



**BARRY TOWN COUNCIL
CYNGOR TREF Y BARRI**

PURSUANT TO THE REQUIREMENTS OF THE ABOVE STATUTORY PROVISIONS, NOTICE IS HEREBY GIVEN THAT A MEETING OF THE PERSONNEL COMMITTEE TO BE HELD ON A HYBRID BASIS IN THE COUNCIL CHAMBER, TOWN HALL, KING SQUARE, BARRY, CF63 4RW AND REMOTELY ON MONDAY, 14 NOVEMBER 2022 COMMENCING AT 7.00 PM FOR THE PURPOSE OF TRANSACTING THE BUSINESS SHOWN IN THE AGENDA SET OUT BELOW.

From 1 May 2021 The Local Government and Elections (Wales) Act 2021 makes provision for meetings to take place through a variety of arrangements, including multi-location meetings where all individuals are attending virtually and hybrid meetings where a number of individuals are attending in person at a designated location and others are attending virtually from a range of other locations. The Act makes permanent provision for remote meetings (multi-location) and electronic publication of documents

Yours faithfully

A handwritten signature in black ink that reads 'Emily Forbes'.

Emily Forbes
Chief Officer (Town Clerk)

AGENDA

1. **Apologies for absence**
2. **To receive declarations of interest under the Council's Code of Conduct** (Note: Members seeking advice on this item are requested to contact the Monitoring Officer at least 72 hours before the meeting)

TO NOTE: Councillor Wilkinson has been granted Dispensation to allow them to speak and vote where issues are raised (including budgets) relating Cadoxton Primary Schools and St. Richard Gwyn High School.

3. **Well-being of Future Generations (Wales) Act 2015**
(To note)

*Personnel Committee members will note that this Act sets out the requirement for a public body to act in a manner which seeks to ensure **that the needs of the present are met without compromising the ability of future generations to meet their own needs.***

In order to act in that manner, a public body must take account of the following things:

- (a) the importance of balancing short term needs with the need to safeguard the ability to meet long term needs, especially where things done to meet short term needs may have detrimental long term effect;*
- (b) the need to take an integrated approach, by considering how—*
 - i. the body's well-being objectives may impact upon each of the well-being goals;*
 - ii. the body's well-being objectives impact upon each other or upon other public bodies' objectives, in particular where steps taken by the body may contribute to meeting one objective but may be detrimental to meeting another;*
- (c) the importance of involving other persons with an interest in achieving the well-being goals and of ensuring those persons reflect the diversity of the population of the part of Wales in relation to which the body exercises functions;*
- (d) how acting in collaboration with any other person (or how different parts of the body acting together) could assist the body to meet its well-being objectives, or assist another body to meet its objectives;*
- (e) how deploying resources to prevent problems occurring or getting worse may contribute to meeting the body's well-being objectives, or another body's objectives.*

4. **To approve and sign the minutes of a meeting of the Extraordinary Personnel Committee held on 24 October 2022**
(Pages 118-120)

FINANCIAL REPORTS

5. **Budget Monitoring Report to 30 September 2022**
(Pages 121-122)

(If Councillors have any queries on the attached please contact the Deputy Chief Officer prior to the meeting)

6. **Draft Budget Estimates for 2023/24** (Pages 123-124)

(If Councillors have any queries on the attached please contact the Deputy Chief Officer prior to the meeting)

7. **Health & Safety Budget considerations for Fire Regulations**
(Pages 125-126)

POLICY

8. **To receive the national Civility and Respect Pledge and recommend for adoption to a meeting of Full Council on 12 December 2022**
(Pages 127-128)

9. **To consider the Council's possible Policy position on a 4 day working week**
(Pages 129-148)

STAFFING MATTERS

10. **To note the 2022-23 – National Pay Award** (Pages 149-153)

11. **Date of Next Meeting**

The next meeting of the Personnel Committee is scheduled to be held on Monday 6 February 2023 at 7pm

12. **Exclusion of the Press & Public**

In accordance with section 1(2) of the Public Bodies (Admission to Meetings) Act 1960, in view of the confidential nature of the business about to be transacted, it is advisable in the public interest that the press and public are excluded from the remainder of the meeting.

STAFFING MATTERS

13. **Unpaid Leave request** (Pages 154-155)

14. **To consider increasing the Facilities Team Capacity**
(Pages 156-157)

15. **To receive a report and make recommendations to improve staff health and wellbeing**
(To Follow)

16. **To note Staff Forum minutes and Feedback and consider any suggestions**
(Pages 158-165)

17. **Recruitment and vacancies update** (Verbal)

THE APPEAL PANEL MEMBERS (Cllrs Perkes, Charles and William) WILL BE ASKED TO LEAVE THE MEETING AT THIS POINT and the Chair will therefore pass to Cllr Johnson as Vice-Chair

18. Disciplinary and investigations update (Verbal)

Distribution

Electronic notification of summons and front page Agenda to all Committee members. Email notification of electronic papers to all Barry Town Councillors (22). A full copy of the agenda and papers for this meeting (with the exception of confidential items) will be available at the Town Council Offices and on the Town Council Website – www.barrytowncouncil.gov.uk

This document is available in large print and other formats upon request/Cewch y ddogfen hon mewn pring bras a ffor matiau eraill drwy holi.

BARRY TOWN COUNCIL

DRAFT MINUTES OF AN EXTRAORDINARY MEETING OF THE PERSONNEL COMMITTEE HELD ON MONDAY 24 OCTOBER 2022 AT 5.30 PM

PRESENT: Councillors Perkes (Chairperson) together with Councillors Charles, Johnson, Marshall, Payne (Town Mayor – Ex-Officio), Thomas, Wiliam and Wilkinson.

ALSO PRESENT: Emily Forbes – Chief Officer
Rebecca Blackwell – Office Team Leader

R23. **APOLOGIES FOR ABSENCE**

None received

R24. **DECLARATIONS OF INTEREST**

None received

R25. **WELL-BEING OF FUTURE GENERATIONS (WALES) ACT 2015**

RESOLVED: That the Well-being of Future Generations (Wales) Act 2015 be received and noted.

R26. **TO APPROVE AND SIGN THE MINUTES OF A MEETING OF THE PERSONNEL COMMITTEE HELD ON 5 SEPTEMBER 2022**

RESOLVED: That the minutes of the Personnel Committee held on 5 September 2022 be approved and signed as a correct record.

R27. **TO APPOINT 3 MEMBERS OF THE PERSONNEL COMMITTEE ONTO AN APPEAL PANEL**

Members were requested to appoint 3 members of the Personnel Committee onto an appeal panel. The Chief Officer advised that this was required and had not been actioned since the new administration. Councillor Johnson requested clarity in relation to the length of time the panel would be in place. The Chief Officer advised that it would be for the remainder of the municipal year.

Members discussed who to appoint noting that if both the Chair and Vice Chair were on the panel, this would leave no one to chair the meeting as they would have to step out of the rooms during discussions.

Councillor Wilkinson nominated the Chair, Councillor Perkes. Councillor Thomas seconded the nomination. Members were then asked who would like to be on the appeals panel, Councillor Wiliam and Charles put their names forward. Members were happy with the proposal, noting that it would be one member from each political party.

The Chief Officer recapped advising that Councillors Charles, Perkes and Wiliam will make up the appeal panel and that an appeal panel would be arranged for either 7 or 8 November 2022.

RESOLVED:

1. That Councillors Charles, Perkes and Wiliam are appointed to the Appeal Panel
2. That the Chief Officer advises the Appeal Panel of a date when the Appeal Panel will meet to discuss an Appeal being submitted.

R28. **DATE OF NEXT MEETING**

RESOLVED: The date of the next meeting of the Personnel Committee has been scheduled to be held on Monday 14 November 2022

The meeting closed at 5.39 pm

Signed

Dated

FOR INFORMATION ONLY

ACTION SHEET - EXTRAORDINARY PERSONNEL COMMITTEE -24 OCTOBER 2022

MINUTE NO.	ACTION TO BE TAKEN	ACTION TO BE TAKEN BY	DATE ACTION TO BE CARRIED OUT	PROGRESS
R 27(2)	That the Chief Officer advises the Appeal Panel of a date when the Appeal Panel will meet to discuss an Appeal being submitted.	CO	Oct-22	complete

BUDGET MONITORING REPORT SEPTEMBER 2022

Report Author

Mark Sims, Deputy Chief Officer

Attached: A. Budget Monitoring Report September 2022 (1 page)

Purpose of Report

To provide members with the Committee's expenditure in the 2022/23 financial year as at the end of September 2022.

Background Information

On the following page is the budget monitoring report to 30 September 2022, indicating actual expenditure up to the end of month six in the 2022/23 financial year.

Recommendation

Members are requested to receive the budget monitoring report for September 2022 noting the projected out-turn for the year is to be overspent by £49,838.

Budget Monitoring Report to 30th September 2022.

Gross Expenditure									
Description	Item No.	Budget	Expenditure	Committed	Balance	Budget	Year End	Projected	
		12 Months	6 Months	Expenditure		12 Months	Projections	Variance	
		£	£	£	£	£	£	£	£
Personnel Committee									
M&S/Salaries	1	381,100	179,528	231,072	-29,500	381,100	410,600	-29,500	
Planning/Salaries	1	17,350	0	15,150	2,200	17,350	15,150	2,200	
Merthyr Dyfan Cemetery/Salaries	1	349,562	177,750	186,350	-14,538	349,562	364,100	-14,538	
Porthkerry/Salaries	1	15,000	750	14,250	0	15,000	15,000	0	
Pioneer Hall/Salaries	1	28,350	13,422	16,078	-1,150	28,350	29,500	-1,150	
Community Building/Salaries	1	27,850	6,513	23,187	-1,850	27,850	29,700	-1,850	
M&S/Equipment	16	5,000	1,819	3,181	0	5,000	5,000	0	
Merthyr Dyfan Cemetery/Equipment	9	6,625	1,085	5,540	0	6,625	6,625	0	
Pioneer Hall/Equipment	9	500	0	500	0	500	500	0	
Community Building/Equipment	8	2,000	115	1,885	0	2,000	2,000	0	
M&S/General Salaries Contingency	23	30,000	18,129	16,871	-5,000	30,000	35,000	-5,000	
M&S/Health and Safety	24	5,000	2,623	2,377	0	5,000	5,000	0	
Corporate/Staff Suggestion Scheme	4	500	0	500	0	500	500	0	
Corporate/Councillor Training	6	4,000	433	3,567	0	4,000	4,000	0	
Corporate/Staff Training	7	20,000	7,050	12,950	0	20,000	20,000	0	
Corporate/Staff Long Service Award	20	500	0	500	0	500	500	0	
Total Expenditure		893,337	409,217	533,958	-49,838	893,337	943,175	-49,838	
Our budget for the year is £893,337 with actual expenditure for the 6 months to 30 September 2022 of £409,217 with committed expenditure of £533,958.									
Our projected out-turn for the year is to be overspent by £49,838 (£49,838 more expenditure).									
Staff Training Breakdown									
Statutory		£ 1,200	Portable Appliance Testing (PATs), Chainsaw and Woodchipper training						
Occupational		£ 5,850							
Vocational		£ -							
		£ 7,050							

DRAFT PERSONNEL COMMITTEE ESTIMATES FOR 2023/24

Report Author

Mark Sims, Deputy Chief Officer

Attached: A. Draft Budget 2023/24 (1 page)

Purpose of Report

To provide members with the draft estimates for 2023/24.

Background Information

Financial Regulations 3 – Annual Estimates (Budget), states the following:

- 3.1 Each committee shall review its three year forecast of revenue and capital receipts and payments. Having regard to the forecast, it shall thereafter formulate and submit proposals for the following financial year to the Finance, Policy and General Purposes Committee not later than the end of December each year including any proposals for revising the forecast.

Adjustments have been applied to known expenditure headings e.g. salaries, rates, and loan interest with a 10% uplift to the majority of other expenditure headings due to cost pressures, with the current CPI being 10.1%, and a number of expenditure headings remaining at 2022/23 levels.

Recommendation

1. Members are requested to consider the draft estimates for 2023/24.
2. Recommend the draft estimates for 2023/24 to the Finance, Policy and General Purposes Committee meeting being held on 28 November 2022 as confirmation of the Personnel Committee's requirements for the 2023/24 financial year subject to any additional items they may wish to include.

Draft Budget 2023/24 Personnel Committee

EXPENDITURE						
<u>Description</u>	<u>Item No.</u>	<u>2021/22</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2022/23</u>	<u>2023/24</u>
		<u>Budget</u>	<u>Out-Turn</u>	<u>Budget</u>	<u>Out-Turn</u>	<u>Budget</u>
M&S/Salaries	1	353,300	335,493	381,100	410,600	461,300
Planning/Salaries	1	16,860	15,359	17,350	15,150	48,270
Merthyr Dyfan Cemetery/Salaries	1	316,895	301,031	349,562	364,100	390,804
Porthkerry/Salaries	1	15,000	15,000	15,000	15,000	15,000
Pioneer Hall/Salaries	1	25,770	24,652	28,350	29,500	31,710
Community Building/Salaries	1	44,312	38,812	27,850	29,700	35,575
M&S/Equipment	18	5,000	1,908	5,000	5,000	5,500
Merthyr Dyfan Cemetery/Equipment	9	6,625	1,699	6,625	6,625	7,288
Pioneer Hall/Equipment	10	500	356	500	500	500
Community Building/Equipment	10	2,000	363	2,000	2,000	2,000
M&S/General Salaries Contingency	25	30,000	26,077	30,000	35,000	35,000
M&S/Health and Safety	26	5,000	882	5,000	5,000	5,500
Corporate/Councillors Training	12	2,000	0	4,000	4,000	4,000
Corporate/Staff Training	13	20,000	11,418	20,000	20,000	20,000
Corporate/Staff Wellbeing Fund	17	500	0	500	500	500
Corporate/Staff Long Service Award	20	0	0	500	500	500
Total Expenditure		843,262	773,050	892,337	943,175	1,063,447

PERSONNEL COMMITTEE	14 NOVEMBER 2022	AGENDA ITEM: 7
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HEALTH & SAFETY BUDGET CONSIDERATIONS FOR FIRE REGULATIONS

Report Author

Amanda Evans, Facilities and Cemeteries Manager

Purpose of Report

To advise the Personnel Committee on the current issue with regards to increasing the Health and Safety budget in order to complete the works needed to meet with the Fire Regulations and Fire Risk Assessment audits carried out.

Background Information

As part of the Health and Safety obligation and to safe guard our Staff, visitors and the residents at our property, "The Lodge", Fire Risk Assessments were independently carried out in August 2022, by a company called "Churches Fire".

The reports have been received and action points noted:

Here are the quotes for three of our buildings with regards to Emergency Lighting with the understanding that the staff room, Community Centre and Lodge do not require this.

Workshop/Garage	£809.03
Chapel	£802.10
Pioneer Hall	£798.56
Total	£2,409.69

I am also awaiting quotes for smoke detectors and carbon monoxide alarm (Not the one with Batteries) for the Lodge, a new fire alarm system with manual call points for the Pioneer Hall and a service cost per year for all this.

Approximately £4,300.00 excluding service cost

A lot of the necessary actions, such as Gas Inspections, Electrical Condition reports, Lighting Inspection, AC units Inspections and lightening Inspections have already been requested or are in place

Emergency plans, Fire extinguishers, PAT testing, records of Fire Drills and Fire Equipment Inspections/Testing, Fire Safety Signs and Notices (Where more are required for each building), Risk Assessments, housekeeping, are being put in place or are in place "In-House".

Approximately £180

Recommendation

That members of the Personnel Committee request additional funds of £6,900.00 from the Finance Committee and that it is placed into the Health and Safety budget for the Facilities and Cemeteries Manager to complete the required next steps

PERSONNEL COMMITTEE	14 NOVEMBER 2022	AGENDA ITEM: 8
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CIVILITY AND RESPECT PLEDGE

Report Author

Rebecca Blackwell, Office Team Leader on behalf of Emily Forbes, Chief Officer

Purpose of Report

To provide members of the Personnel Committee a Civility and Respect Pledge.

Background Information

Definition of Civility and Respect

Civility means politeness and courtesy in behavior, speech, and in the written word.

Examples of ways in which you can show respect are by listening and paying attention to others, having consideration for other people's feelings, following protocols and rules, showing appreciation and thanks, and being kind.

The National Association of Local Councils (NALC), the Society of Local Council Clerks (SLCC), and One Voice Wales (OVW), believe now is the time to put civility and respect at the top of the agenda and start a culture change for the local council sector.

With Barry Town Council signing up to the civility and respect pledge the council are demonstrating that the council is committed to treating councillors, clerks, employees, members of the public, representatives of partner organisations, and volunteers, with civility and respect in their role.

Signing up is a simple process, which requires councils to register and agree to the following statements:

Statement	Tick to agree
The council has agreed that it will treat all councillors, clerk and all employees, members of the public, representatives of partner organisations, and volunteers, with civility and respect in their role.	
The council has put in place a training programme for councillors and staff	
The council has signed up to Code of Conduct for councillors	

The council has good governance arrangements in place including, staff contracts, and a dignity at work policy.	
The council will commit to seeking professional help in the early stages should civility and respect issues arise.	
The council will commit to calling out bullying and harassment when if and when it happens.	
The council will continue to learn from best practice in the sector and aspire to being a role model/champion council e.g., via the Local Council Award Scheme	
The council supports the continued lobbying for the change in legislation to support the Civility and Respect Pledge, including sanctions for elected members where appropriate.	

Recommendation

That members consider the information contained within the report and recommend to a meeting of Full Council on 12 December 2022 that Barry Town Council signs up to the Civility and Respect Pledge.

EXPLORING A FOUR DAY WORKING WEEK**Report Author**

Emily Forbes, Chief Officer

Purpose of Report

As we have discussed as a Committee and Council previously, the pandemic has radically altered the way people work, and made remote and flexible working not just a possibility, but the norm. As a Council we have introduced hybrid working for office staff and seen increases in productivity from this and new ways of working that can benefit both employees and the needs of our business. The pandemic also prompted a rethink about work more generally, Peter Cheese (CEO of the CIPD) writing a significant book on *the New World of Work* and the importance of a new era (a fourth industrial revolution, sometimes being framed by other thought leaders as a Human Revolution).

Perspectives on working routines shifted at first due to unavoidable remote working, but this has shone a further light on the wellbeing of employees and achieving a better balance of work within life. If the world of work is changing, as an employer (and as officers / employees) the Council needs to remain open-minded if we want to keep an engaged and productive workforce. This paper asks the Personnel Committee to consider the Council's position on trialling a four day working week (i.e. 30 hours work rather than 37 hrs for a full time worker at 100% remuneration). Employees earn 100% of the pay, 80% of the time, in exchange for a commitment to delivering 100% of the output (known as the 100-80-100 model).

Detailed information

Trials of a four-day week are being undertaken across the UK, Ireland and US, under the auspices of the 4 Day Week Global Campaign (further information below). Research from Henley Business School showed that, for those organisations already offering a four-day week, the benefits included improved ability to attract and retain talent, improved employee satisfaction, reduced staff sickness, cost savings and increased productivity (see Appendices). From June 2022 until December 2022, more than 60 UK companies with over 3,000 workers participated in a six-month coordinated trial of the four-day working week as part of a global pilot programme.

The hypothesis is that a four day week will support:

- Increased Staff retention
- Increased Staff wellbeing
- Increased diversity in workforce

- Improve employee mood and wellbeing
- Higher Staff performance incentive
- Reduced stress
- Prevention of Burnout
- Better life-work balance
- More humanist approach
- Reduced carbon footprint
- Challenging gender inequality

4 Day Week Global Trial

The *4 Day Week Global* approach is based on the 100-80-100 model, pioneered by Andrew Barnes and Charlotte Lockhart in the landmark Perpetual Guardian trial in New Zealand in 2018. Joe O'Connor is CEO at 4 Day Week Global, and states that the companies that achieve the greatest gains are those where leadership empowers and enables their workforce to find solutions. Instead of the unhealthy obsession with ultra-micro, individualised measurement, the focus should be on collective output as collective measurement tends to elicit a more partnership approach focused on collective efficiencies and structural changes; this is the culture we are modelling at Barry Town Council, a growth and leadership mindset, where teams grow and develop together to deliver collectively for the people of Barry. Therefore, the four-day work week can complement strong, positive organisational cultures built on trust. As the largest reduced work time trial to take place anywhere in the world, the hope is that the UK pilot will provide the evidence and data which clearly demonstrates the feasibility and desirability of a four-day work week across a broad range of industries.

Local Authority evidence (Cabinet report attached)

South Cambridgeshire District Council is set to become the first local authority in the UK to trial a four-day working week for their office-based staff. The trial will start from January 2023 and last for three months with the approximately 470-strong workforce taking part, being given full compensation for a 30-hour week. The Leader of South Cambridgeshire District Council, Cllr Bridget Smith, said: "The trial would be all about seeing if a four-day week has the same positive impact on productivity, staff wellbeing and recruitment in Local Government, as seen elsewhere. As a Council we are leading the way on this; it could be truly ground-breaking for local councils nationally".

Staff retention is one of the driving forces behind the new trial with the local authority detailing how it has only been able to fill around eight of every 10 vacancies for more than a year. The staff turnover has been described as "disruptive to services for residents" as well as more costly with agency staff costing the authority more than £2m a year, whilst permanent staff are estimated to cost only half that per annum.

In order to monitor the efficacy of the initiative, and key performance indicators, the authority will investigate the speed of planning applications, call answering times, how long it takes to process council rent collections and benefit claims, as well as examining if the changes have made a perceivable impact on staff wellbeing and retention.

Private Sector evidence

Business and often Tech firms seem to lead the way in UK's best work/life balance with examples below with very flexible working patterns, hybrid working and much less of a traditional Monday to Friday 9-5 approach to their working week.

Arken

Software service provider Arken has successfully moved to a four-day working week after finding staff were happier and just as productive working these hours throughout the pandemic. Following a nine-month trial, the firm has now confirmed a four-day week for all of its full time staff. When asked at the end of June how they would rate productivity since the switch, 76% said they felt more productive than before and 19% said they felt just as efficient as when they worked five days. The firm had been in favour of a four-day week for some time but it was the first lockdown that gave them the opportunity to test the concept. They cited studies that show that a four-day week boosts employee work life balance and lowers burnout without sacrificing productivity, as well as challenging gender inequality. The company said that if the pandemic had taught the HR team anything, it was that creating a more sustainable way of working improves productivity and worker wellbeing.

“By introducing a four-day week we have been able to improve work-life balance, strengthen families, and reduce carbon emissions without sacrificing productivity, and we would urge all businesses to consider it,”

A shorter working week has also changed the way staff rate their employer, as eight in ten said it has improved their view of the company, and 85% of employees said it has increased the time they are likely to stay working there.

Cloud9

Software company Cloud9 Insight is offering employees another alternative on the four day week - a nine-day fortnight meaning they work Monday to Friday one week then Monday to Thursday the next, while only being asked to add 30 minutes to their normal working day. This means the business loses just three hours per person every fortnight compared to a regular 9-to-5 week. The worry with implementing a four-day work week every week was that staff would end up working much longer hours on work days and not being able to spend as much time as they want with their families. Carlene Jackson, CEO of Cloud9 Insight, stressed the importance of employees valuing their time outside of work;

"It's important that employees realise that life isn't about just making money. Our employees and our businesses have to be more connected with the community, with society and we need to give people the opportunity to have a better quality of life. I would love to encourage other business owners, especially those with professional services who are very fixed on this idea that time is money, to realise that actually you don't really have to get your employees to work the same hours, but just in less days. There is a better way and it's about trying to find a balance."

Recommendation:

That members of the Personnel Committee consider the report and appendices and formulate a policy view on whether the Council may consider a future trial of the four day week, for recommendation to Full Council at its meeting on 12 December 2022

Four Better or Four Worse?

A White Paper from Henley Business School



“

Our research explores the relationships between these workers, what drives them, what their needs are and how businesses need to adapt to meet them.”



Professor James Walker
Director of Research at
Henley Business School



Dr Rita Fontinha
Lecturer in Strategic Human
Resources Management

Foreword from Henley Business School

The world of work is rapidly transforming. Businesses need to better understand their employees' desires and aspirations, to enable them to recruit the best people and to keep those people happier and more productive in the workplace.

Henley Business School worked with independent insights firm Delineate on extensive research to explore a key piece to the puzzle – enabling employees to lead more flexible working lives. The good news is that although it will require a change in mind-set for some businesses, the substantial benefits of enabling flexibility can come at a low cost. But in order to maximise those benefits, businesses need to be able to tailor their practices to appeal to the new 'QuadGen' workforce.

We are now seeing four generations – Baby Boomers, Generation X, Millennials and Generation Z – working side-by-side. Our research explores the relationships between these workers, what drives them, what their needs are and how businesses need to adapt to meet them.

Flexible working is high on all their agendas; our research shows that businesses need to embrace flexibility in order to attract the younger generations in particular. Those generations appreciate that there are benefits to working in a collaborative environment where employers are able to demonstrate they care about the physical and mental health and happiness of their employees, by providing them with the conditions for a good work-life balance.

When it comes to flexible working, the buzzword at the moment is the four-day working week. Several high-profile companies have already begun to trial this, while other organisations are investigating what it could mean. Our research shows there are clear benefits: we found that those organisations already offering it are seeing improvements in employee satisfaction, increased staff productivity and a reduction in sickness absence.

But a four-day working week won't work for all. And while more and more companies are embracing flexible working practices, it is a step too far for some. We found that some businesses had concerns about the practicalities of implementing such an initiative, including their availability to their customers. We also found that some employees were worried their colleagues would perceive them as lazy if they only worked on four days.

This report offers valuable insight to business leaders on how the 'QuadGen' view the workplace, and our thoughts on the areas where those leaders should focus their attention. It won't be long before we're all asking the question: is four better, or four worse?

Professor James Walker
Director of Research at Henley Business School

Dr Rita Fontinha
Lecturer in Strategic Human Resources Management

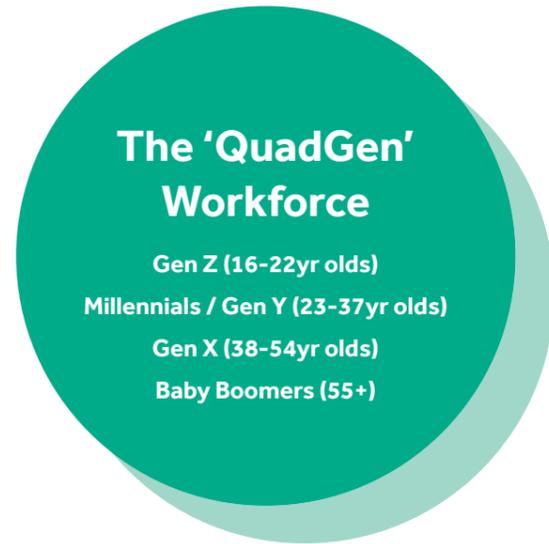
Four to the fore

It is a new dawn in the workplace. The age of 'QuadGen' is here and the way businesses respond will be crucial. As Generation Z joins Millennials, Generation X and Baby Boomers, businesses are eager to find a way for this diverse workforce to co-exist. The loudest rallying cry is for greater flexibility and there is one idea that has already gained global attention: the four-day working week*.

Our research of over 500 business leaders and 2,000 employees includes businesses that have already implemented a four-day working week. The results explore the benefits, challenges and alternatives to this changing work style, an initiative that could save businesses over £104 billion a year.

In 2019, more than a third of employees (35%) in the UK now work in businesses with all four generations in place. Both employers and employees see this as overwhelmingly positive. Nearly three quarters of employees agree that a mix of ages in the workplace is 'important' (73%), and an increasingly age-diverse workforce brings many benefits. That said, each generation has its own expectations about how the workplace should function.

Organisations are only just beginning to consider what impact the 'QuadGen' workforce will have on their business and management culture. Responding positively to the call for greater flexibility could be a solution to engaging all four generations of the workforce.



Driving the change

All employees can see the benefit of a four-day working week, but it is Gen Z and Millennials who lead the demand on businesses to make the change.

Younger employees cite shorter week options as a driver in their decision about which jobs they apply for. The reduced working week is no longer seen as an option only available to parents or carers. Now every generation believes greater work flexibility should be offered to all employees.

And businesses are also recognising the need for change. High profile organisations have explored how switching to a four-day working week would impact them, while prominent political parties and industry bodies are commissioning studies into its potential. Almost half (46%) of employers in larger businesses and the public sector believe that offering a four-day working week will be important for future business success.

Billions in benefits

Businesses that offer a four-day working week as part of their employee package find it has a broad set of benefits, including:

- Improving their ability to attract and retain talent
- Increasing overall employee satisfaction
- Reporting lower employee sickness levels
- Increasing productivity

Businesses state that these factors are helping them run more cost-effectively. The combined savings to UK business is already as high as £92 billion a year, 2% of total annual turnover.

The benefits aren't just for businesses of course. Employees are reportedly less stressed and happier in organisations implementing a four-day working week. Our research highlights positive impacts on family life, mental health, and physical fitness.

And beyond the world of work, we see potential environmental benefits to a shorter working week. Fewer journeys to and from work provides a potentially large 'green' dividend with less fuel consumption and a reduction in pollution.

Challenges and concerns

Inevitably, there is some resistance to implementing a new way of working. Reducing working days has its detractors. For example, for those organisations that need to provide customer service beyond standard office hours, a reduction in employee availability would be hugely impactful.

Many employers believe that incorporating such shifts will be complicated to put into practice, while half of employees would not opt for this way of working if they felt their employer didn't support it properly. What becomes clear is that any shift towards a flexible working week needs to be thought through and planned thoroughly.

Diverse workforce, diverse solutions

Flexibility is clearly a popular solution, but employers who see the four-day working week as a 'silver bullet' to supporting the 'QuadGen' shift should also consider alternative options. There are answers to be found in employee autonomy, for example allowing employees to choose which devices they use to do their work. Employers would also be wise to explore the creative combination of work and leisure spaces to generate a different kind of business environment.

The focus needs to shift towards a greater understanding of what each generation brings to a diverse workplace. Businesses should look to find approaches that celebrate difference while also finding areas of common ground. Bringing the whole workforce together around social purpose initiatives and promoting age-diverse teams for creativity and innovation are two examples. These areas

would go a long way to providing engagement without changing core working practices.

“ There are conflicting pressures between working flexibly and working less. The idea of flexibility doesn't necessarily lead to fewer hours.

A lot of overtime isn't accounted for in many of our jobs, because people are increasingly assessed by objectives. With a four-day week, we need to make sure people aren't working during their time off. ”

Dr Rita Fontinha
Lecturer in Strategic HR Management

“ Autonomy in organising your own work goes hand-in-hand with creativity. Taking an extra day out – even if you do leisure activities – will give your brain time to generate ideas. In future, we will need people who push the boundaries through creativity. ”

Dr Miriam Marra
Lecturer in Finance

*A four-day week; working for four days a week but being paid a full-time salary.

See page 14

The Flexible Edge

Half of UK businesses (50%) we surveyed say they have enabled a four-day working week for either some or all of their staff and report they are reaping rewards. Employee satisfaction has improved, employee sickness has been reduced, and savings of almost £92 billion (around 2% of total turnover) are being made each year.

Job sharing, flexitime and compressed hours are just some of the ways businesses are showing flexibility. It is now becoming more mainstream as personal priorities and lifestyles change. Countries such as the Netherlands have already passed legislation to make access to flexible hours and work location easier for employees. The UK may wish to follow suit in light of the demand for a more flexible approach, with organisations like the Trades Union Congress calling for a reduction in working hours as advances in technology emerge.

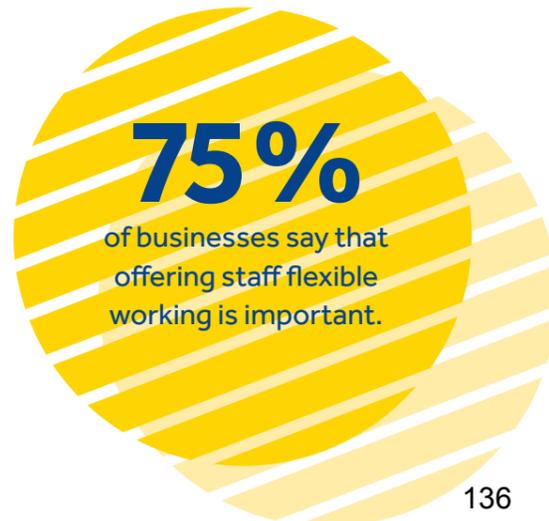
Flexible working policies are clearly an attractive proposition, a firm driver for all generations in their choice of employer. Flexible working options are particularly attractive to Gen Z employees, with 80% saying that it is an important factor when choosing where to work. And the four-day working week is seen by all as the best option within the flexible working mix. Nearly three-quarters (72%) of employees are attracted to a four-day working week.



A growing movement

The four-day working week is currently a flexible option or way of working found mainly in larger businesses. And in those organisations offering it, it is mainly to those in management positions. This follows the patterns we see in other types of flexible working, such as working from home, where senior managers lead the demand for this kind of benefit.

That's not to say that employers don't see the benefit of extending this flexibility beyond management. Businesses are now considering flexible working as a means of adapting to the 'QuadGen' workforce. 75% believe that offering flexible hours is an important adaptation to make, and 44% believe that the four-day working week is the right option.



The power of four

Flexibility is good for business, with employers already offering a four-day working week saying it has several clear benefits. Almost two-thirds (64%) of employers report an increase in staff productivity as well as an improvement in the quality of work being produced (63%). The experience of employers is reinforced by the beliefs of their employees, who feel that moving to a four-day working pattern would enable them to produce more work of better quality.

Part of the increase in productivity may lie in the fact that staff sickness has decreased in these businesses. 62% of businesses who offer the four-day working week say that sickness absence has been reduced. There is also a positive impact on wellbeing, with 70% of employers saying their employees feel less stressed at work and 78% say their people are happier as a result.



The improvement in efficiency and quality, along with the reduction in absence means savings are being made from flexible working patterns. Businesses who haven't yet implemented a four-day week believe they could save around £12 billion by moving to one which, in addition to the savings made by businesses already implementing it, makes a total combined saving of approximately £104 billion a year.

Benefits of a four-day week



“ Today's challenge with implementing the four-day working week and other flexible work arrangements lies in the heritage of the term. Originating as an accommodation (i.e. a special arrangement made for a person or group with different needs), flexible work arrangements have historically been viewed as 'special' or stigmatised – contributing to concerns about utilising such programmes. ”



Professor Karen Jansen
Professor of Leadership and Change

The Flexible Edge (Cont)

63%
of businesses say that flexible working options help them attract the right talent.

A final contributor to these savings is in recruitment. Of businesses already implementing a four-day week, 63% say a flexible working offer is helping them to attract the right talent, by demonstrating their forward-thinking approach to work. Notably, this is seen to attract older talent to a business (70%), as well as younger workers (64%).

This desire for flexibility connects back to our research into the growth of the 'side hustle' (2018). Businesses recognise that their potential employees expect portfolio careers (having more than one job) to be the norm, particularly in younger generations. 64% of Gen Z say that being able to work in other employment is an important consideration for them in choosing an employer. This broader approach to work is reflected in how Gen Z and Millennials say they would spend their time away from a main job. Nearly half of Millennials (49%) and 44% of Gen Z say that they'd use an extra day off to develop their work skills, while 57% of Millennials and 51% of Gen Z would develop new skills for personal interest.

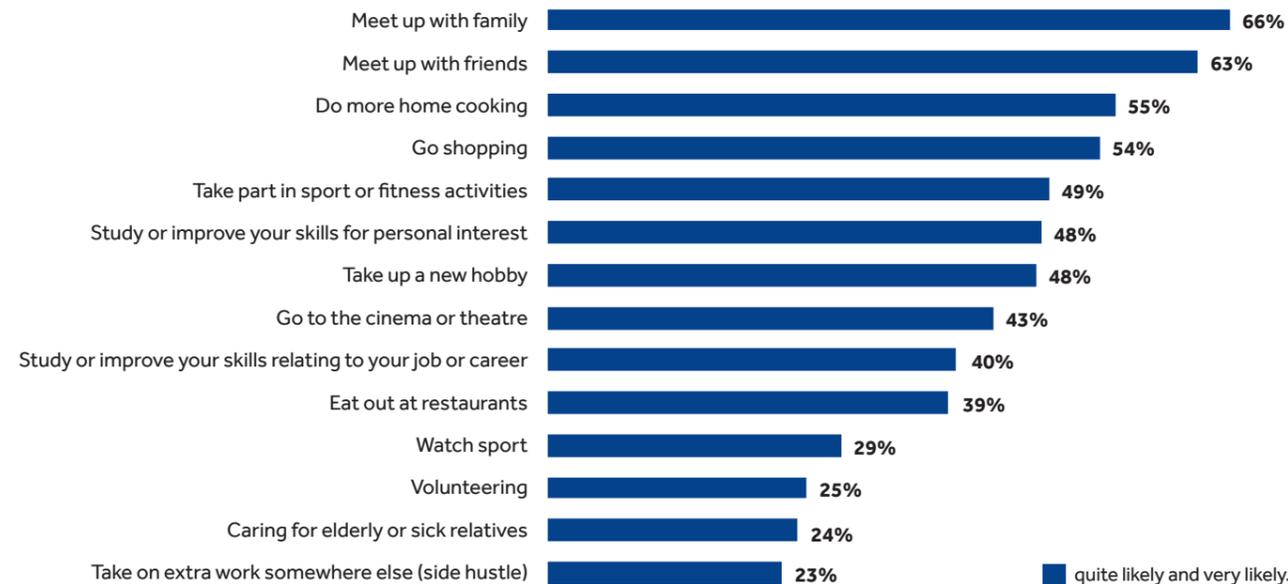
As well as attracting talent, the four-day working week also has the potential to improve employee retention and satisfaction. 69% of workers say they would enjoy their work more if they were able to work a four-day week. Over three quarters of employees (76%) anticipate that working fewer days would improve their overall quality of life.

Benefits beyond business

It is not just businesses that would benefit from a more flexible workforce. Moving to a four-day working week would have a knock-on effect for wider society. 69% of employees believe family life would improve as a result of the change in working practices. When asked how they would spend their extra day off, meeting up with the family was the most popular activity across all generations (66%). There would also be a positive impact on the high street, with 54% of people saying they'd use the extra day to go shopping, and a boost to charities with a quarter saying they'd use the time to volunteer.

70%
of workers believe working a four-day week would improve their mental wellbeing.

Utilising day off



Improved family and leisure time are factors in an anticipated improvement in mental wellbeing. 70% of people believe that if they had more work flexibility their mental health would improve. This is particularly important to Millennials (76%) and even 57% of Baby Boomers, the oldest generation in the workplace, agree.

66%
of employers already offering a four-day week say employees make fewer car journeys.

And finally, there is the potential of a 'green' dividend to having fewer people working five days a week. Around two-thirds (66%) of employers already offering a four-day week say their employees make fewer car journeys.

If all organisations were to introduce a four-day working week, with fewer journeys to work, travel would decrease by more than half a billion miles each week. This in turn would reduce fuel consumption and travel costs and, in this scenario, car mileage could reduce as much as 9%.

“When thinking about a four-day week, we need to understand that it's not a token day off. It's having a good, engaged, happy workforce that works to support the organisation's aims. But we need more than that. The next step would be to have a sensible approach to organising tasks in a way that gives people more autonomy. The more you can manage yourself, the better you do.”



Dr Tatiana Rowson
Lecturer in Coaching

“Some employees are choosing jobs, shifts, and hours that give them control over their time. Others have chosen companies that grant employees the autonomy and flexibility to achieve objectives and results regardless of when and where the work is done.”

21st century work no longer occurs within 'normal' business hours and demands on employees' time are idiosyncratic, individualised, and are best managed by the individual. What is needed is a new mind-set for how work gets done and programs that provide all employees the ability to customise and manage their work to effectively accomplish organisational goals.

Professor Karen Jansen
Professor of Leadership and Change



The four-day week trend shows no sign of slowing down with over a third of business leaders surveyed (34%), and nearly half (46%) of those in larger businesses, saying making the switch to a four-day working week will be important for future business success, so it is likely that there will be more trials and implementations in the coming years.

A shift too far?

Flexible working is the future for many businesses. 75% believe less rigid working hours are key to harmonising the age diverse workplace and 44% see a four-day working week as the right solution. However, there is a danger that this option becomes viewed as the only solution to the challenges of the 'QuadGen' workplace. For some employers however, the benefits are either unnecessary or not substantial enough to warrant implementation. Others are concerned that reducing employee availability would harm their customer relationships.



“Changes in the ways we work will make relationships at the workplace more elusive. New forms of work such as a four-day week are on the rise, cutting more employees off from frequent interaction with colleagues.”

Recent research found that the more friends you have at work, the longer you will stay with your company. In contrast, reduced social interaction, as a result of technological advancements and new forms of employment, leads to higher turnover because of loneliness and disengagement.

Work is not solely a place of economic transaction; it is part of our identities and a place for social interaction. A four-day week might be the right economic choice, but we need to develop a better understanding about its psychological and social side effects.”

Dr Washika Haak-Saheem
Associate Professor in Human Resource Management



Concern for the Customer

The biggest concern for employers when it comes to implementing a four-day working week is customer availability. 82% of employers not currently offering a four-day working week believe ensuring employees are available to the customer outweighs the need for flexible working practices.

This view is not shared by their employees. Only a fifth (21%) of employees feel that availability to the customer during core hours would be affected. Similarly, a quarter (25%) of workers feel they are required to be in the office when they could be working at other locations.

These conflicting points of view indicate that some employers may be holding on to more traditional ways of working (e.g. office-based only working) and have yet to engage with their employees on alternative working routines and methods.

The impact on customer service is a concern for small businesses. 91% of small business employers say it would be very difficult to offer the four-day working week because it directly affects availability for customers.

With fewer resources to cover core hours, pressure is on the employee to be available to the customer. An additional concern for smaller businesses is in trying to attract talent, where flexible working is increasingly seen as a required employee benefit.

Too tall an order

Implementation and management are major issues for businesses who want to offer a four-day working week. Almost three-quarters (73%) believe it would be too complicated to manage once in place.

Part of the challenge comes from defining what a four-day working week means. There is a lack of clarity in who chooses which day off an employee gets – the employer or the employee. Some businesses think of it as a reduction in hours whereas others think of it as compressing the same number of hours into a shorter timeframe. The challenge becomes how to implement a system that ensures consistency and fairness for all.

Employees are concerned how their employers would view their decision to opt for a shorter week. In addition, almost half of employees (45%) felt that they would be put off moving to a four-day week if they were perceived as lazy by colleagues and a third (35%) would be concerned about handing over their work to colleagues.

Additionally, some employers who have yet to implement a four-day week have cited resentment between staff (40%) as a cause for concern.

If an employer is considering introducing a four-day working week, any programme must have clear guidelines and management processes to maintain workplace harmony.

Mind the (generation) gap

More than a third (38%) of business leaders say that having several generations in the workplace can result in conflict. Some evidently see the four-day working week as a way to please all the generations in the workplace, particularly Gen Z and Millennials. But for some employees it could have the opposite effect. For example, if employers use a shorter week to attract younger talent into their business and existing employees remain on five-day patterns, this could lead to an increase in tension between the generations. It might be that an employer's good intentions only make things worse.

Over a third (39%) of people in the workplace already feel they are misunderstood by other generations. And a third say (33%) that this has made them unhappy at work. If there is a divide in the way the generations structure their working week, there is the potential to create a tribal mentality where one generation works one way, and another generation works differently.

Part of the 'QuadGen' challenge for business leaders is to grow understanding between an age-diverse workforce. Creating a sense of community across the generations could be the key, but 38% of employers see this as something they can do. It is possible that decreasing the amount of time employees are together could in turn limit the opportunities for inter-generational understanding.



Dr Tatiana Rowson
Lecturer in Coaching

Limitations of the four-day week

“The UK economy is service dominated, and with significant internationalisation in the service sector, when many other parts of the world are working on five days a week, there are implications for companies with global platforms and connections if the UK changes to a four-day week. It's important we have plans to ensure business continuity and mitigate any negative impacts.”

The impact of a four-day week may be felt differently depending on the size and maturity of the business. Start-ups may be affected differently compared to others who enjoy economies of scale.”



Professor Anupam Nanda
Professor of Urban Economics and Real Estate

Think broader

The four-day working week has its merits, but it may not be the optimal solution for every 'QuadGen' challenge. Businesses should consider a variety of options to meet the needs of the increasingly age-diverse workforce.

Improving inter-generational working is something that employers and employees both agree on. 84% of employers and 71% of employees believe that developing the relationships between the generations would improve the balance of skills across the workplace. They also agree it would improve the wider working environment, develop innovation through diverse thinking, and enable everyone to make a more effective contribution to the workplace.

So, what else can employers do to develop collaboration and interaction between the generations? Trying to find one single solution to fit all exacerbates the challenge. It would be more beneficial to think broadly and find a variety of ideas that meet the needs of the generations. The four-day working week could still be included, but as part of the wider mix of flexible working arrangements and other initiatives.

Support and celebrate difference

Recognising the differences in the ways generations want to work, and supporting them to do so, should be seen as a strength for an employer in attracting and retaining talent of all ages. Communicating the positive aspects can only increase awareness, understanding and collaboration between the generations.

Gen Z have a particular viewpoint on their careers. They expect to have a variety of work experiences. Similarly to their older colleagues, 88% of Gen Z still value pay and common benefits such as medical insurance and pensions, but they also believe that a career for life is a thing of the past. Their career interests are wider and they're more likely to expect a portfolio career (where they have more than one job). They're also following where Millennials have led, by engaging in a side hustle. As our 2018 'side hustle' White Paper shows, 34% of those aged 16-24 have a secondary job or businesses to their main career.

The desire in both Gen Z and Millennials to embrace portfolio careers and 'side hustling' sees them targeting their use of an extra day off. While some employees say time away from the office would be used for leisure activities, or to be with their family, over half of Millennials and Gen Z would use time away from their main job to develop skills for their personal interest.

Businesses have an opportunity to embrace the new skills being developed and work with the younger generations to explore how they can help them enhance a broader set of skills, for the benefit of both the employee and the employer. Applying these skills in inter-generational situations would lead to new ways of thinking and innovation.



Naeema Pasha
Director of Careers

“ Younger generations are responding to changes in the workplace – it's not that they are genetically pre-disposed towards certain work practices. Rather they recognise that a 'job for life' is no longer the norm and so they really have to think and work differently. In addition, they have grown up in a more diverse, international world compared to previous generations, and many now expect a progressive stance on LGBTQ+, race, gender, and disability issues from businesses. They also expect more open working environments and better approaches to flexible working (including side hustling) to meet their expectations on work-life balance.

This shift in the psychological contract between an employer and employee, also means that young people (and many people from all four generations) now expect companies to share similar values and ethics, in exchange for their loyalty. Employers need to recognise these changing attitudes if they want to engage talent from all four generations.

As for all workers, they need to know that careers are becoming vastly more varied and they really need to focus more on how they continuously renew skills and knowledge that will keep them employable. ”

Encourage autonomy

The way businesses use technology could be another way to improve inter-generational working. Two-thirds of business leaders (66%) believe that adapting technology to the needs of each generation is important. But they also acknowledge that it is hard to keep pace with the technology demands of younger workers.

Gen Z, raised in an always on, always connected environment, cite the ability to choose their own technology as a driver of where they want to work (66%). Providing employees with greater autonomy over their working methods is a quick win for employers.

Technology and ways of working matter, but even more important to younger generations is the workspace itself. Increasingly workplaces are being designed for greater inter-connectedness and to foster collaboration.

But Gen Z feel that their working environment needs to function differently, and more than three-quarters (77%) believe that an office with great facilities for leisure and work is important.

Share your purpose

Younger generations increasingly see their careers as an expression of who they are and what matters to them. More than half of Gen Z (53%) agree that they need to be able to express important values through their jobs. And all generations agree (84%) that an employer's values are an important aspect in making them an employer of choice. This is common ground for generations and an opportunity for business leaders to leverage 'QuadGen' unity.

It is not just about values however, it is also about impact and action. Many business leaders (56%) believe that taking an ethical stand on important issues is a factor in attracting younger generations to their organisations.

Gen Z agree. Nearly two-thirds want careers that enable them to have a positive impact on society. So, it is possible that we are actually witnessing the birth of the 'Wokeplace'. Here is an opportunity for businesses to develop an environment where strong human values, social consciousness and authentic purpose are a unifying force across the generations.

WOKE [woke]
[adjective] being alert to social issues, discrimination and injustice.



Dr Benjamin Laker
Professor of Leadership

“ The younger generations want autonomy, mastery and purpose. And if they get them, they'll give everything, and you'll have a highly energised workforce. A four-day week could be a way of achieving that if it makes them feel trusted and empowered. ”

84%
agree company values are important in choosing an employer.

“ The world is more multifaceted now, with different family structures, and quite rightly people are starting to need more purpose from their jobs. It's a big part of you; you spend more time at work than at home. You have to get purpose from it, otherwise it's not going to be a particularly rewarding exercise, and that means you won't be engaged, and your productivity will be low. ”

Dr Benjamin Laker
Professor of Leadership

About the study

The research set out to investigate the quad generation workforce and comprised a rigorous and large-scale investigation of the scale, nature and impact of changing working practices across the UK.

Henley Business School worked with independent insights firm Delineate, and their sister fieldwork company opinion.life, who were commissioned to conduct the survey in partnership with the Business School, whose experts provided commentary and analysis on the findings.

An initial phase of qualitative interviews was carried out, in order to identify key themes, trends and language to be used in the quantitative phase:

- Four telephone depth interviews with business leaders, one in each generation
- Four telephone depth interviews with working people, one in each generation
- Five telephone interviews with subject matter experts from Henley Business School

This was followed by two quantitative online surveys among the following audiences, conducted in May 2019:

Business Leaders

- A national sample of 505 C-suite UK business leaders and owners
- The sample was structured to achieve representation across business sizes, with the following distribution of employees: Zero – 70, Micro (1-9) – 133, Small (10-49) – 86, Medium (50-249) – 78, Large (250+) – 138
- Financial contributions are calculated using a weighting scheme data based on ONS company turnover data
- The margin of error for a sample of n=505 is +/- 4.4% at the 95% confidence level.

Working People

- A base sample of 2,063 UK adults aged 16+, which was nationally representative by age, gender and region (Source: ONS), regardless of working status
- The base sample provided representative sub-samples of working people as follows:
 - Gen Z (16-22) – N = 206
 - Millennials / Gen Y (23-37s) – N = 717
 - Gen X (38-54s) – N = 694
 - Baby Boomers (55+) – N = 446
- The margin of error for a sample of n=2,063 is +/- 2.2% at the 95% confidence level

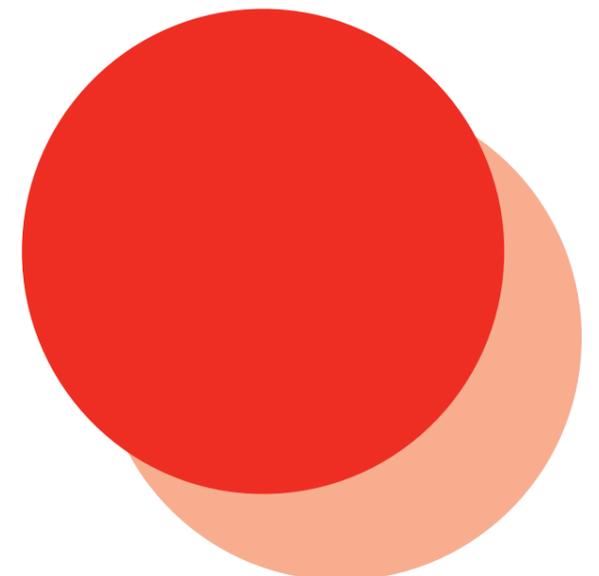
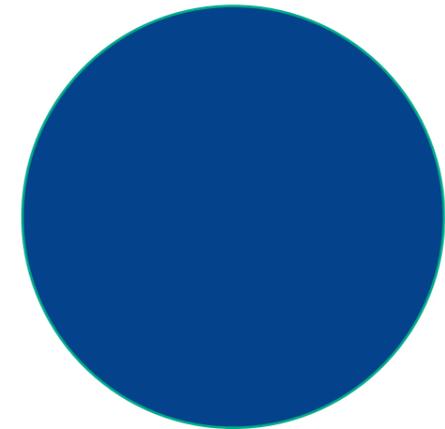
Survey participants were selected from online consumer panels and then invited to complete the online survey by mobile or computer.

Key definitions

'Four-day week' refers to the working pattern where businesses offer some or all of their staff the ability to work for four days while still being paid a full-time salary. We include businesses where four-day weeks are only offered to some staff (e.g. senior management). We are neutral about the number of hours worked, hence our definition includes compressed hours patterns, where full-time working hours may be fitted into four days.

Cost-saving estimates: Business leaders were asked to estimate, taking everything into account (including changes in productivity, employee satisfaction, business running costs, etc) the impact that offering employees a four-day week had on their costs. They were asked to express the change in cost in terms of percentage of turnover. The data was summarised in bands by organisation size and percentage change and applied to total UK organisational turnover by employee size band¹ to enumerate the net cost change in UK.

¹ Source: Business Population Estimates for the UK and Regions, Department for Business, Energy and Industrial Strategy, 2018.



#FourBetterFourWorse
@henleybschool

For more information please contact:

Henley PR Team
pr@henley.ac.uk
+44 (0)118 378 8676
henley.ac.uk



Where business comes to life
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Report to:	Cabinet	12 September 2022
Lead Cabinet Member:	Councillor John Williams, Lead Cabinet Member for Resources	
Lead Officer:	Liz Watts, Chief Executive	

Trialling a four-day week at the Council

Executive Summary

1. The Council has significantly changed the way it works as a result of the Covid-19 pandemic, with an increase in the use of technology, more flexible working, and more home working, all while maintaining standards across frontline services for residents and businesses. We are however still faced with recruitment issues, across a range of services, and an increasingly challenging financial environment. The need to continue to develop new ways of working that will protect services to residents and businesses, whilst maintaining a motivated and highly productive workforce has led to a proposal to trial a four-day week.
2. Trials of a four-day week are being undertaken across the UK, Ireland and US, under the auspices of the 4 Day Week Global Campaign¹. Research from Henley Business School² showed that, for those organisations already offering a four-day week, the benefits included improved ability to attract and retain talent, improved employee satisfaction, reduced staff sickness, cost savings and increased productivity.
3. A three-month trial is proposed, initially only for desk-based staff, to assess whether these benefits could be secured for the Council. If successful, it is proposed that a further trial would be run for blue collar colleagues.

Key Decision

4. No

Recommendations

It is recommended that:

¹ [4 Day Week Global](#)

² [Four Better or Four Worse? A White Paper from Henley Business School
HenleyBS_A4_whitepaper_2019_AW2.indd](#)

5. Cabinet approves a trial to be run from January – March 2023, preceded by a planning period of three months.
6. Cabinet requests the Employment & Staffing committee to receive update reports at its meeting on 10 November 2022 and 23 February 2023, with a view to reporting back to Cabinet after the end of the trial making recommendations as appropriate.

Reasons for Recommendations

7. To assess whether a four-day week could deliver benefits to the Council, and understand better the opportunities and challenges involved in changing the way we work.

Details

Why change and why now?

8. If the pandemic taught us anything it is that we can do things differently. Nobody believed – or even imagined – that it would be possible to run the vast majority of Council services from our colleagues' homes. But the experience of the pandemic has also caused people to think differently about their work/life priorities, and the workforce is now a more complex place to recruit and retain into. The Council wishes to create a workplace that is the very best it can be, which in turn delivers the best possible service to residents. Therefore, a trial of this type of working is merited. It is a bold suggestion that shows how much the Council values its colleagues while at the same time seeks to maintain and improve service standards.
9. The 4 Day Week Global Campaign started a trial including about 70 companies in the UK on 6 June. A news story and links are here: [Huge 4-Day Work Week Experiment Begins in The UK: The Largest Ever Conducted \(sciencealert.com\)](https://www.sciencealert.com/huge-4-day-work-week-experiment-begins-in-the-uk-the-largest-ever-conducted)
10. A four-day week is when people work one less day per week but still get paid the same salary. It is different from 'compressed' hours (when the same number of hours are worked over fewer days).
11. Some organisations have introduced a four-day week where the entire business closes (except for a skeleton staff) for one day. This would clearly **not** be possible in the council, and so we would look to spread days off across the week (and pro rata for part time colleagues). During the planning period we would identify whether, with increased flexibility from colleagues, we would be able to **extend** our opening hours to residents and other customers.
12. When a four-day week works well, the benefits include:
 - Improved employee health and wellbeing
 - More motivated employees
 - Improved productivity

- Reduced sickness rates
- Better retention
- Improved recruitment
- No loss of performance
- Improved quality of work output
- Reduced cost of agency staff

What would the Council gain from a trial?

13. Our success as a council depends on our people. Recent anecdotal evidence from across the council suggests that some colleagues feel stressed and are struggling at work. This picture was reflected at the recent LGA conference and is regularly reported in the local government press; it is not just an issue local to South Cambridgeshire District Council (SCDC).
14. A staff survey has been carried out to identify these issues in much greater detail and early results will be reported to Cabinet at the meeting.
15. We also know the challenges we have recruiting; Fill rate has been 80% or less for the last five quarters (55% in Q4 of 21/22) as reported to Employment & Staffing Committee on 9 June 2022³. If the trial were to prove successful and we moved to being a four-day week employer, people would immediately benefit from a better work-life balance, and our recruitment problems would likely be significantly reduced as this would be seen as a significant benefit to potential applicants.
16. Our current use of agency staff across the Council to fill posts that we can't recruit to is significant. When considering office-based staff, excluding agency staff whose posts are externally funded, as of August 2022, we have 23 agency staff. If we were to extrapolate their costs over a 12-month period, it would be £2,065,000. If these posts were filled with permanent staff, the costs would be approximately £1,100,000. Saving close to £1,000,000. If the trial were to be extended to manual staff, these savings would be increased – we average 25 agency staff in the depot at any one time. Obviously there is no guarantee that all of these savings could be delivered – for example, there are often occasions when we choose to appoint agency staff for a short term contract – it is clear from the scale of agency costs that there are savings to be made.

What would our customers gain from a trial?

17. The knock-on effect of improving our ability to recruit and retain cannot be underestimated. Many of our jobs are knowledge intensive and turnover can mean institutional memory is quickly lost. A number of services fill vacancies with agency staff (especially in Planning) which is both expensive (as shown above) but also suboptimal in terms of consistency and continuity. For example, it is incredibly disruptive when case officers change during the process of a planning

³ [\(Public Pack\)Agenda Document for Employment and Staffing Committee, 09/06/2022 10:00 \(moderngov.co.uk\)](#)

application or compliance case. Customer service could therefore be expected to improve, with fewer points of failure through 'handover' caused by turnover. We will also investigate the possibility of extending opening hours to the public as part of the trial.

Planning Period (October – December 2022)

18. Evidence from previous trials is clear that the key to successful implementation is a detailed planning period during which employees are engaged in contributing ideas and proposals as to how they/their teams could become more productive.
19. This would be a real opportunity for the Council to work collaboratively with colleagues, unions and councillors, to identify how we can improve productivity. The sorts of suggestions we might expect would be shorter meetings, with a critical interrogation of the value of each and every Teams call. Also, it would press home the importance of ensuring those meetings that occur have clear outcomes. Suggestions may also include better diary management (ensuring that 'important' work isn't constantly the victim to 'urgent' work), reducing demand failure through more 'right first time' work, better communications (for example fewer/shorter and clearer emails). Enabling colleagues to identify where they can become more productive and removing any barriers is an essential precursor to the trial period itself.

Trial Period (January – March 2023)

20. The formal trial period would take place from January – March 2023, to align with our performance reporting data. If the initial results are positive, the plan would be to continue the four-day week during April and May, whilst we analyse the full results and report back to Employment and Staffing Committee and Cabinet in May 2023. However, this extension during April and May is entirely dependent on initial findings and experiences during the formal trial period.

How will we measure success?

21. At the end of the trial, we would assess success using the following measures:
 - Performance (using our standard suite of Key Performance Indicators (KPIs) for Quarter 4) which will indicate whether there is any impact (positive or negative) on service levels across the Council
 - Health and Wellbeing (using an industry approved survey for all colleagues in the trial)
 - Further detailed interviews with a selection of colleagues, union representatives and councillors to get deeper understanding than the secondary data sources above.
22. If we could show that there had been no adverse impact on performance, and that people's health and wellbeing had improved, we could move to a more formal one year trial, during which we would start to collect longer term data on recruitment and retention, measuring three things:

- Are we getting larger numbers of applicants for roles that we struggled to recruit to previously?
- For those people who are leaving the organisation, are there fewer adverse exit interviews (ie their reasons for leaving are not related to a negative experience of working at SCDC)?
- What are the cost savings delivered by reducing the use of agency staff?

23. At this stage we would also look to undertake a trial with our blue collar colleagues.

Communications Plan

24. As noted in the risks section below, there will likely be significant interest in the trial from our communities, partners and the media. This is because we would be one of the very first local government employers to trial a four-day week. Being first to trial anything – especially on a national scale like this – is of course fully expected to lead to wider interest in Council activities than perhaps has previously been the case. A detailed communications plan has been drafted to ensure residents, businesses, staff, councillors, partners and other key stakeholders are kept informed and updated at the appropriate stages.

Partners

25. Strong partnership working is key to the Council's operations, particularly where we share services. Key partners have had informal briefings in the run up to this report being published, to ensure that they understand the rationale behind the trial, and are clear about how we will measure the outcome of the trial, and further briefings will take place during September if Cabinet support the proposed trial.

Options

Cabinet could decide not to approve the trial.

Implications

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

Financial

27. There would be no cost to undertaking the trial.

Legal

28. As this is only a 3-month trial no contract or employment policy variations will be required and holiday entitlement, pension and other benefits will remain unchanged.

Staffing

29. As set out in the report.

Risks/Opportunities

30. There are risks involved with any change to working patterns. Since this is a trial, these risks would be time-limited. They include:

- Adverse publicity. Although some other councils are considering a trial, SCDC would probably be the first to undertake one. Inevitably we will attract publicity, and a clear communications plan has been drafted to ensure residents, businesses, staff, councillors, partners and other key stakeholders are kept informed and updated at the appropriate stages. Although much of the media coverage has actually been very positive about the 4 Day Week Global Campaign trials, including from major news media such as the Financial Times⁴, a public sector trial may be perceived negatively.
- Potential for short term disruption (as was experienced with the move to homeworking during March 2020). The devil is in the detail - for example organising who is working when, and a host of other detailed HR issues such as for part time staff whose reduction in hours during the trial will be on a pro-rata basis. This is why we need a planning period in advance of the trial.
- Dissatisfaction from agency/contractor/bank staff who would not be included in the trial.

Equality and Diversity

31. Given that at this stage we are only recommending a trial, no Equality Impact Assessment has been undertaken. Should we move to an extended trial we would certainly need to assess all of the equality issues. It is anticipated that these will emerge during the planning period and trial, thereby making them easier to accurately assess post trial, should extension be considered.

⁴ [UK companies trial four-day working week with same pay | Financial Times \(cam.ac.uk\)](https://www.cam.ac.uk/news/2020/04/uk-companies-trial-four-day-working-week-with-same-pay)

Climate Change

32. Evidence from the Henley Business School (link above) suggests that 67% of employees would drive their car less if they were to work a four-day week. Given that the Council already offers significant home-working, it is not clear whether this benefit would be achieved, but it will be monitored.

Health & Wellbeing

33. As set out in the report.

Consultation responses

34. No consultation has taken place yet. The planning period is intended to be an extensive engagement exercise with colleagues and the unions. Post-trial, depending on the outcome, further consultation would be expected with partners and stakeholders.

Alignment with Council Priority Areas

A modern and caring Council

35. A trial will be a significant exercise in understanding whether we can achieve the benefits outlined above, thus maintaining services to residents and improving the health and wellbeing of employees.

Background Papers

Employment & Staffing Committee 9 June 2022: Retention and Turnover Report Quarter 3 and Quarter 4 2022 [Q4 2021-22 ESC Report Combined Final Turnover.pdf \(moderngov.co.uk\)](#)

Report Author:

[Liz Watts](#) – Chief Executive
Telephone: (01954) [712926](#)

TO NOTE THE 2022-23 – NATIONAL PAY AWARD

Report Author

Rebecca Blackwell – Office Team Leader

Attached: A. NJC National Salary Award 2022/23

Purpose of Report

To provide members with the new pay scales for 2022/23 to be implemented from 1 April 2022.

Background Information

On the following page is the NJC National Salary Award Pay Scales

Recommendation

Members are requested to receive the new salary scales and to note that they have been implemented by the Chief Officer in accordance with the scheme of delegation.

2 November 2022

E02-22 | 2022-23 NATIONAL SALARY AWARD

The LGA has notified us they have come to an agreement on the new pay scales for 2022-23 to be implemented from 1 April 2022. Employers are encouraged to implement this pay award as swiftly as possible.

“Pay

Agreement has been reached on rates of pay applicable from 1 April 2022.

Employers are encouraged to implement this pay award as swiftly as possible.

Backpay for employees who have left employment since 1 April 2022

If requested by an ex-employee to do so, we recommend that employers should pay any monies due to that employee from 1 April 2022 to the employee’s last day of employment.

When salary arrears are paid to ex-employees who were in the Local Government Pension Scheme (LGPS), the employer must inform its local LGPS fund. Employers will need to amend the CARE and final pay figures (if the ex-employee has pre-April 2014 LGPS membership) accordingly. Further detail is provided in [section 15 of the HR guide](#) which is available on the [employer resources section](#) of www.lgpsregs.org”

The attached Annex lists the new pay scales for clerks and other employees employed under the terms of the model contract including SCPs 50 and above. These calculations are based on the changes agreed by the NJC. These should be retrospectively applied from 1 April 2022.

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ANNEX 1

SCP	1 April 2021		1 April 2022		Scale Ranges
	£ per annum	* £ per hour	£ per annum	* £ per hour	Based on SCP
1	£18,333	£9.53	£20,258	£10.53	Below LC Scale (for staff other than clerks)
2	£18,516	£9.62	£20,441	£10.62	
3	£18,887	£9.82	£20,812	£10.82	
4	£19,264	£10.01	£21,189	£11.01	
5	£19,650	£10.21	£21,575	£11.21	LC1 (5-6) (below substantive range)
6	£20,043	£10.42	£21,968	£11.42	
7	£20,444	£10.63	£22,369	£11.63	LC1 (7-12) (substantive benchmark range)
8	£20,852	£10.84	£22,777	£11.84	
9	£21,269	£11.05	£23,194	£12.06	
10	£21,695	£11.28	£23,620	£12.28	
11	£22,129	£11.50	£24,054	£12.50	
12	£22,571	£11.73	£24,496	£12.73	
13	£23,023	£11.97	£24,948	£12.97	LC1 (13-17) (above substantive range)
14	£23,484	£12.21	£25,409	£13.21	
15	£23,953	£12.45	£25,878	£13.45	
16	£24,432	£12.70	£26,357	£13.70	
17	£24,920	£12.95	£26,845	£13.95	
18	£25,419	£13.21	£27,344	£14.21	LC2 (18-23) (below substantive range)
19	£25,927	£13.48	£27,852	£14.48	
20	£26,446	£13.75	£28,371	£14.75	
21	£26,975	£14.02	£28,900	£15.02	
22	£27,514	£14.30	£29,439	£15.30	
23	£28,226	£14.67	£30,151	£15.67	

	1 April 2021		1 April 2022		Scale Ranges
SCP	£ per annum	* £ per hour	£ per annum	* £ per hour	Based on SCP
24	£29,174	£15.16	£31,099	£16.16	LC2 (24-28) (substantive benchmark range)
25	£30,095	£15.64	£32,020	£16.64	
26	£30,984	£16.10	£32,909	£17.10	
27	£31,895	£16.58	£33,820	£17.58	
28	£32,798	£17.05	£34,723	£18.05	
29	£33,486	£17.40	£35,411	£18.40	LC2 (29-32) (above substantive benchmark range)
30	£34,373	£17.87	£36,298	£18.87	
31	£35,336	£18.37	£37,261	£19.37	
32	£36,371	£18.90	£38,296	£19.90	
33	£37,568	£19.53	£39,493	£20.53	LC3 (33-36) (below substantive range)
34	£38,553	£20.04	£40,478	£21.04	
35	£39,571	£20.57	£41,496	£21.57	
36	£40,578	£21.09	£42,503	£22.09	
37	£41,591	£21.62	£43,516	£22.62	LC3 (37-41) (substantive benchmark range)
38	£42,614	£22.15	£44,539	£23.15	
39	£43,570	£22.65	£45,495	£23.65	
40	£44,624	£23.19	£46,549	£24.19	
41	£45,648	£23.73	£47,573	£24.73	
42	£46,662	£24.25	£48,587	£25.25	LC3 (42-45) (above substantive benchmark range)
43	£47,665	£24.77	£49,590	£25.77	
44	£48,857	£25.39	£50,782	£26.39	
45	£50,074	£26.03	£51,999	£27.03	
46	£51,334	£26.68	£53,259	£27.68	LC4 (46-49) (below substantive range)
47	£52,607	£27.34	£54,532	£28.34	
48	£53,768	£27.95	£55,693	£28.95	
49	£55,274	£28.73	£57,199	£29.73	

	1 April 2021		1 April 2022		Scale Ranges
SCP	£ per annum	* £ per hour	£ per annum	* £ per hour	Based on SCP
50	£56,658	£29.45	£58,583	£30.45	LC4 (50-54) (substantive benchmark range)
51	£58,070	£30.18	£59,995	£31.18	
52	£60,007	£31.19	£61,932	£32.19	
53	£61,938	£32.19	£63,863	£33.19	
54	£63,878	£33.20	£65,803	£34.20	
55	£65,831	£34.22	£67,756	£35.22	LC4 (55-62) (above substantive benchmark range)
56	£67,759	£35.22	£69,684	£36.22	
57	£69,712	£36.23	£71,637	£37.23	
58	£71,626	£37.23	£73,551	£38.23	
59	£73,441	£38.17	£75,366	£39.17	
60	£75,295	£39.13	£77,220	£40.14	
61	£77,193	£40.12	£79,118	£41.12	
62	£79,144	£41.14	£81,069	£42.14	

* Hourly Rates

As per the national agreement, hourly rates are calculated by dividing annual salary by 52 weeks and then by 37 hours. Please note that these hourly rates differ from those published by NJC for Principal Authorities as the calculation basis differs. Please also note that NJC have resolved to delete SCP 1 w.e.f. 1st April 2023