staff, for example, some arrange meetings outside the formal setting and go for a walk together in the park. This creates time for team building and at the same time gives managers the opportunity to check on the progress of their staff.

Elected members perspective

The researchers also held roundtables with elected members to capture their experiences and feedback. In general, members are very positive about the 4DW initiative. Criticisms were mainly about the lack of integration of shared services such as the waste service and the insufficient communication with Cambridge City Council prior to the announcement of the trial, which caught most members off guard. However, these initial difficulties have now been almost completely overcome. The main points from the discussions with the elected members are presented below.

Accessibility of officers

The picture regarding the accessibility and availability of officers was very mixed. While about half of the members said they had no problems getting in touch with the right people at SCDC at any time and said they did not notice any slowdown in answering questions etc., the other half had concerns.

Among members, the perception of the 4DW was that the main communication with SCDC was now concentrated on Tuesdays to Thursdays. While most members felt this was beneficial as it resulted in "quieter and more effective" Mondays and Fridays, some also stated that it would be "impossible" to reach the relevant contact person on Mondays and Fridays, which would severely constrain their work.

Some also said that the 4DW led to extra work on their part, as they often had to contact different people several times until they received an answer. Such statements elicited mixed reactions from the other members; while some said they had similar experiences, others said that a contact person was always available for them at any time.

Overall, it was noted that it is essential for collaboration that all email signatures include an alternative contact person and the non-working day, and that there should be upfront communication between officers and councillors about these issues, especially when two people are working closely together; it should not be the councillor's job to find out who is working when and who is covering for whom.

Improvement in meeting practices and outputs

Members generally indicated that meetings tended to be more productive within the 4DW - in particular, the introduction of pre-meeting agendas helped councillors to prepare for meetings effectively and to use the time within the meeting efficiently. Councillors also commented positively that officers appear to be more motivated and focused in meetings and their output is more precise.

For example, some members described that that work within SCDC was now better prioritised and that they appreciated that at least two contact persons were now available for issues and possible problems.

Others also noted positively that committee reporting is being reconsidered as part of the 4DW, noting that the length of agendas for committee meetings is something that should be addressed.

Support for members

As noted at the beginning of this section, many members expressed dissatisfaction about learning of the trial only a short time before the general public and the lack of joint consultation between SCDC and Cambridge City Council prior to the trial. However, all stated that this has now been overcome and that they would like to move on.

Some members stated that it is a misconception to consider the trial as a SCDC project, as it directly affects a number of partners as well as the residents. It is therefore important to facilitate collaboration between all stakeholders involved.

In particular, members requested that there should be training and support for members in dealing with residents' enquiries about the 4DW. From a member's perspective, there is a particular need to ensure that residents know that they can still contact officers if they need to. How best to communicate this with residents is something that the members would like support on from the SCDC.

It was also noted that there should be training sessions for councillors and officers to help understand how best to interact, what both parties expect from each other and how best to support each other.

Challenges related to the Greater Cambridge Shared Waste Service

Currently, the Greater Cambridge Shared Waste Service is not part of the 4DW trial. However, a proposal for for this service to trial a 4DW will be presented to SCDC members on 15 May 2023 (and to Cambridge City Council in the coming weeks). From the members' point of view, this seems to be a critical point for the success or failure of the 4DW, noting that it is the service that citizens care most about.

The possible extension of the trial to the waste service is seen as necessary, especially as there is no intention to create division within the staff and because it is desired that all services benefit from the positive effects. However, from the members' perspective, there are critical challenges with regard to the waste service. Some members say it is not possible to reduce the work of waste collection to four days without significant physical stress, and concern was raised that mistakes may be made if the staff are rushed.

There was consensus that a smooth introduction of any waste trial was critical and that there is little room for trial and error in this regard. In the context of this issue, there were also some interesting discussions about how waste collection could be fundamentally changed in the long-term, including technological solutions (such as sensors indicating when and if a bin needs to be emptied) or flexible collection systems according to need (family bins will probably need to be emptied more often than those of single pensioners).

Using Microsoft Teams

With regard to the above-mentioned partial lack of availability or accessibility of contact persons, several members suggested that it would be helpful if members could contact SCDC officers via Microsoft Teams. This would allow them to see who is currently online and who is out of office before emailing them. It would also be

possible to set up project teams via Teams, to allow several people to be contacted at the same time and allow for a more flexible approach to taking on tasks.

Members also noted that they would like to be able to initiate Teams meetings themselves. Currently, the joint use of Teams does not seem to be possible but was supported by all members as a sensible way forward. In particular, it is seen as helpful to manage one's expectations in terms of responses and the availability of officers.

The definition of productivity in SCDC

There is general agreement among the members that regardless of whether the 4DW remains or not, it is necessary to think about the efficiency of working methods. The three-month trial was a good starting point to initiate changes regarding the working methods of SCDC. In this context, the use of software, the qualification of staff, the use of AI, and cooperation with external consultants were discussed in particular. However, what will be a bigger challenge from the members' point of view is how to make these changes measurable. In particular, the definition of 'productivity' is seen as a challenge by the members. Currently, productivity in SCDC is mainly equated with performance and made measurable through KPIs. However, many councillors believe that qualitative measurements are necessary, especially because many of the services are ultimately about the quality of the outcome rather than the quantity.
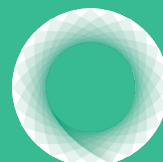
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SCDC: Appendix 3: Health and Wellbeing Data

Project Summary

Robertson Cooper are a team of wellbeing specialists and business psychologists, passionate about creating Good Days at Work for everyone, everywhere. Based on decades of published research, our Good Day at Work survey is the industry leader for collecting comprehensive data on the factors which may influence mental health and wellbeing in the workplace.

South Cambridge District Council (SCDC) approached Robertson Cooper to deliver a Health and Wellbeing survey to employees to support the progress of their current and future Wellbeing Strategy. More specifically, SCDC wanted to explore the feasibility of a shift to a 4 Day Week (4DW) for employees and the impact this would have on their health and wellbeing, in addition to business outcomes.

Robertson Cooper's Good Day at Work survey was administered to SCDC employees on two occasions as follows:
- Time 1 (August – September 2022)
- Time 2 (March – April 2023)

Overall, the survey results show improvements between Time 1 and Time 2 to the health and wellbeing of SCDC employees, in addition to employees rating the 4DW positively (74% rated 8/10 or above), with the majority would like SCDC to permanently move to a 4DW (89%). The results are outlined in more detail below.

Response Rate

At Time 1, 686 employees were invited to complete the survey, both online and via paper versions, of which a total of 310 participated (45% response rate).

At Time 2, SCDC employees who were invited to participate in the 4DW trial were invited to complete the survey. Therefore, 496 employees were invited to complete the survey online, and a total of 331 participated (67% response rate). High response rates such as these provide greater confidence that survey responses are representative of SCDC employees.

For the purpose of this report, and to compare like-for-like, we compare those who completed the survey online at Time 1 (n=289) with those who participated in the 4DW trial and subsequently completed the survey online at Time 2 (n=328).

Demographics

Age	T1	T2
Under 25	4%	5%
25 to 29	9%	9%
30 to 34	9%	8%
35 to 44	22%	30%
45 to 49	16%	12%
50 to 54	13%	14%
55 to 59	13%	14%
60 or over	7%	6%
Prefer not to say	6%	3%

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

Gender	T1	T2
Female	60%	67%
Male	34%	30%
Prefer not to say	6%	3%

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

Service Area	T1	T2
Executive	4%	4%
Finance	12%	13%
Housing	25%	23%
Leadership Team	2%	1%
Shared Planning	21%	28%
Shared Waste and Environment	13%	8%
Transformation, HR and Corporate Services	23%	23%

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

Contract Type	T1	T2
Full-time	83%	83%
Part-time	17%	17%

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

Ethnicity	T1	T2
White - English, Welsh, Scottish, Northern Irish, Irish	81%	82%
Any other White background	5%	6%
All other ethnic groups	5%	6%
Prefer not to say	9%	6%

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

Good Day at Work Survey

The Good Day at Work Survey is a validated and reliable measure of workplace wellbeing. The unique aspect of the survey is that it takes more of a focus on the individual and what matters most to them, as well as what enables their wellbeing.

The survey measures:
Health and Wellbeing Drivers:
- Resilience – how able employees feel to cope with setbacks.
- 6 Essentials – A healthy work environment is made up of positive pressure in six key areas; we call these the 6 Essentials. This helps us to identify sources of pressure and understand what is helping or hindering people performing their job effectively.

Personal Outcomes:
- Health – how well employees report their physical and mental health.
- Engagement – how dedicated and passionate employees feel about their work and organisation.
- Subjective Wellbeing – whether employees feel like they have a sense of purpose and experience positive emotions at work.

Business Outcomes:
- Good Day at Work – do employees experience the characteristics associated with having a good day at work?

3

- Performance – how employees rate their productivity, intention to stay and advocacy for the organisation.

All participant responses to the survey are converted to a 0-100 scale, where a higher score is always more positive. The mean of these scores, for each of the survey measures, are shown in the tables and charts below. Therefore, all individual responses are anonymised.

All core survey questions are compared to our General Working Population (GWP) norm group. This allows you to see the results in context, as they are compared to 90,000 other employees who have completed the survey in the last 5 years. The colour coding allows you to see, at a glance, whether the results are in the top 20% of scores (dark green), in the 30% of scores above the average (light green), in the 20% of scores below the average (pink) or in the bottom 30% of scores (dark red). In the tables below, we highlight how far above or below SCDC scores compare to our benchmark.

The point and percentage change between Time 1 and Time 2 are also included, as well as whether this difference is significant or not.

Each question asks participants to reflect and answer the questions based on the last 3 months, which for Time 2 participants covers the 4DW trial period.

Main Results

Overall, all areas of the Good Day at Work survey have shown improvements from Time 1 to Time 2 for SCDC employees (s*ee Figure 1 and 4*).. All changes in the scores have been found to be significant, except for 'Motivation'.

The biggest change we see is for the 'Health' measure, which has improved from an area of significant 'risk' to a score that is typical of most other organisations. We can see that this has been driven by both an improvement in 'Physical Health' (+11%, T1 vs T2) and 'Mental Health' (+16%, T1 vs T2). These changes are statistically highly significant, at the $p < 0.001$ level.

Other highly significant improvements we see are employees' commitment to SCDC and how much employees feel that SCDC is committed to them (both +11%, T1 vs T2). Employees levels of 'Subjective Wellbeing' has also seen a shift from an area of 'caution' to more in line with what we see in most other organisations. Both employees' experience of 'Positive Emotions' and 'Sense of Purpose' at work have increased (+15 and +4%, T1 vs T2, respectively).

Within the 6 Essentials, the areas of concern at T1, 'Resources and Communication', 'Job Security and Change' and 'Work Relationships' have seen significant improvements at T2 (+9%, +9% and +7%, respectively), and all are now in line or above our GWP benchmark.

Figure 1: Good Day at Work survey health and wellbeing drivers and outcomes, comparing Time 1 to Time 2.

Item	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Resilience	**78 (+2)**	**82 (+4)**	**+4**	**+5% ***
Adaptability	86 (+2)	89 (+4)	+3	+3% *
Confidence	78 (0)	81 (+2)	+3	+4% *
Purposefulness	71 (-2)	76 (+3)	+5	+7% **
Social support	75 (+1)	82 (+7)	+7	+9% ***
Health	**55 (-4)**	**63 (+4)**	**+8**	**+15% ***
Physical Health	54 (-3)	60 (+4)	+6	+11% ***
Mental Health	56 (-6)	65 (+5)	+9	+16% ***
Engagement	**68 (-1)**	**74 (+5)**	**+6**	**+9% **
Motivation	71 (-2)	76 (+5)	+5	+7%
Organisation Commitment	62 (+1)	69 (+8)	+7	+11% ***
Employee Commitment	70 (-4)	78 (+3)	+8	+11% ***
Subjective Wellbeing	**62 (-2)**	**67 (+3)**	**+5**	**+8% ***
Positive Wellbeing	52 (-5)	60 (+3)	+8	+15% ***
Sense Of Purpose	71 (-1)	74 (+2)	+3	+4% *
Six Essentials Overall	**67 (+1)**	**73 (+7)**	**+6**	**+9% ***
Resources & Communication	64 (-2)	70 (+3)	+6	+9% ***
Control	63 (+2)	69 (+6)	+6	+10% ***
Balanced Workload	67 (+5)	75 (+11)	+8	+12% ***
Job Security & Change	65 (-1)	71 (+2)	+6	+9% ***
Work Relationships	73 (-1)	78 (+4)	+5	+7% ***
Job Conditions	70 (0)	75 (+4)	+5	+7% ***

Benchmark colour coding: Top 20% of scores (dark green), in the middle 30% of scores (light green), in the 20% of score below the average (pink) or in the bottom 30% of scores (dark red).

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

Business Outcomes

The Good Day at Work score is a standardised score of the number of days out of 5 that employees are experiencing the characteristics of a Good Day at Work.

At Time 1, SCDC employees report having 3.90 / 5 good days at work, which has now significantly increased by 13% to 4.40 / 5 at Time 2, which is seen as much more positive than is generally found in other organisations.

All areas have improved, but the biggest increase here is employees reporting feeling more energetic (+32%). (*See Figure 2*).

SCDC employees also report a significant 13% increase in performance between Time 1 and Time 2, with employees reporting the biggest increase in their intention to stay at SCDC (+20%). (*See Figure 3*).

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

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Good Days at Work	**3.90 (-3)**	**4.40 (+7)**	**+0.50**	**+13% *** **
Achievement	3.65 (-3)	4.15 (+7)	+0.50	+14% ***
Valuable contribution	4.40 (0)	4.70 (+6)	+0.30	+7% ***
Energetic	2.95 (-8)	3.90 (+11)	+0.95	+32% ***
Sociability	4.65 (-1)	4.85 (+3)	+0.20	+4% ***

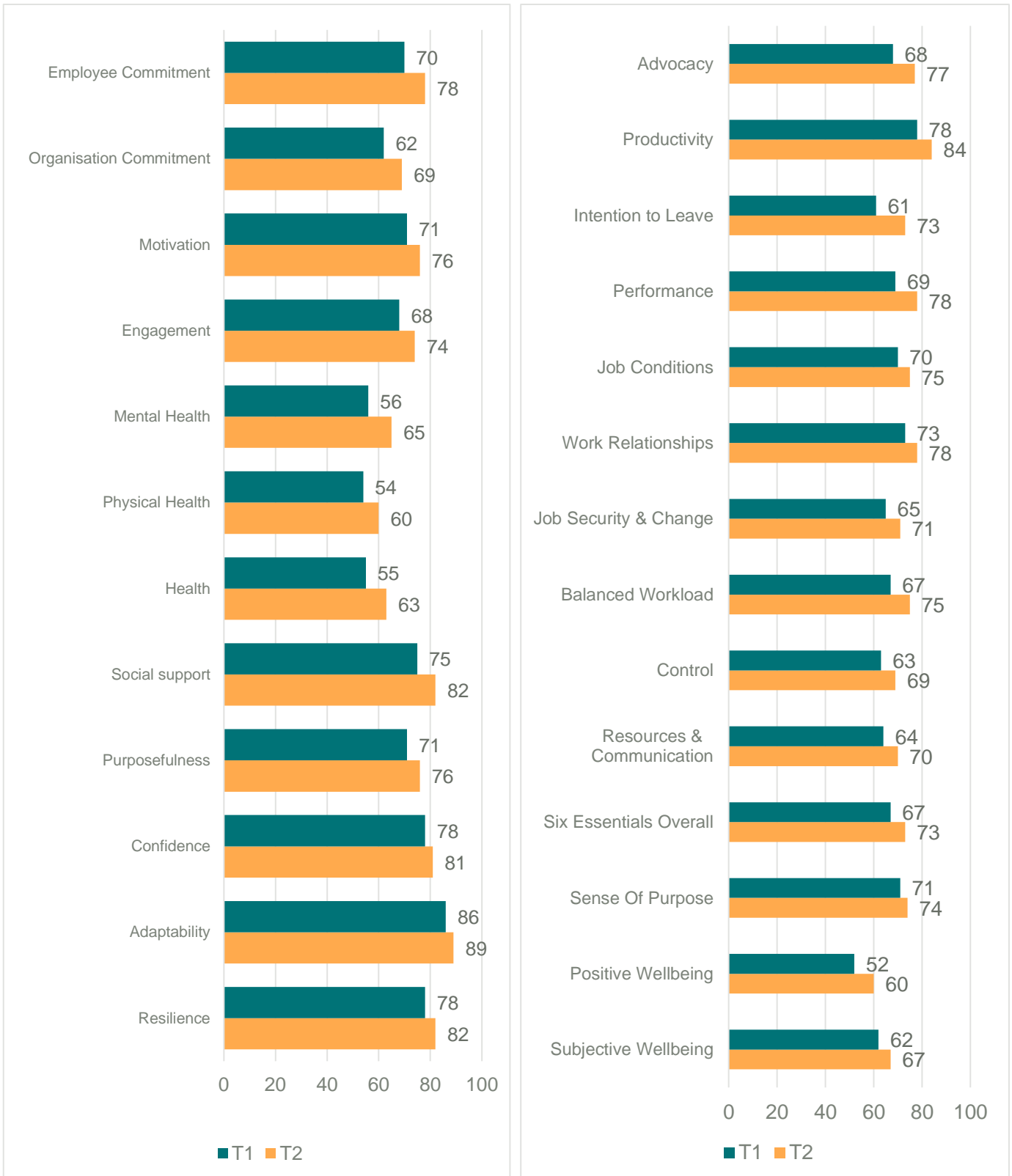*Figure 3: Good Day at Work survey business outcomes, comparing Time 1 to Time 2.*

	T1 Score (vs benchmark)	T2 Score (vs benchmark)	Change (T2-T1)	% Change
Performance	**69 (0)**	**78 (+1)**	**+9**	**+13% *** **
Intention to Leave	61 (-3)	73 (+9)	+12	+20% ***
Productivity	78 (0)	84 (+6)	+6	+8% ***
Advocacy	68 (-2)	77 (+10)	+9	+13% ***

Figure 4: Good Day at Work all survey measures, comparing Time 1 to Time 2.

Left chart (T1, T2):
- Employee Commitment: 70, 78
- Organisation Commitment: 62, 69
- Motivation: 71, 76
- Engagement: 68, 74
- Mental Health: 56, 65
- Physical Health: 54, 60
- Health: 55, 63
- Social support: 75, 82
- Purposefulness: 71, 76
- Confidence: 78, 81
- Adaptability: 86, 89
- Resilience: 78, 82

Right chart (T1, T2):
- Advocacy: 68, 77
- Productivity: 78, 84
- Intention to Leave: 61, 73
- Performance: 69, 78
- Job Conditions: 70, 75
- Work Relationships: 73, 78
- Job Security & Change: 65, 71
- Balanced Workload: 67, 75
- Control: 63, 69
- Resources & Communication: 64, 70
- Six Essentials Overall: 67, 73
- Sense Of Purpose: 71, 74
- Positive Wellbeing: 52, 60
- Subjective Wellbeing: 62, 67

Demographic Comparisons: T1 vs T2

The below three tables (Figures 5, 6, and 7) show the comparison data between Time 1 and Time 2 for the following demographics – Gender, Service Area and Contract Type.

For gender, both males and females have seen a positive increase in scores across all survey measures.

For service area, 'Finance' and 'Sharing Planning' reported lower scores across most measures at Time 1. We can now see a positive change at Time 2, particularly for 'Health'.

For contract type, full-time employees report improvements across all measures from Time 1 to Time 2, in particular feeling 'Energic' (+36%) and improved 'Mental Health' (+18%). For part-time employees, there are still quite a few areas that are potential risk and in particular two areas are currently at significant risk, 'Purposefulness' and 'Mental Health'.

Figure 5: Good Day at Work survey measures, comparing Time 1 to Time 2 for gender

Item	Male				Female			
	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	75 (-1)	82 (+6)	+7	+9% **	80 (+4)	83 (+7)	+3	+4% *
Adaptability	87 (+3)	89 (+5)	+2	+2%	87 (+3)	89 (+5)	+2	+2% *
Confidence	76 (-2)	82 (+4)	+6	+8% *	79 (+1)	81 (+3)	+2	+3%
Purposefulness	67 (-6)	75 (+2)	+8	+12% *	75 (+2)	77 (+4)	+2	+3%
Social Support	72 (-2)	81 (+7)	+9	+13% **	79 (+5)	84 (+10)	+5	+6% *
Health	59 (0)	67 (+8)	+8	+14% **	53 (-6)	61 (+2)	+8	+15% ***
Physical Health	59 (+2)	66 (+9)	+7	+12% *	51 (-6)	58 (+1)	+7	+14% **
Mental Health	59 (-3)	69 (+7)	+10	+17% **	55 (-7)	64 (+2)	+9	+16% ***
Engagement	67 (-2)	76 (+7)	+9	+13% **	69 (0)	75 (+6)	+6	+9% *
Motivation	71 (-1)	77 (+5)	+6	+8%	72 (0)	76 (+4)	+4	+6%
Organisational Commitment	63 (+2)	72 (+11)	+9	+14% *	63 (+2)	69 (+8)	+6	+10% **
Employee Commitment	66 (-8)	78 (+4)	+12	+18% ***	73 (-1)	78 (+4)	+5	+7% **
Subjective Wellbeing	60 (-4)	67 (+3)	+7	+12% **	63 (-1)	68 (+4)	+5	+8% **
Positive Emotions	52 (-5)	59 (+2)	+7	+13% *	53 (-4)	61 (+4)	+8	+15% ***
Sense of Purpose	69 (-3)	75 (+3)	+6	+9% *	73 (+1)	74 (+2)	+1	+1%
Six Essentials	67 (+1)	75 (+9)	+8	+12% **	68 (+2)	73 (+7)	+5	+7% ***
Resources & Communication	64 (-2)	72 (+6)	+8	+13% **	66 (0)	70 (+4)	+4	+6% *
Control	63 (+2)	71 (+10)	+8	+13% **	64 (+3)	69 (+8)	+5	+8% **
Balanced Workload	64 (+2)	73 (+11)	+9	+14% ***	69 (+7)	76 (+14)	+7	+10% ***
Job Security & Change	69 (+3)	76 (+10)	+7	+10% **	64 (-2)	70 (+4)	+6	+9% **
Work Relationships	74 (0)	79 (+5)	+5	+7% *	74 (0)	79 (+5)	+5	+7% **
Job Conditions	71 (+1)	76 (+6)	+5	+7% *	71 (+1)	75 (+5)	+4	+6% **
Performance	67 (-2)	77 (+8)	+10	+15% ***	71 (+2)	80 (+11)	+9	+13% ***
Intention to leave	61 (-3)	72 (+8)	+11	+18% **	63 (-1)	75 (+11)	+12	+19% ***
Productivity	76 (-2)	83 (+5)	+7	+9% **	79 (+1)	85 (+7)	+6	+8% **
Advocacy	66 (-4)	76 (+6)	+10	+15% **	72 (+2)	79 (+9)	+7	+10% **
Good Days at Work	77 (-4)	87 (+6)	+10	+13% ***	80 (-1)	89 (+8)	+9	+11% ***
Achievement	68 (-8)	80 (+4)	+12	+18% ***	77 (+1)	84 (+8)	+7	+9% **
Valuable contribution	87 (-1)	93 (+5)	+6	+7% **	89 (+1)	95 (+7)	+6	+7% **
Energetic	60 (-7)	78 (+11)	+18	+30% ***	60 (-7)	79 (+12)	+19	+32% ***
Sociability	93 (-1)	96 (+2)	+3	+3% *	94 (0)	98 (+4)	+4	+4% ***

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

Figure 6: Good Day at Work survey measures, comparing Time 1 to Time 2 for service area

Item	Housing				Finance				Executive			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	81 (+5)	88 (+12)	+7	+9% **	74 (-2)	74 (-2)	0	0%	85 (+9)	80 (+4)	-5	-6%
Adaptability	89 (+5)	95 (+11)	+6	+7% ***	86 (+2)	86 (+2)	0	0%	90 (+6)	87 (+3)	-3	-3%
Confidence	80 (+2)	86 (+8)	+6	+8% *	79 (+1)	77 (-1)	-2	-3%	83 (+5)	80 (+2)	-3	-4%
Purposefulness	78 (+5)	84 (+11)	+6	+8% *	64 (-9)	64 (-9)	0	0%	85 (+12)	76 (+3)	-9	-11%
Social Support	79 (+5)	86 (+12)	+7	+9% *	67 (-7)	72 (-2)	+5	+7%	84 (+10)	78 (+4)	-6	-7%
Health	51 (-8)	59 (0)	+8	+16% **	53 (-6)	58 (-1)	+5	+9%	68 (+9)	67 (+8)	-1	-1%
Physical Health	48 (-9)	55 (-2)	+7	+15% *	55 (-2)	58 (+1)	+3	+5%	67 (+10)	67 (+10)	0	0%
Mental Health	54 (-8)	64 (+2)	+10	+19% **	51 (-11)	58 (-4)	+7	+14%	69 (+7)	67 (+5)	-2	-3%
Engagement	71 (+2)	80 (+11)	+9	+13% **	58 (-11)	63 (-6)	+5	+9%	76 (+7)	79 (+10)	+3	+4%
Motivation	74 (+2)	81 (+9)	+7	+9%	63 (-9)	68 (-4)	+5	+8%	78 (+6)	78 (+6)	0	0%
Organisational Commitment	63 (+2)	73 (+12)	+10	+16% **	49 (-12)	54 (-7)	+5	+10%	68 (+7)	82 (+21)	+14	+21% *
Employee Commitment	74 (0)	84 (+10)	+10	+14% **	61 (-13)	67 (-7)	+6	+10%	81 (+7)	78 (+4)	-3	-4%
Subjective Wellbeing	65 (+1)	71 (+7)	+6	+9% *	56 (-8)	60 (-4)	+4	+7%	72 (+8)	66 (+2)	-6	-8%
Positive Emotions	55 (-2)	64 (+7)	+9	+16% **	43 (-14)	50 (-7)	+7	+16%	68 (+11)	59 (+2)	-9	-13%
Sense of Purpose	76 (+4)	78 (+6)	+2	+3%	69 (-3)	69 (-3)	0	0%	75 (+3)	72 (0)	-3	-4%
Six Essentials	68 (+2)	75 (+9)	+7	+10% **	61 (-5)	66 (0)	+5	+8%	74 (+8)	76 (+10)	+2	+3%
Resources & Communication	65 (-1)	72 (+6)	+7	+11% **	57 (-9)	64 (-2)	+7	+12%	71 (+5)	72 (+6)	+1	+1%
Control	64 (+3)	73 (+12)	+9	+14% **	59 (-2)	59 (-2)	0	0%	72 (+11)	69 (+8)	-3	-4%
Balanced Workload	68 (+6)	77 (+15)	+9	+13% **	66 (+4)	72 (+10)	+6	+9%	73 (+11)	81 (+19)	+8	+11%
Job Security & Change	65 (-1)	73 (+7)	+8	+12% **	52 (-14)	57 (-9)	+5	+10%	69 (+3)	72 (+6)	+3	+4%
Work Relationships	75 (+1)	79 (+5)	+4	+5% *	68 (-6)	73 (-1)	+5	+7%	78 (+4)	79 (+5)	+1	+1%
Job Conditions	70 (0)	76 (+6)	+6	+9% **	64 (-6)	70 (0)	+6	+9%	81 (+11)	80 (+10)	-1	-1%
Performance	76 (+7)	85 (+16)	+9	+12% **	60 (-9)	66 (-3)	+6	+10%	77 (+8)	74 (+5)	-3	-4%
Intention to leave	70 (+6)	79 (+15)	+9	+13% *	44 (-20)	56 (-8)	+12	+27%	74 (+10)	62 (-2)	-12	-16%
Productivity	83 (+5)	90 (+12)	+7	+8% **	80 (+2)	79 (+1)	-1	-1%	80 (+2)	80 (+2)	0	0%
Advocacy	74 (+4)	85 (+15)	+11	+15% **	58 (-12)	64 (-6)	+6	+10%	77 (+7)	82 (+12)	+5	+6%
Good Days at Work	83 (+2)	92 (+11)	+9	+11% ***	73 (-8)	85 (+4)	+12	+16% **	85 (+4)	87 (+6)	+2	+2%
Achievement	79 (+3)	87 (+11)	+8	+10% **	72 (-4)	79 (+3)	+7	+10%	84 (+8)	85 (+9)	+1	+1%
Valuable contribution	95 (+7)	96 (+8)	+1	+1%	81 (-7)	95 (+7)	+14	+17% **	93 (+5)	88 (0)	-5	-5%
Energetic	63 (-4)	84 (+17)	+21	+33% ***	52 (-15)	72 (+5)	+20	+38% **	68 (+1)	78 (+11)	+10	+15%
Sociability	95 (+1)	98 (+4)	+3	+3% *	87 (-7)	94 (0)	+7	+8%	96 (+2)	96 (+2)	0	0%

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

Item	Transformation, HR and Corporate Services				Shared Waste and Environment				Shared Planning			
	T1	T2	Change	% Change	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	82 (+6)	84 (+8)	+2	+2%	76 (0)	83 (+7)	+7	+9%	69 (-7)	78 (+2)	+9	+13% **
Adaptability	87 (+3)	88 (+4)	+1	+1%	88 (+4)	92 (+8)	+4	+5%	80 (-4)	85 (+1)	+5	+6% *
Confidence	81 (+3)	82 (+4)	+1	+1%	81 (+3)	82 (+4)	+1	+1%	67 (-11)	77 (-1)	+10	+15% **
Purposefulness	75 (+2)	80 (+7)	+5	+7%	64 (-9)	76 (+3)	+12	+19%	64 (-9)	73 (0)	+9	+14% *
Social Support	84 (+10)	87 (+13)	+3	+4%	72 (-2)	82 (+8)	+10	+14%	66 (-8)	78 (+4)	+12	+18% **
Health	55 (-4)	64 (+5)	+9	+16% **	59 (0)	64 (+5)	+5	+8%	55 (-4)	64 (+5)	+9	+16% **
Physical Health	53 (-4)	61 (+4)	+8	+15% **	58 (+1)	63 (+6)	+5	+9%	55 (-2)	62 (+5)	+7	+13% *
Mental Health	58 (-4)	68 (+6)	+10	+17% **	59 (-3)	66 (+4)	+7	+12%	55 (-7)	66 (+4)	+11	+20% **
Engagement	73 (+4)	77 (+8)	+4	+5%	64 (-5)	78 (+9)	+14	+22% **	63 (-6)	71 (+2)	+8	+13% *
Motivation	75 (+3)	78 (+6)	+3	+4%	69 (-3)	78 (+6)	+9	+13%	67 (-5)	74 (+2)	+7	+10%
Organisational Commitment	68 (+7)	73 (+12)	+5	+7%	59 (-2)	74 (+13)	+15	+25% *	58 (-3)	66 (+5)	+8	+14%
Employee Commitment	76 (+2)	79 (+5)	+3	+4%	65 (-9)	82 (+8)	+17	+26% ***	64 (-10)	74 (0)	+10	+16% **
Subjective Wellbeing	64 (0)	69 (+5)	+5	+8%	57 (-7)	69 (+5)	+12	+21% *	58 (-6)	65 (+1)	+7	+12% **
Positive Emotions	55 (-2)	63 (+6)	+8	+15% *	49 (-8)	61 (+4)	+12	+24% *	47 (-10)	59 (+2)	+12	+26% **
Sense of Purpose	73 (+1)	74 (+2)	+1	+1%	66 (-6)	76 (+4)	+10	+15% *	68 (-4)	72 (0)	+4	+6%
Six Essentials	70 (+4)	76 (+10)	+6	+9% **	67 (+1)	76 (+10)	+9	+13% *	63 (-3)	70 (+4)	+7	+11% **
Resources & Communication	68 (+2)	73 (+7)	+5	+7% *	65 (-1)	72 (+6)	+7	+11%	60 (-6)	66 (0)	+6	+10%
Control	66 (+5)	72 (+11)	+6	+9%	62 (+1)	73 (+12)	+11	+18% *	57 (-4)	65 (+4)	+8	+14% *
Balanced Workload	73 (+11)	78 (+16)	+5	+7% *	65 (+3)	79 (+17)	+14	+22% **	59 (-3)	69 (+7)	+10	+17% **
Job Security & Change	66 (0)	72 (+6)	+6	+9% *	68 (+2)	76 (+10)	+8	+12%	66 (0)	74 (+8)	+8	+12% **
Work Relationships	77 (+3)	82 (+8)	+5	+6% **	73 (-1)	77 (+3)	+4	+5%	70 (-4)	76 (+2)	+6	+9% *
Job Conditions	73 (+3)	78 (+8)	+5	+7% *	68 (-2)	77 (+7)	+9	+13% *	68 (-2)	72 (+2)	+4	+6%
Performance	70 (+1)	79 (+10)	+9	+13% **	68 (-1)	84 (+15)	+16	+24% ***	61 (-8)	77 (+8)	+16	+26% ***
Intention to leave	64 (0)	75 (+11)	+11	+17% **	60 (-4)	78 (+14)	+18	+30% **	54 (-10)	76 (+12)	+22	+41% ***
Productivity	74 (-4)	82 (+4)	+8	+11% *	78 (0)	89 (+11)	+11	+14% **	73 (-5)	82 (+4)	+9	+12% **
Advocacy	73 (+3)	81 (+11)	+8	+11% *	67 (-3)	85 (+15)	+18	+27% **	56 (-14)	71 (+1)	+15	+27% ***
Good Days at Work	80 (-1)	88 (+7)	+8	+10% ***	78 (-3)	89 (+8)	+11	+14% **	73 (-8)	86 (+5)	+13	+18% ***
Achievement	75 (-1)	84 (+8)	+9	+12% **	71 (-5)	84 (+8)	+13	+18% *	63 (-13)	78 (+2)	+15	+24% ***
Valuable contribution	87 (-1)	93 (+5)	+6	+7% *	87 (-1)	96 (+8)	+9	+10% *	87 (-1)	93 (+5)	+6	+7% *
Energetic	63 (-4)	77 (+10)	+14	+22% **	60 (-7)	78 (+11)	+18	+30% *	50 (-17)	77 (+10)	+27	+54% ***
Sociability	95 (+1)	99 (+5)	+4	+4% **	93 (-1)	96 (+2)	+3	+3%	91 (-3)	97 (+3)	+6	+7% **

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

Figure 7: Good Day at Work survey measures, comparing Time 1 to Time 2 for contract type

Item	Part-time				Full-time			
	T1	T2	Change	% Change	T1	T2	Change	% Change
Resilience	76 (0)	77 (+1)	+1	+1%	78 (+2)	83 (+7)	+5	+6% ***
Adaptability	87 (+3)	88 (+4)	+1	+1%	86 (+2)	89 (+5)	+3	+3% *
Confidence	76 (-2)	77 (-1)	+1	+1%	78 (0)	81 (+3)	+3	+4% *
Purposefulness	65 (-8)	68 (-5)	+3	+5%	72 (-1)	78 (+5)	+6	+8% **
Social Support	75 (+1)	75 (+1)	0	0%	76 (+2)	83 (+9)	+7	+9% ***
Health	52 (-7)	56 (-3)	+4	+8%	56 (-3)	64 (+5)	+8	+14% ***
Physical Health	52 (-5)	55 (-2)	+3	+6%	54 (-3)	61 (+4)	+7	+13% ***
Mental Health	52 (-10)	56 (-6)	+4	+8%	57 (-5)	67 (+5)	+10	+18% ***
Engagement	65 (-4)	68 (-1)	+3	+5%	68 (-1)	76 (+7)	+8	+12% ***
Motivation	67 (-5)	72 (0)	+5	+7%	72 (0)	77 (+5)	+5	+7%
Organisational Commitment	60 (-1)	61 (0)	+1	+2%	62 (+1)	70 (+9)	+8	+13% ***
Employee Commitment	69 (-5)	72 (-2)	+3	+4%	70 (-4)	79 (+5)	+9	+13% ***
Subjective Wellbeing	58 (-6)	61 (-3)	+3	+5%	62 (-2)	68 (+4)	+6	+10% ***
Positive Emotions	46 (-11)	52 (-5)	+6	+13%	53 (-4)	62 (+5)	+9	+17% ***
Sense of Purpose	69 (-3)	70 (-2)	+1	+1%	71 (-1)	75 (+3)	+4	+6% *
Six Essentials	65 (-1)	68 (+2)	+3	+5%	67 (+1)	74 (+8)	+7	+10% ***
Resources & Communication	65 (-1)	65 (-1)	0	0%	63 (-3)	71 (+5)	+8	+13% ***
Control	57 (-4)	61 (0)	+4	+7%	64 (+3)	70 (+9)	+6	+9% ***
Balanced Workload	68 (+6)	71 (+9)	+3	+4%	66 (+4)	75 (+13)	+9	+14% ***
Job Security & Change	63 (-3)	70 (+4)	+7	+11%	65 (-1)	72 (+6)	+7	+11% ***
Work Relationships	71 (-3)	73 (-1)	+2	+3%	74 (0)	79 (+5)	+5	+7% ***
Job Conditions	68 (-2)	71 (+1)	+3	+4%	70 (0)	76 (+6)	+6	+9% ***
Performance	66 (-3)	75 (+6)	+9	+14% *	69 (0)	79 (+10)	+10	+14% ***
Intention to leave	57 (-7)	69 (+5)	+12	+21% *	62 (-2)	74 (+10)	+12	+19% ***
Productivity	79 (+1)	82 (+4)	+3	+4%	77 (-1)	84 (+6)	+7	+9% ***
Advocacy	65 (-5)	73 (+3)	+8	+12%	69 (-1)	78 (+8)	+9	+13% ***
Good Days at Work	80 (-1)	86 (+5)	+6	+8% *	78 (-3)	88 (+7)	+10	+13% ***
Achievement	73 (-3)	79 (+3)	+6	+8%	73 (-3)	83 (+7)	+10	+14% ***
Valuable contribution	88 (0)	95 (+7)	+7	+8%	88 (0)	94 (+6)	+6	+7% ***
Energetic	65 (-2)	74 (+7)	+9	+14%	58 (-9)	79 (+12)	+21	+36% ***
Sociability	92 (-2)	96 (+2)	+4	+4%	93 (-1)	98 (+4)	+5	+5% ***

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

4 Day Week Questions

Participants who completed the 4DW trial (n = 328) answered a series of questions on their experience of the trial, of which the results are shown below.

Participants of the trial were predominately full-time employees (83%). These employees mainly chose 4 full working days (82%), whereas part-time employees, a smaller group of participants (17%), chose a mix of working patterns for the trial (*See Figure 8*).

Monday and Friday were the most popular days to take off for both full-time (37% and 52%, respectively) and part-time (32%) employees, with Wednesdays close behind for the latter (23%). (*See Figure 9*).

Of those that participated in the 4DW trial, the majority completed the full 3-month trial (95%), and most did not change their working pattern during the trial (63%).

Figure 8: What working pattern did you choose at the start of the trial?
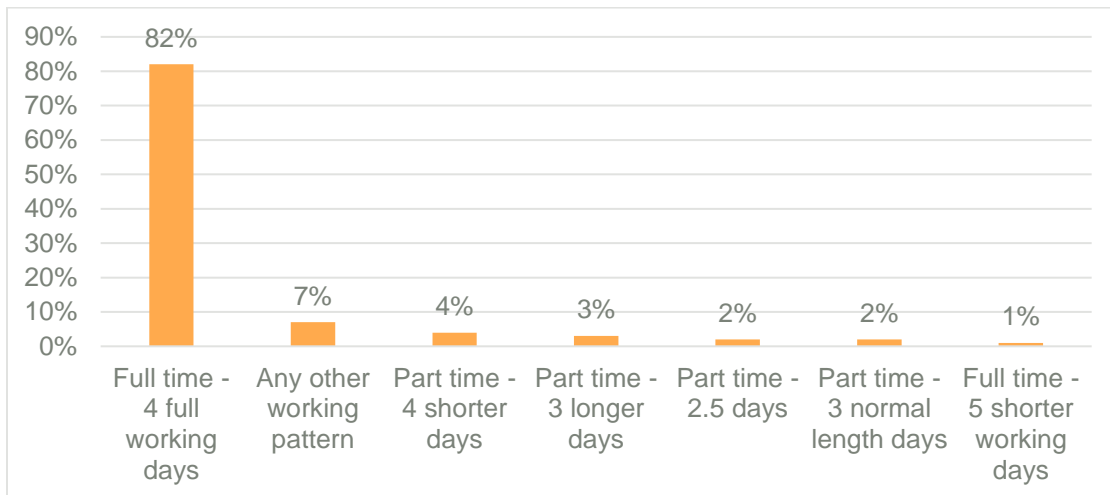
Figure 9: Which day did you take off for the 4 Day Week Trial?
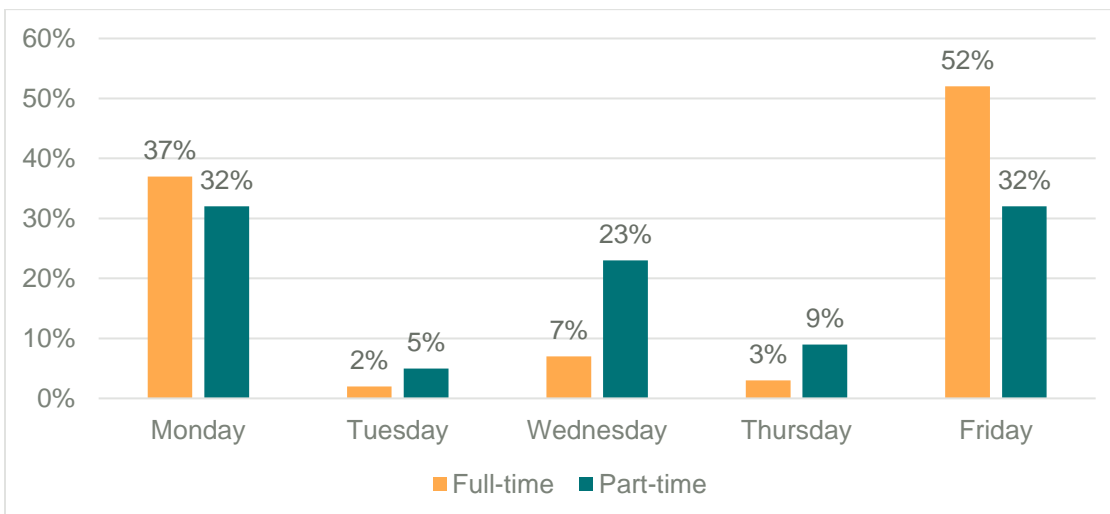
The top five activities employees spent the most time on during their extra day or time off during the trial were 'Relaxing' (47%), 'Housework' (42%), 'Life Admin' (40%), 'Socialising' (29%), and 'Health and Fitness' (29%). Following just behind these activities, 28% of employees spent the most time on caring and family responsibilities. (*See Figure 10*).

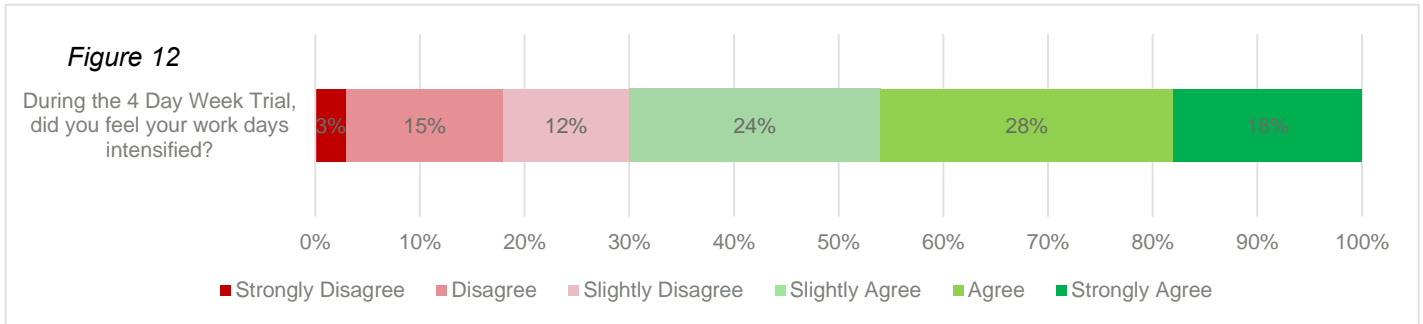*Figure 10: Which activity have you spent the most time on, during your extra day/time off, per week?*
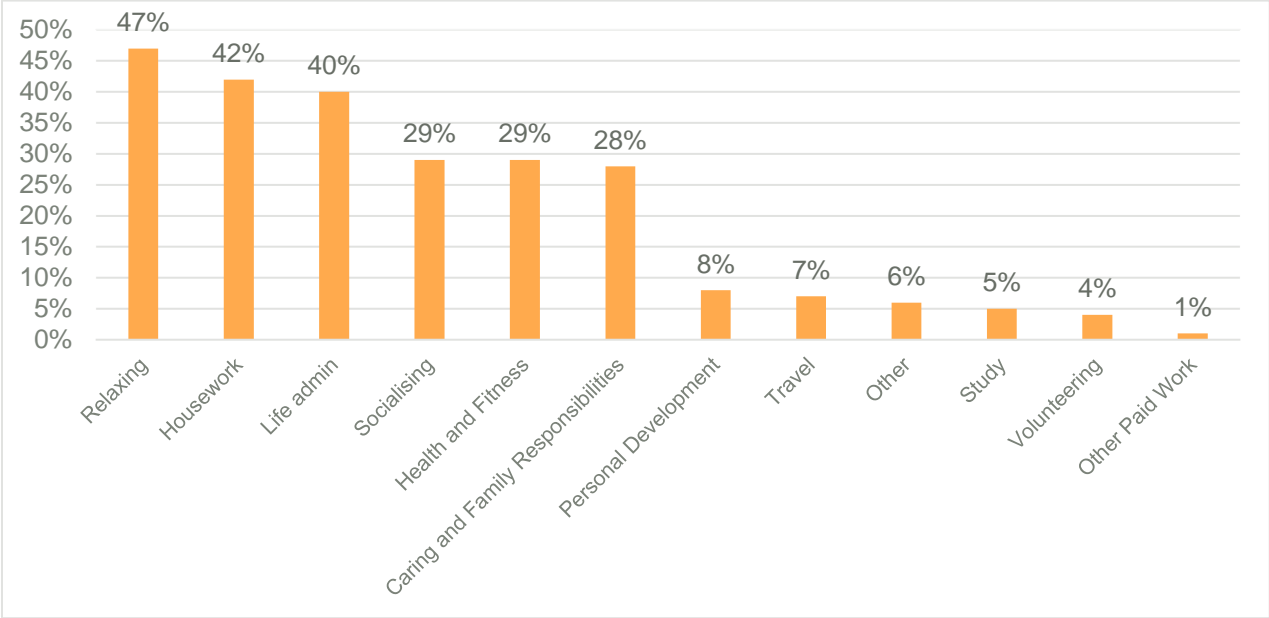
In order to deliver their work in 80% of the time, the top activities and tasks that employees said have to change are improved efficiency of working practices (72%) and fewer/ shorter meetings (69%). (*See Figure 11*).

Figure 11: To deliver your work in 80% of the time, what has had to change?

14
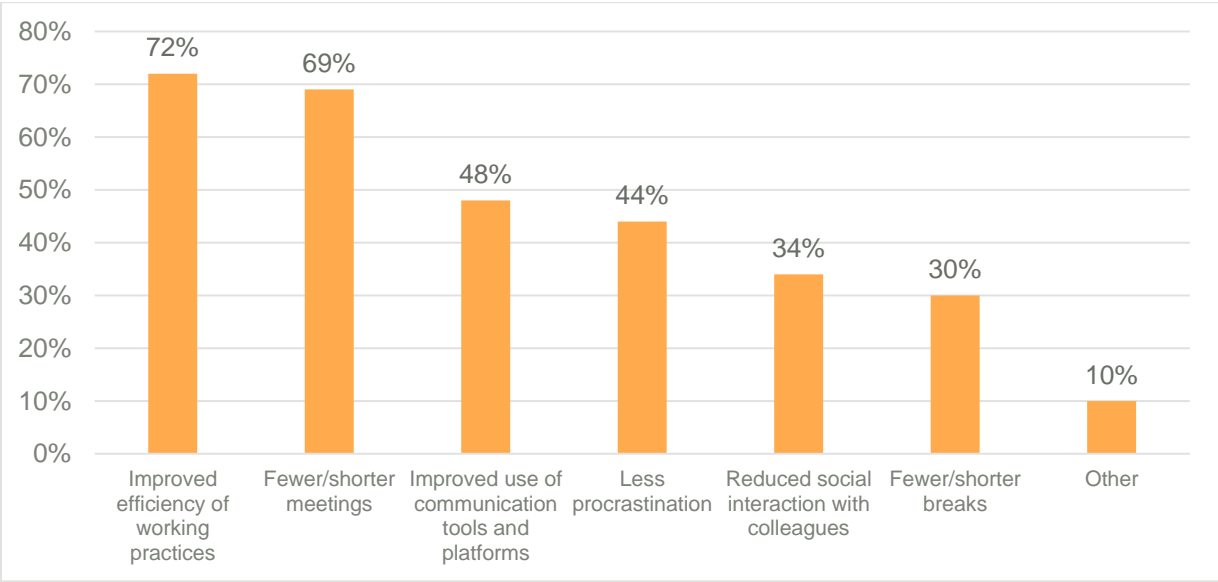
71% of employees agreed that they felt their workdays intensified due to the trial, compared to 29% who disagreed. (*See Figure 12*).

When asked if they felt their stress levels increased during the 4DW trial, 65% disagreed, compared to 35% who agreed (See Figure 13). Of those who agreed, 59% said that the stress adversely impacted them (See Figure 14).

Figure 12

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

Strongly Disagree 3% | Disagree 15% | Slightly Disagree 12% | Slightly Agree 24% | Agree 28% | Strongly Agree 18%

Figure 13

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

Strongly Disagree 14% | Disagree 31% | Slightly Disagree 20% | Slightly Agree 24% | Agree 8% | Strongly Agree 3%

Figure 14

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

Strongly Disagree 5% | Disagree 18% | Slightly Disagree 18% | Slightly Agree 37% | Agree 16% | Strongly Agree 6%

Please note: the above reported percentages for 'agreed' include 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' include 'strongly disagree', 'disagree' and 'slightly disagree'.

15

61% of employees reported that they did not consistently work more than 80% of their contracted hours during the trial, however 28% said they did (*see Figure 15*). Of those who did work extra hours, the majority reported working 0-3 hours (63%). However, 14% reported working 6+ hours. (*See Figure 16).*

Figure 15: During the 4 Day Week Trial, did you consistently work more than 80% of your contracted hours, per week?
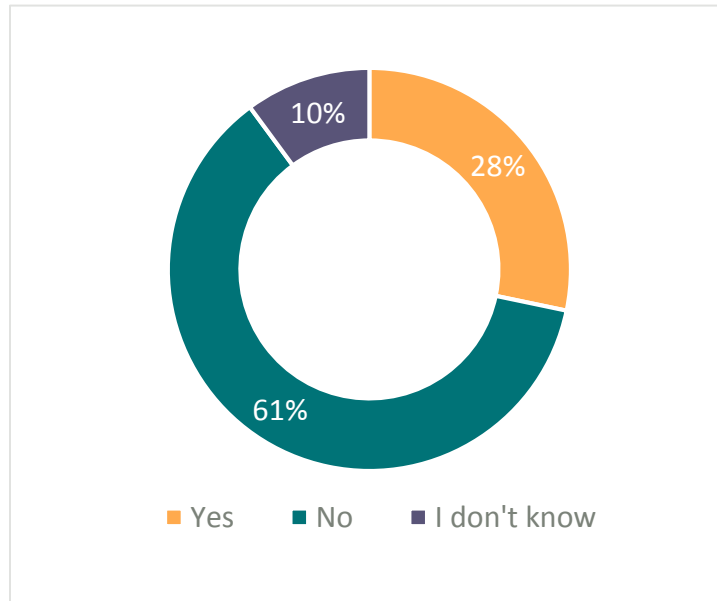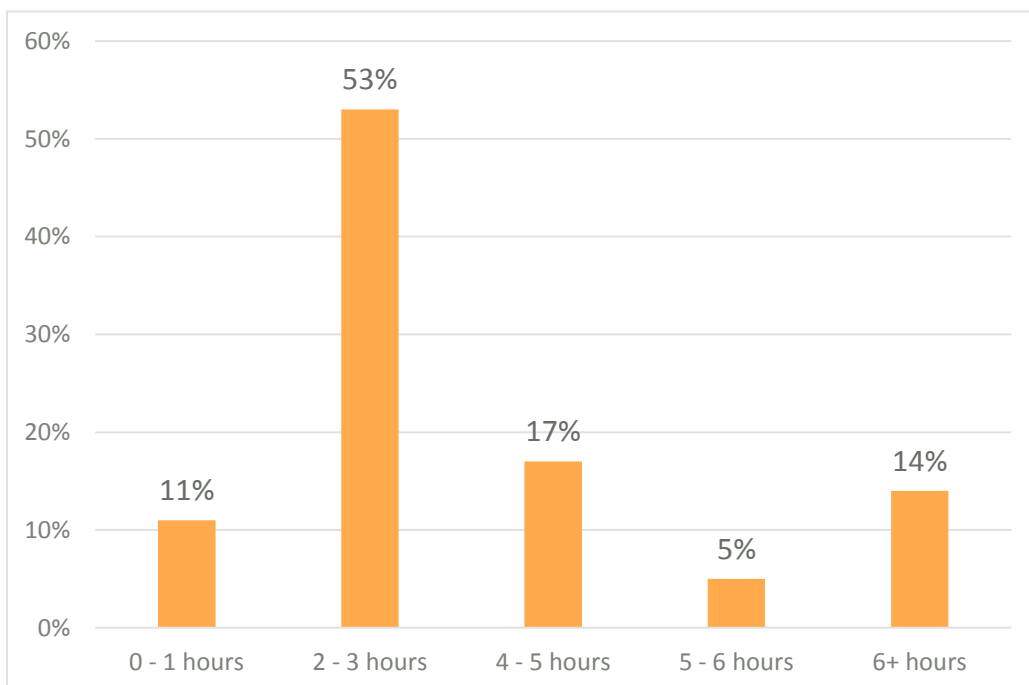

Figure 16: How many more hours did you work on average, per week?

16

Employees feel that SCDC have the right tools and processes in place (84%) *(see Figure 17)* and that it is worthwhile putting in the extra effort (94%) (se*e Figure 18*). They are also more likely to apply for jobs that offer a 4DW (85%) (*See Figure 19).*

Figure 17

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

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
2%	3%	10%	19%	32%	33%

Figure 18

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

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
2%	2%	3%	9%	29%	55%

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

Yes 85%
No 3%
I don't know 11%

17
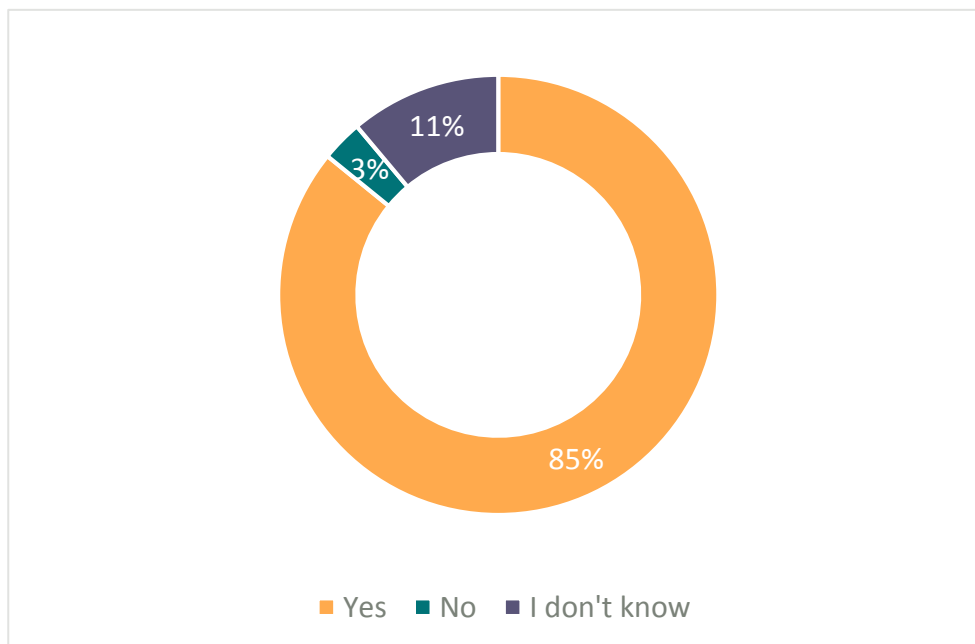
Overall, employees rated the 4DW positively (74% rated 8/10 or above) (*See Figure 20*) and the majority would like SCDC to permanently move to a 4DW (89%), with only 2% saying that they would not. (*See Figure 21*).

Figure 20: How would you rate your overall experience of the 4 day week trial?
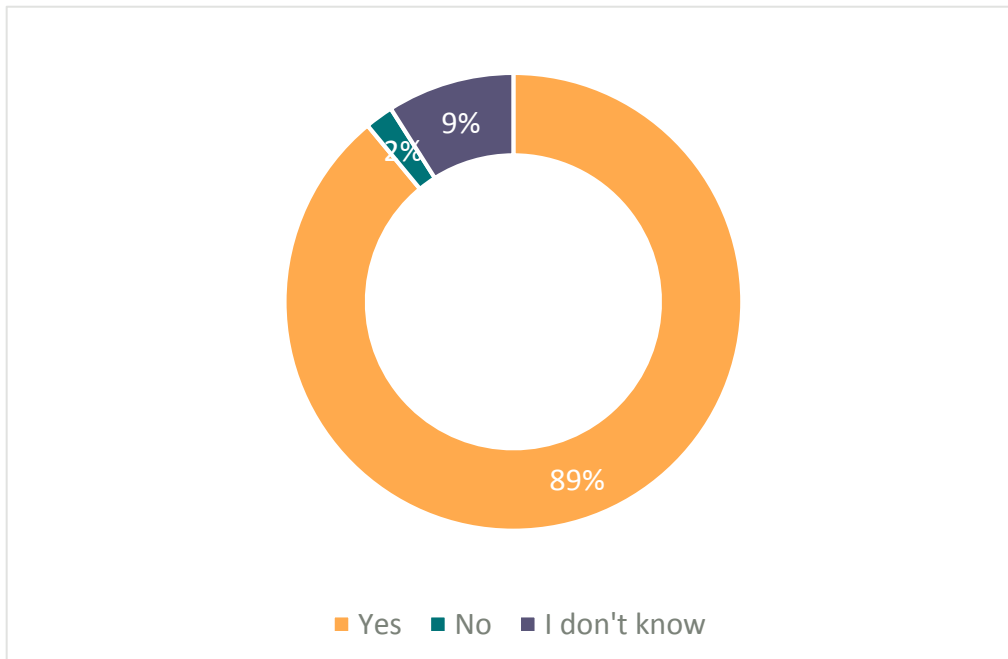*(0 is extremely challenging/unenjoyable,10 is loved it/everything ran smoothly)*
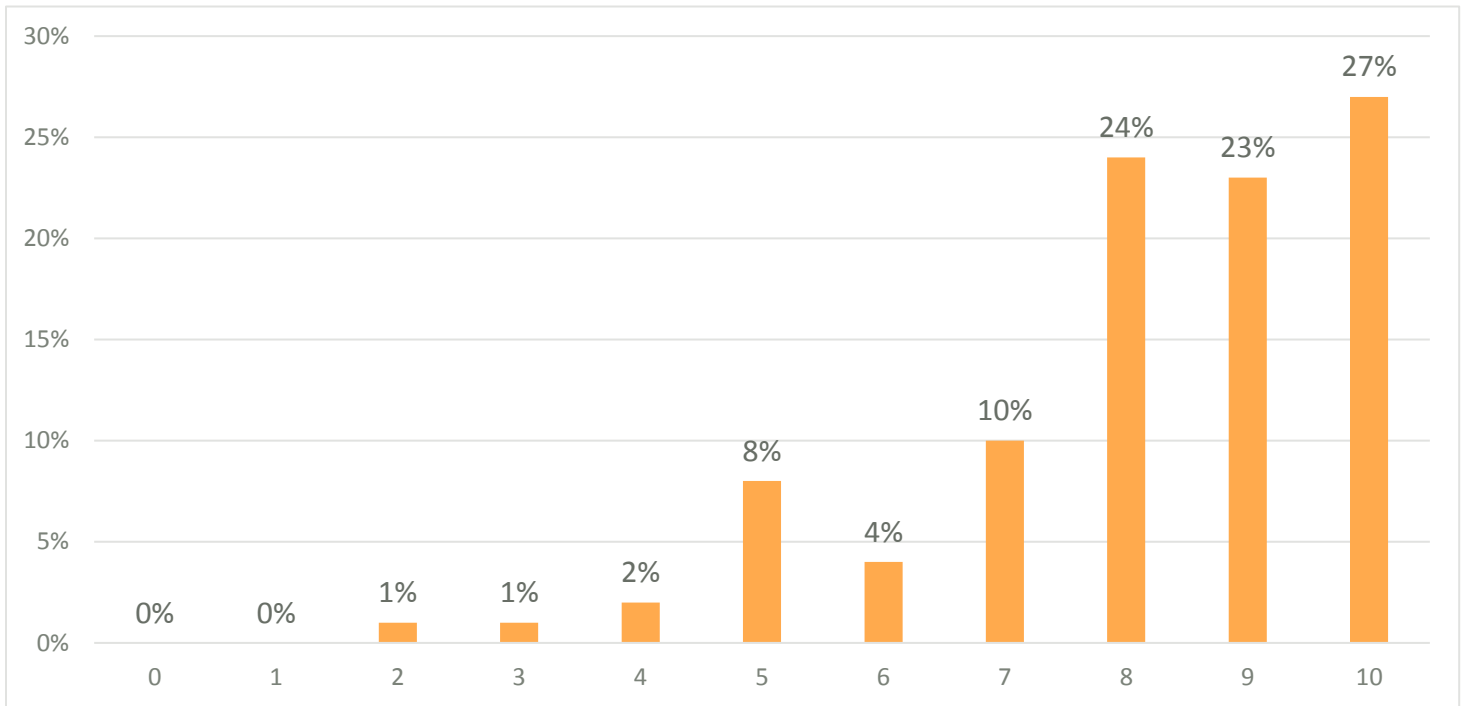
Figure 21: Would you like SCDC to move permanently to a 4 day week?

■ Yes ■ No ■ I don't know

Wellbeing Culture

SCDC asked participants a series of additional questions on the 'wellbeing culture' at the council, these can be seen in the table below *(see Figure 22).*

All items see an increase in participants agreeing with the statements between Time 1 and Time 2. In particular, the biggest increase we see if for '*I feel that the Council shows much concern for me'* (+16%) and '*I feel that the Council cares about my general wellbeing at work'* (+12%).

Figure 22: Additional questions asked on SCDC Wellbeing Culture

Question	T1		T2		
	Agree	Disagree	Agree	Disagree	Increase in Agree
Help is available from my management when I have a problem	92%	8%	94%	6%	+2%
I care about the fate of the Council	93%	7%	94%	6%	+1%
I feel a 'strong' sense of belonging to the Council	70%	30%	77%	23%	+7%
I feel emotionally attached to the Council	64%	36%	72%	28%	+9% *
I feel that the Council cares about my general wellbeing at work	81%	19%	93%	7%	+12% ***
I feel that the Council shows much concern for me	66%	34%	82%	18%	+16% ***
I feel that the Council values my contribution in providing its services	81%	19%	85%	15%	+4%
I view the Council's problems as my own	56%	44%	64%	36%	+8% *
This Council has a great deal of personal meaning for me	62%	38%	68%	32%	+6%

***Significant at p < 0.001, **Significant at p < 0.01, *Significant at p < 0.05

Please note: the above reported percentages for 'agreed' = 'strongly agree', 'agree' and 'slightly agree', and for 'disagree' = 'strongly disagree', 'disagree' and 'slightly disagree'.

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South Cambridgeshire
District Council's

Four day week trial:

How we ran the trial and what we learned

Contents

What we've done and why

In January 2023, South Cambridgeshire District Council became the first UK Council to trial a four-day week for desk-based colleagues. Approximately 450 colleagues took part in the trial.

Generally, the over-riding aim of a four-day week is to attract and keep talented colleagues. Not being able to fill vacant posts – or having to use agency staff to cover permanent roles – is both costly and disruptive to services for residents and businesses. For example, when case officers change during the process of a planning application, it can cause delays and frustration because a lot of context and institutional memory is lost.

Three months is too short a time period to establish whether or not recruitment challenges have been impacted. Instead, the initial phase of our trial has mainly been about testing whether we can maintain performance levels across the organisation and improve the health and wellbeing of colleagues by finding an innovative way of providing them with more free time. These two elements are key to establishing whether a longer trial is viable.

A four-day week is when colleagues deliver 100% of their work, in 80% of their usual contracted hours, for 100% of their pay.

Productivity

Four-day weeks require everyone to become more productive. We have said since last September when we announced proposals for the trial that it is about colleagues doing all of our work in 80% of our contracted hours.

It's definitely not about doing less work. It's about working smarter and being more productive at work. Since the start of 2023 and following a detailed three-month planning period at the end of last year, colleagues across the Council have been testing this new way of working.

The wider context

During times of growing economic and social challenges, the public sector plays an increasingly central role in protecting the wellbeing of residents, finding a path to sustainable economic growth and improving living standards.

Tighter spending controls have contributed to productivity gains in the public sector over the past decade, but cost savings are no longer enough and there must be new ways to achieve productivity improvements.

With that in mind, productivity can be achieved both by reducing the inputs, such as fewer hours worked, and by increasing the outputs, such as by raising the quality of services. While the trial obviously aimed at reducing the input, it simultaneously aimed at improving the output. The goal was to achieve this by ensuring that colleagues are more motivated, focused and committed in the context of the four-day week.

How individuals became more productive

- Shorter meetings. Sticking to meeting lengths and agendas, and not over-running. Colleagues have become much more confident to challenge lengthy, unfocussed, or unprepared meetings.

- Following the above point, everyone at a meeting is there for a reason, and they know what that reason is.

- Working in the right location for the task being done.

- Getting clarity at the outset of a task by asking the right questions and speaking to the right people.

- Trying new things, failing quickly, learning lessons, and trying again.

- Planning ahead and agreeing on realistic and appropriate deadlines at the start of a piece of work to cut down on urgent and last-minute requests or changes.

- Fewer emails – and carefully considering the number of others being copied into emails.

- Picking-up the phone rather than writing a long email or Teams message.

- Focus time, where you allocate work into a calendar to complete within a certain time rather than leaving it on a 'to do' list.

How teams became more productive

- Empowering the right people to make decisions.
- Ensuring that the job is being done by the right person at the right level.
- A greater focus on improving what we do and how we do it, in a much more efficient and effective manner.
- Ensuring there is no duplication of effort within teams, where multiple people say, 'but I thought I was doing that'.
- Having the opportunity to challenge existing processes and try new and better ones.

A snapshot of some of our key learning

What follows in this document is a snapshot of some of our key learning during these three months.

It is in no way an exhaustive list of everything that went well, and everything that went less well. It is however a series of observations based on our experiences, which we hope are useful to those who we know are interested in this topic, and other UK councils who may be considering testing a similar way of working.

The format for each observation is the same; what we did, what we learned and what we would do differently next time.

The non-working day

What we did

Based on business need and ensuring adequate cover across every weekday, we asked all colleagues to select Monday or Friday as their non-working day, unless there was a pressing business reason to select another weekday. This gave us 'core days' of Tuesday, Wednesday, and Thursday when colleagues could be confident that meetings can take place.

What we learned

As a result of colleagues taking either a Monday or a Friday as a non-working day, anecdotally we have found that Mondays and Fridays became very productive for those at work. Generally, there are few meetings on Mondays and Fridays which created 'quieter' time and space that was valuable in progressing more focused pieces of work, without distractions. For example, for a colleague who takes a Monday as a non-working day, they may find that their Tuesday can be a little busy as they are catching up, but by the time they get to Friday, and it is time for the other proportion of the workforce to take their non-working day, there is a clear space for work that requires more strategic thinking and focus.

What we would do differently

The discovery of this 'quieter day' came as a surprise to many colleagues and was not something that we had initially factored into our thinking. Had we known that this was likely to transpire, we would have encouraged colleagues to think about how they structure their week with this in mind.

Checking-in

What we did

We hosted an ongoing 'check-in' survey throughout the trial period. This was a simple Microsoft Form consisting of just a few questions that asked colleagues to convey how their week had gone, and how they are feeling, in relation to the four-day week trial.

What we learned

On average, we received 97 responses per week. We asked six specific questions during the trial. All the scores across every question improved as time passed.

The highest increase score came when we asked people to rate how they feel about the statement "I enjoy my time outside of work more". This scored on average 4.56 (on a scale of one to five, with one being strongly disagree through to five being strongly agree).

The remaining questions captured feedback around whether colleagues had enough time to do the role, how the trial made them feel, whether they think about work on days off, whether they complete work on days off and whether colleagues enjoy time at work more. At the ten-week stage, scores ranged from 3.58 to 4.12 for these questions (on a scale where one was the worst score and five was the best).

What we would do differently

Whilst the survey initially captured whether the responder was in a management or non-management role, the comments captured indicated that part-time colleagues did have a different experience during the trial. Subsequently, we therefore added a question to establish whether the responder worked a full-time or part-time contract. It would have been useful to have this in-place from the start of the survey.

Drop-ins

What we did

We hosted several drop-in sessions during the trial, led by our HR and Transformation colleagues who are part of a cross-Council project team.

What we learned

We hosted open sessions where colleagues could come and ask any question they had which was related to the trial. These sessions were advertised internally in advance and generally held using Microsoft Teams. They were well attended by colleagues from a range of different departments and of differing grades.

During the sessions we found that most concerns related to teams introducing bespoke arrangements on a more local level, which was outside of the guidance issued corporately, and not necessarily in-line with that corporate steer. We were able to use these sessions to answer questions, clarify expectations and share recommendations where appropriate.

What we would do differently

As we were keen to ensure that the sessions were as open as possible and all colleagues felt they could ask anything that they like, the conversation was not always relevant to everyone who attended.

Whilst there are benefits to sharing information broadly, we later introduced some sessions that had a specific theme or demographic, to ensure the information discussed benefitted all attendees.

Guiding Principles

What we did

Throughout our three-month planning period (October to December 2022) and during the trial itself, we produced a series of short 'Guiding Principles' documents that aimed to answer common and emerging questions and concerns. These evolved over time – with some guidance issued through these documents providing an updated or slightly different steer on a previous topic as we gained further insight into working practices and experience.
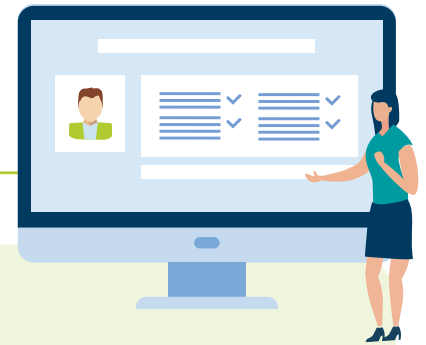
What we learned

Through the weekly check-in survey referenced earlier in this document, and during the drop-in sessions outlined earlier, we were able to collate ongoing themes related to the four-day week from a wide range of employees. Where it became evident that more formal guidance was required to ensure a unified approach, or information was required to provide clarity, we would produce a new Guiding Principles document. This document was then promptly issued to all colleagues across the Council using a range of internal communications channels. Each document contained approximately six principles in the form of a question and answer, designed to provide further guidance around a particular area or theme.

What we would do differently

The Guiding Principles have proved to be extremely valuable and provide clarity and reassurance for our teams. The only improvement for consideration would be to clearly communicate that principles are established based on our knowledge and experience at a specific time within the trial, and highlight that amendments may be made, based on availability of more data. Whilst there was no need to change most of our guidance issued in this way, further points of clarification were provided as we progressed through the trial.

External support

What we did

We invited the Bennett Institute for Public Policy at the University of Cambridge to support our trial.

What we learned

The Bennett Institute is committed to interdisciplinary academic and policy research into the major challenges facing the world, and to high-quality teaching of the knowledge and skills required in public service. By working with them, we have been able to ensure that our data is analysed without any risk of bias. This is hugely important given that this is a trial with robust data at its core – such as the full range of key performance indicators that we are using to determine the success or otherwise of Council services during the trial.

Whilst we have completed our own ongoing reviews of the data, we have also been assisted by colleagues from the Bennett Institute to ensure that the findings are supported by independent analysis. The feedback and support provided ensures that we take a broad view of our data and consider aspects beyond the operational matters of the organisation.

What we would do differently

The Bennett Institute have supported us from the early stages of the trial and have been hugely beneficial to our trial. We would encourage any other Council considering learning from our experiences and trailing this way of working to engage a third-party to provide analytical support at the earliest opportunity to ensure all aspects of the data are considered in full.

A project team

What we did

We created a four-day week project team, which still meets on a weekly basis, and contains representation from several key areas, including Leadership Team, HR, Communications, Policy, Transformation, Learning and Development, Union representatives, the Bennett Institute for Public Policy at the University of Cambridge and Cambridge City Council. This Cambridge City Council representation is especially key given that we share several important services, such as Planning and Waste, and their input as the trial developed was critical.

What we learned

During the planning phase of the trial this working group was created to support and lead on all elements of the Council's four-day week work. The working group has met weekly for six months to discuss a variety of matters including training, the previously mentioned Guiding Principles documents, drop-in sessions, and data analysis. Through the creation of a broad working group, we have been able to address any issues promptly and generally ensure communication has been relevant and timely for colleagues – as well as reactive when needed.

What we would do differently

As the group developed, we were able to recognise knowledge gaps and invited additional members to the group. Starting with a broader coalition of colleagues at the start may have accelerated some of our progress, although this is hard to quantify without running a future trial.

Part time colleagues

What we did

To try and ensure fairness across the board we gave all employees 20% of their weekly working time as non-working time, in-line with the principles of a four-day week. As mentioned elsewhere in this document, for full time employees, this was usually taken as a full day. For part-time employees, this was either taken as a full day where possible, or as part of a day, or resulted in them working their normal days but for shorter periods.

What we learned

While this approach did allow part-time colleagues to pick an option that fit best with their needs, feedback from them was that they didn't always feel they had as much benefit if they weren't getting a 'full day off'.

What we would do differently

Another option is for part-time employees to take a full day off every fortnight, instead of taking 20% of their hours each week. This would have been preferable for some colleagues. It would still result in them working the same overall reduced hours, and potentially also could have increased cover options on Mondays and Fridays.

Communication with colleagues

What we did

During the three-month planning period at the end of 2022, there was a steady stream of continuously updated advice and guidance, as well as information, provided to colleagues. This included via the 'Guiding Principles' documents mentioned above. This internal communication was vital to help colleagues prepare for the trial. We also ran 'red team' sessions (an incredibly quick way to gather feedback on an idea or something you are thinking of doing) and established a hub on our intranet for employees to exchange hints and tips. Another key internal communication mechanism was the establishment of a 'Champions' group across Council services.

What we learned

We were always clear that we felt the best ideas for increasing productivity would come from teams themselves – whereas the more corporate guidance on how the trial was going to run was centrally-issued. However, there were some misunderstandings early in the planning period about how some colleagues may be affected – particularly those on part time contracts. The 'Champions' mentioned above were engaged and acted as useful critical friends throughout the process.

What we would do differently

Along with the centrally issued corporate guidance, an additional idea to consider would have been to encourage even more two-way conversations from an earlier stage. This may have helped the project team clear-up any misunderstandings at an earlier stage. Also, the 'Champions' could have been engaged slightly earlier in the process and been able to act more as trouble-shooters or a 'middle person' for their teams.

Councillors

What we did

We held briefings for councillors when the trial was announced, and during the planning period to update them. We reported to committees with progress updates during the trial itself. We aimed to provide a service that would be seamless for councillors, so that (like residents) there should be no impact on them. At the end of the trial, we surveyed councillors and invited them to roundtables led by the Bennett Institute researchers.

What we learned

The feedback from councillors was generally very positive, with members feeling that meetings with officers tended to be more productive, and time was used sensibly. Councillors also commented positively that officers seemed more motivated and focused.

Many councillors expressed frustration that they weren't briefed about the trial earlier and that they weren't always confident explaining the four-day week to their residents. A number of councillors were concerned about the Waste trial, which they thought was very important, but also more complex to implement.

There was a very mixed picture regarding the accessibility of officers, with some commenting that it had improved (due to clear alternate contacts on email signatures on someone's day off) while others raised concerns that they had struggled to contact the right officer.

What we would do differently

Members themselves suggested that communications with officers would be easier if they had access to Microsoft Teams, which is something the Council is currently exploring.

What some colleagues have said

Now I have adjusted to working four days, I am really enjoying it. My time at work is more focused for more of the time, but by organising my time I am getting my work done. My time away from work feels more focused as well and I have had the time to do things I have been wanting to do.

The four-day week encouraged me to join our local network of leisure centres to take advantage of their swimming and exercise classes which I'm really enjoying.

I am finding it much easier to uphold work momentum during my four days at work than I did during a five-day week. It's a sprint rather than a marathon, and I think I am working much more efficiently, simply by having my tasks lined up for the week and maintaining the motivation to tick them off the list.

I find it difficult to fit all my work in to 30 hours. I enjoy only working four days, but those four days are longer than normal hours.

It is far more of a culture change than I imagined it would be.

For the past two weekends, a parent has been in hospital in another part of the country. I have been able to visit them and recover from this during my three-day weekend. I would have had to take time off or start the working week in a poor mental and physical state without the four-day week trial.

Feeling more productive and driven to complete tasks within the four days to be able to reward myself with the extra day off. Weekends feel less pressured and rushed too!

Need to get in touch?

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