

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, 27 March 2023

Report by:

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Wards affected:

All

Non-Key Decision

1. Executive Summary

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

2. Recommendations

The Executive Councillor is recommended to:

- 2.1 note the report and consider the decision options highlighted in 3.11 for the next stage of the process;

- 2.2 provide any feedback thought relevant to the Chief Executive of South Cambridgeshire District Council.

3. Background

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

Timings of Committees

- 3.2 Due to the timings of committees, reports have been forwarded by email to one or other committee, to ensure each actual committee meeting receives up-to-date information every month during the trial – as set out below.

Committee	SCDC E&S*	CCC S&RS**
10 November 2022 E&S	Report in person	Report by email
30 January 2023 S&RS	Report by email	Report in person
23 February 2023 E&S	Report in person	Report by email
27 March 2023 S&RS	Report by email	Report in person

* Employment & Staffing Committee (SCDC)

** Strategy & Resources Scrutiny Committee (CCC)

The trial – feedback from the first two months

- 3.4 This report was written on 13 March and contains data available at that date.

Key Performance Indicators (January and February data)

- 3.5 KPI data is set out at Appendix 1. Broadly speaking, no changes have been seen in January and February performance levels that are considered to be attributable to the 4DW trial. Further analysis will take place following completion of the three month trial.

Health and Wellbeing check-in survey (January – February data)

- 3.6 The check-in survey has continued to show broadly positive results, as set out in Appendix 1. It is completed by approximately 100 colleagues every week (out of 450 in the trial). Respondents are not identified by service (it is completely anonymous). It is important to note that a far more detailed health and wellbeing survey will be carried out at the beginning of April, run by the same independent company who delivered the survey before the trial was announced. This will therefore provide fully comparable and detailed information on the impact of the 4DW on the health and wellbeing of colleagues. The comparison will be presented in the final analysis report.
- 3.7 At the beginning of October 2022 a new Council-wide feedback survey was introduced to help with the monitoring of resident and business satisfaction with services. To date results have remained stable, with no pattern of change since the 4DW trial was introduced in January.

Next stage of the process

- 3.9 Members will recall that the first desk-based trial was limited to a three-month period, with a view to testing whether a 4DW is deliverable in local government. If the trial is deemed to have been a success, using the KPI, health & wellbeing, and customer data to measure, it is proposed that the trial is extended for a further year. The purpose of this extended trial is to test whether the 4DW has an impact on our ability to recruit and retain colleagues, particularly in hard to fill posts (such as many of those in the Shared Planning Service).
- 3.10 Therefore, following the formal trial period (January – March 2023) all of the data will be collated and analysed during April. This analysis will be undertaken by two research associates from the Bennett Institute of Public Policy (part of Cambridge University) in order to ensure its independence.
- 3.11 Decisions about extending the trial for a year, and a 3 month trial for the waste service (see 3.13 below), will be set out in a final report summarising the evidence and next steps, and taken as follows:
- SCDC Cabinet will take decisions at a Cabinet meeting on Monday 15th May
 - For the City Council, either the Executive Cllr for Finance, Resources and Transformation could consult the Chair and spokes prior to taking a decision on 15th May, or, 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. If the Scrutiny Committee chose to meet, it would likely be Thursday 11th or Friday 12th May. SCDC Scrutiny Committee is scheduled to meet on 11th.

- 3.12 A member survey will be distributed in early April and member roundtables will take place on 3rd April, to ensure that feedback is received from councillors about their experience of the 4DW (with respect to their interactions with the Shared Planning Service and any other feedback councillors may wish to share).

Second Trial for Shared Waste Service

- 3.13 At the same time as the desk-based trial was underway, colleagues in the Shared Waste Service have been working through a detailed plan for round optimisation which is aimed at being able to initiate a 4DW trial within the service. The confirmation of this trial will be subject to agreement by the two portfolio holders for the Shared Waste Service (Cllrs Rosy Moore and Henry Bachelor). It is anticipated that, should it be approved, the trial will start in the Summer of 2023.

4. Implications

a) Financial Implications

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

b) Staffing Implications

This report provides information on the current trial of a 4-day working week for SCDC employees.

c) Equality and Poverty Implications

An EQIA has not been prepared on SCDC's proposed trial. The purpose of the trial is to gather evidence including on equality impacts to inform an EQIA for the final report.

d) Net Zero Carbon, Climate Change and Environmental Implications

A climate change assessment has not been prepared on SCDC's proposed trial.

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.

6. Background papers

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

7. Appendices

Appendix 1 – Key Performance Indicator data

Appendix 2 - Check in survey data

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

Appendix 1 – Key Performance Indicator data

Line Chart Legend:

- Actual
- Target
- Intervention

Red / Amber / Green Legend:

Green = Signifies actual has met or surpassed the target

Amber = Denotes performance below target but above intervention level.

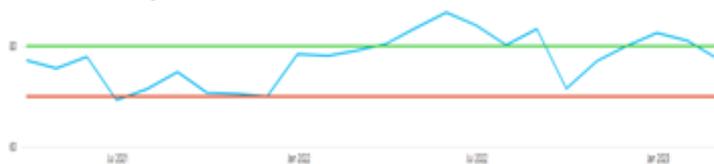
Red = Denotes performance below the intervention level. This represents underperformance of concern.

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

▼ Actual Target Intervention

CC302 % calls to the Contact Centre resolved first time

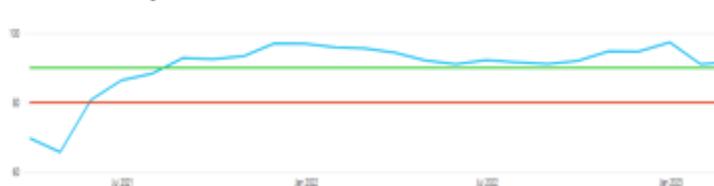
Jeff Membery



Dec	82.6	80	70
Jan	81.0	80	70
Feb	77.8	80	70

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

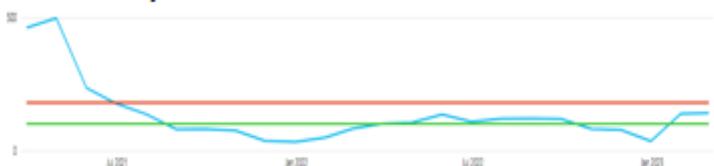
Jeff Membery



Dec	97.37	90	80
Jan	91.02	90	80
Feb	91.61	90	80

CC307 Average call answer time (seconds)

Jeff Membery



Dec	35	100	180
Jan	139	100	180
Feb	141	100	180

CC302 context:

The slight reduction in February's result (shown above) reflects the recruitment of new staff to the Contact Centre, including temporary staff to help with increase call volumes typically seen at year end). This is part of a regular trend whereby the % of calls resolved first time (i.e. at first point of contact) decreases until new staff have completed full training.

CC307 context:

Prior to the 4 Day Week Trial, December saw the lowest average call answer time since April 2015. This reflected the lowest number of calls to the Contact Centre since April 2015.

January and February increases in average call answer time sit within the context of increased call volumes. When compared with December, January saw an additional 1956 calls, while in February 1598 additional calls were received.

January's result was notably impacted by one particular day (30 Jan) which saw 629 calls to the Contact Centre – 109 more than on the next busiest day of the month. This was linked to approximately 1,500 Council Tax recovery letters having been delivered on Friday 27 Jan and over the weekend, resulting in a high number of calls on the Monday. Mondays are consistently the busiest day of the week for the Contact Centre even under normal circumstances.

When compared with the previous Januarys since 2015, the January 2023 result of 139 seconds falls just outside of top quartile performance (136.5 – 153.5 seconds).

When compared with the previous Februarys since 2015, the February 2023 result of 141 seconds falls within third quartile of performance results (117.5 – 194 seconds).

In comparison with all previous monthly results since April 2015, both January and February results remain relatively close to the median monthly average call time of 130 seconds.

Greater Cambridge Planning Service Results:

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

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

Major Planning Applications:

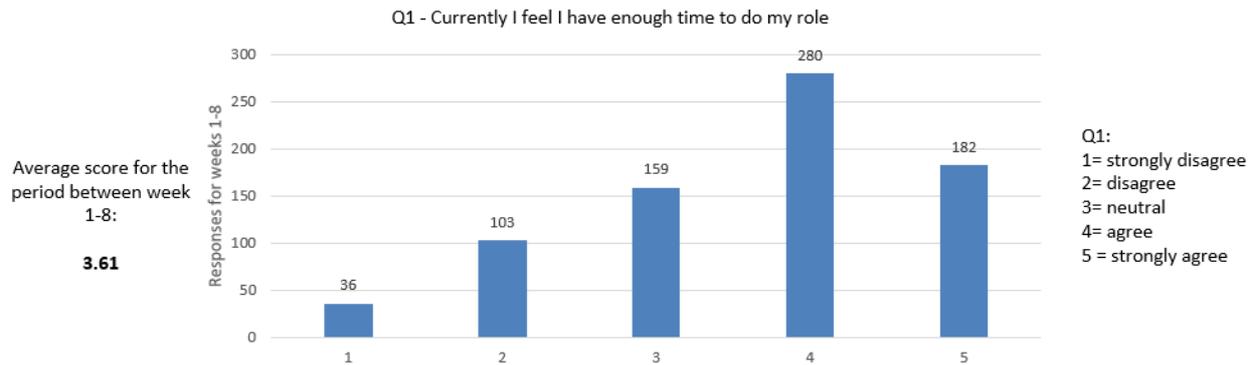
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Oct	4	3	7
Nov	8	1	9
Dec	3	4	7
Jan	4	3	7
Feb	2	4	6

Non-major Planning Applications:

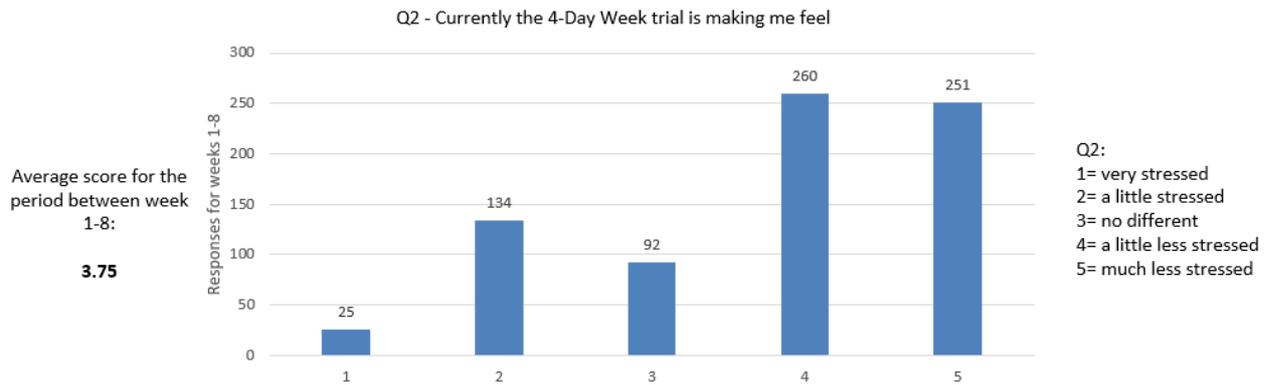
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Oct	125	75	200
Nov	133	78	211
Dec	149	91	240
Jan	179	115	294
Feb	124	87	211

Appendix 2 - Check in survey data

Question 1 Currently I feel I have enough time to do my role

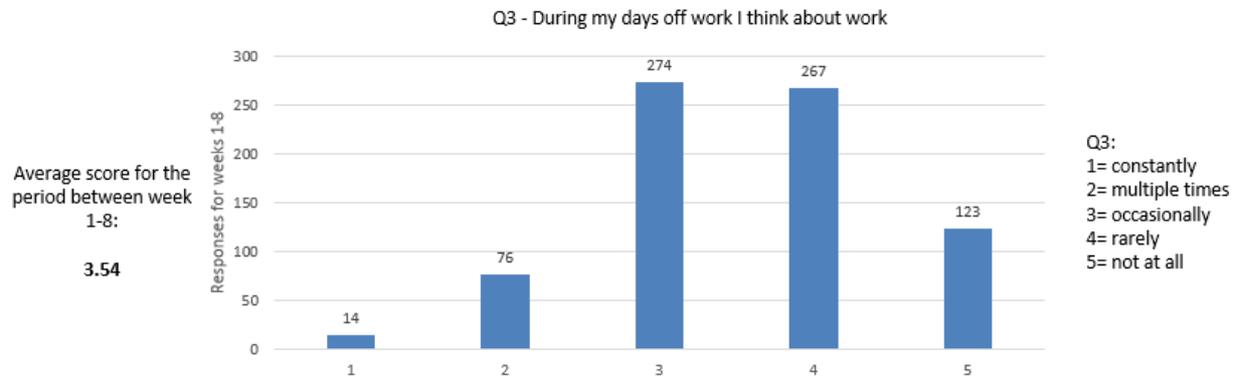


Question 2 Currently the 4-Day Week trial is making me feel



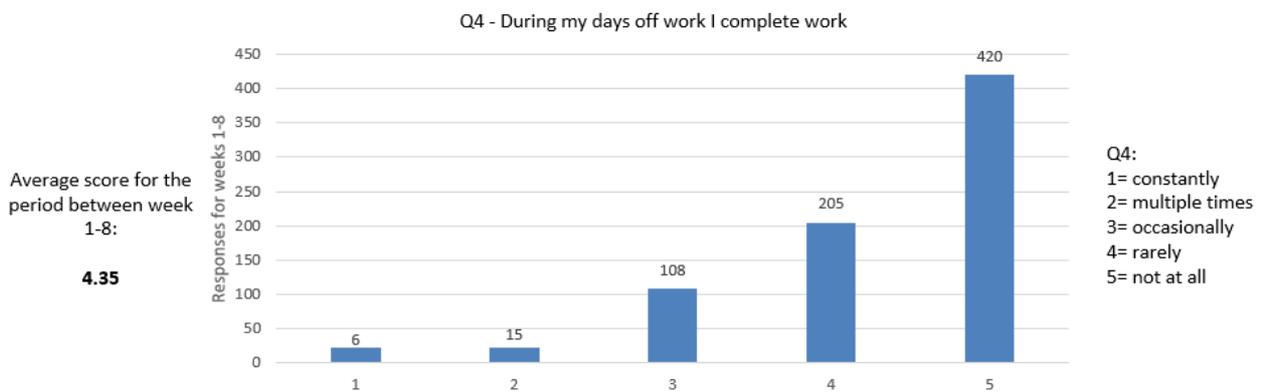
Question 3

During my days off work I think about work



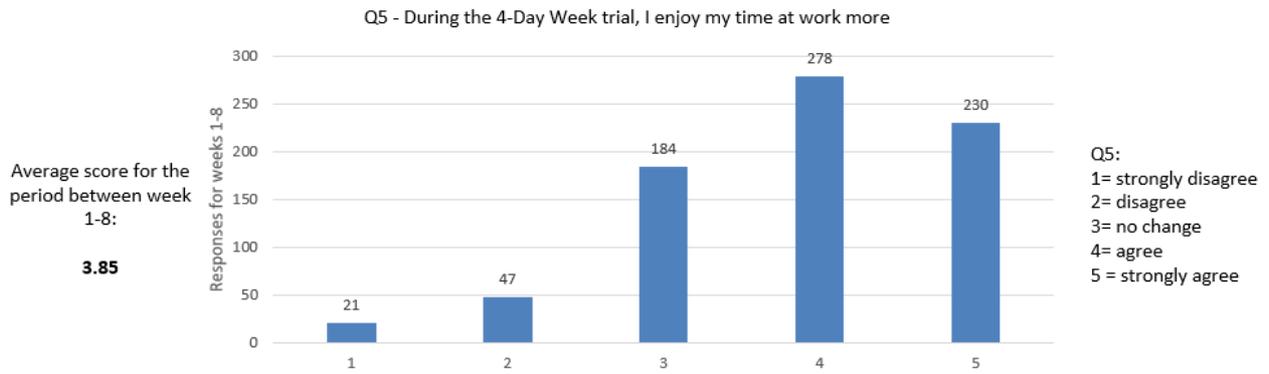
Question 4

During my days off work I complete work



Question 5

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



Question 6

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

