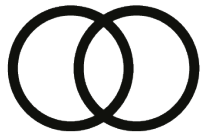


4DW planning - Making it work for wellbeing

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CLES
the national organisation
for local economies



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Who we are and what we do

- The UK's **national organisation** for **local economies**
- Working directly with local, regional and devolved governments to advance progressive economics.
- Thinking and doing – implementing policies and practices at the local level which can help to reshape local economies.
- Advancing community wealth building practice.
 - *A people-centred approach to local economic development.*



4DW – making it work for wellbeing

Evidence shows where organisations have switched to a shorter working week – particularly those engaged in primarily desk-based work (as CLEES does), employees maximise use of their time by eliminating unproductive activities such as sending pointless emails, sitting in lengthy meetings and 'cyberloafing' (messaging around on the internet).

The effect of these changes are to increase productivity.

Whilst the exact levels of productivity increases vary depending on what outputs are measured (evidence suggests anywhere between 25 to 40 per cent).



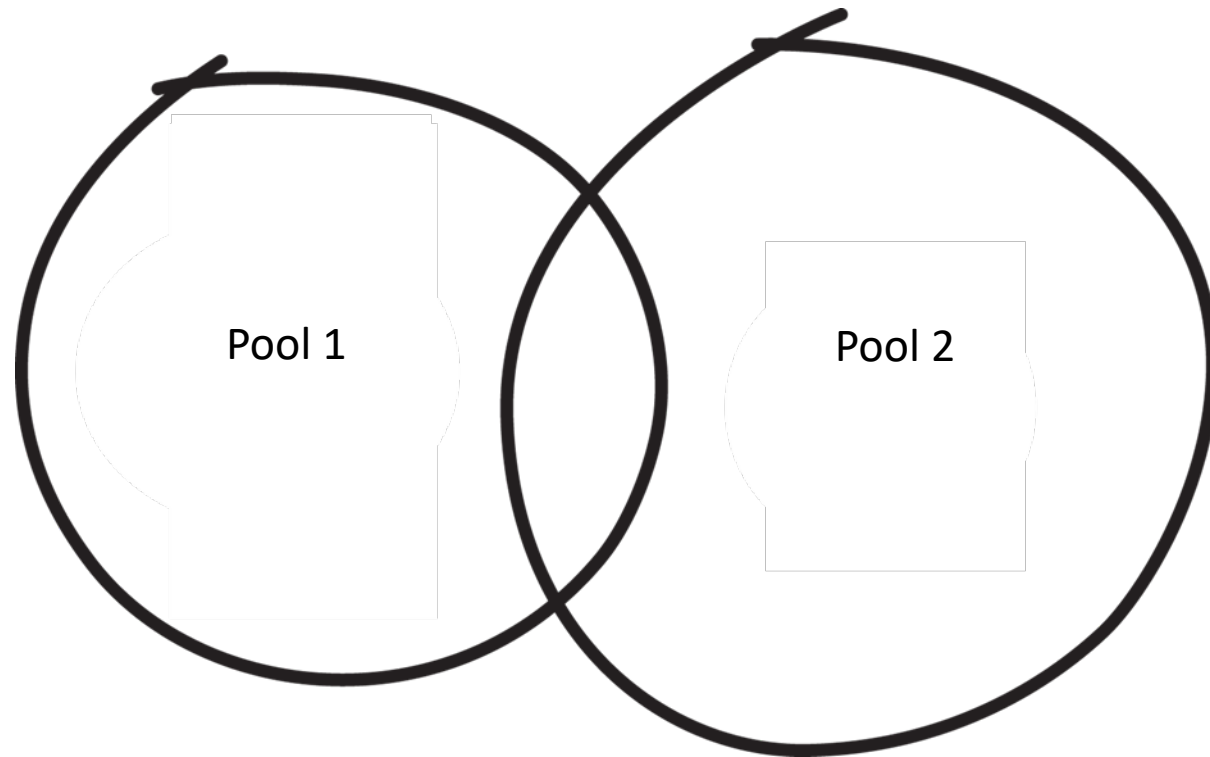
CLEES' 4DW planning

The guiding principles in the design of our approach have been informed by what originated as a staff proposal:

1. Reduce the working week to 4 days to support a better work/life balance and improve staff wellbeing
2. Manage the transition to a hybrid working environment in recognition of the changing nature of work post covid.
3. Maximise staff capacity and therefore CLEES income while delivering the above, working with the budget we have already set for the year (Jul-Jun).



Pool 1 / Pool 2



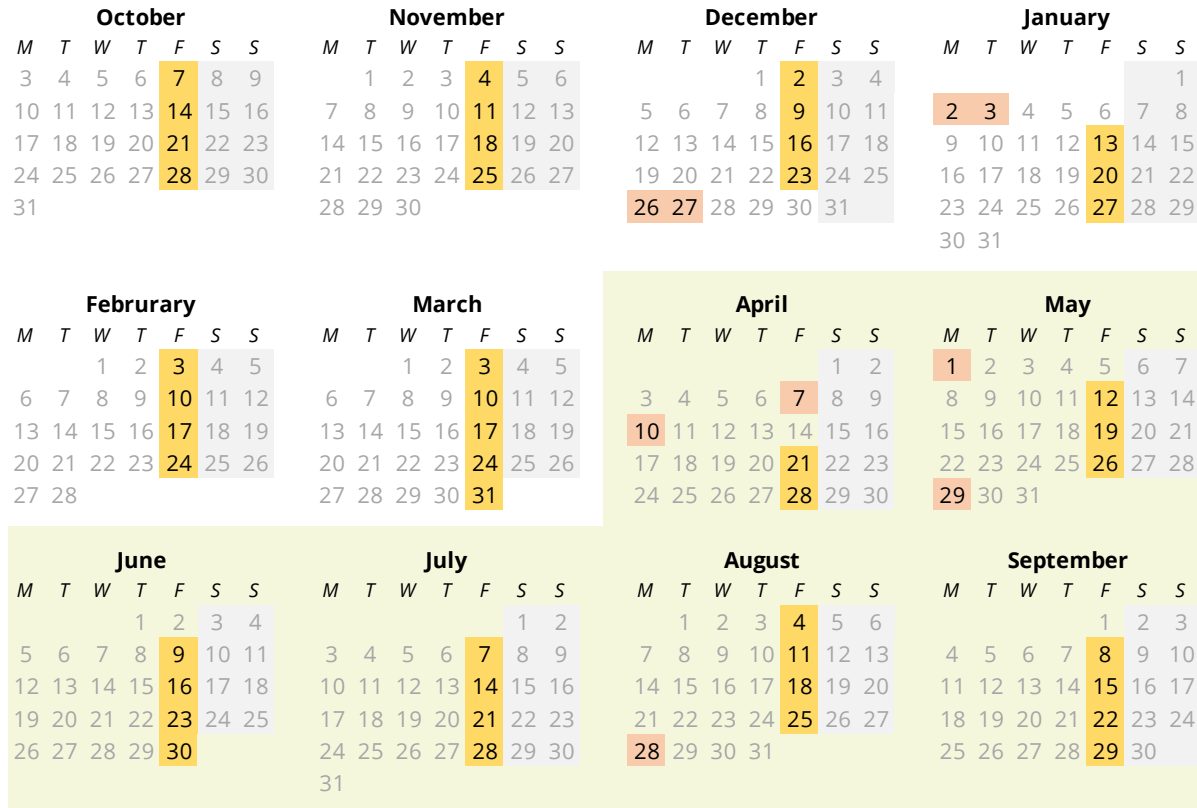


CLEES' 4DW planning

- Crowdsourced questions from staff:
 - How will the 4DW affect my terms and conditions of employment?
 - How will the trial reflect existing patterns of work?
 - How will the working week differ?
 - How will my salary be affected?
 - Will my pension be affected?
 - What about Student Loans?
 - Will annual leave change during the trial?
 - What are we going to do about bank holidays?
 - Are we going to have a fixed non-working day?



The 4DW & annual leave



- 4DW is suspended in a bank holiday week
- Annual leave is pro-rated to 80% of 5DW allowance



4DW – making it work for wellbeing

- Expected costs
 - Opportunity cost of reduced capacity
 - Uplift of current PT staff to 5DW salary and on-costs
- Expected opportunities
 - Increase in productivity
 - Increase in day rates
 - Fewer staff turnover costs
 - Fewer sick days
 - Lower office running costs



External support from Autonomy



- Support with design
- Pre trial, Mid trial, End of trial
 - Multiple choice survey
 - Workshop
 - 1-2-1 calls
 - Additional tracking calls with selected project managers
 - Feedback report
- Internal nurture sessions – Making it work for wellbeing



Increasing productivity not stress

- Delivering an increase in productivity will not (necessarily) happen automatically.
- The whole point of the 4DW is to give staff a better work life balance and improve wellbeing.
- If staff are stressed on their working days due to the reduction in hours, the trial has failed.
- So how do we collectively work together to increase productivity without increasing stress?



Increase in productivity

- Where do we think we can make productivity savings?
- How do we make better use of time?
- What are the trade offs and are we prepared to accept them?
 - Project management
 - We discussed more consistent project management at a nurture session
 - Project Initiation Document (PID)
 - Working smarter
 - Team meeting down to 1 hour saves 9 hours a week
 - Internal meeting half hour by default?
 - Meeting agendas? More focused meetings?
 - Multiple people in the same meeting/same event
 - Do we cover content more than once in meetings (SMT/Team meeting)



Metrics of success

1. Productivity

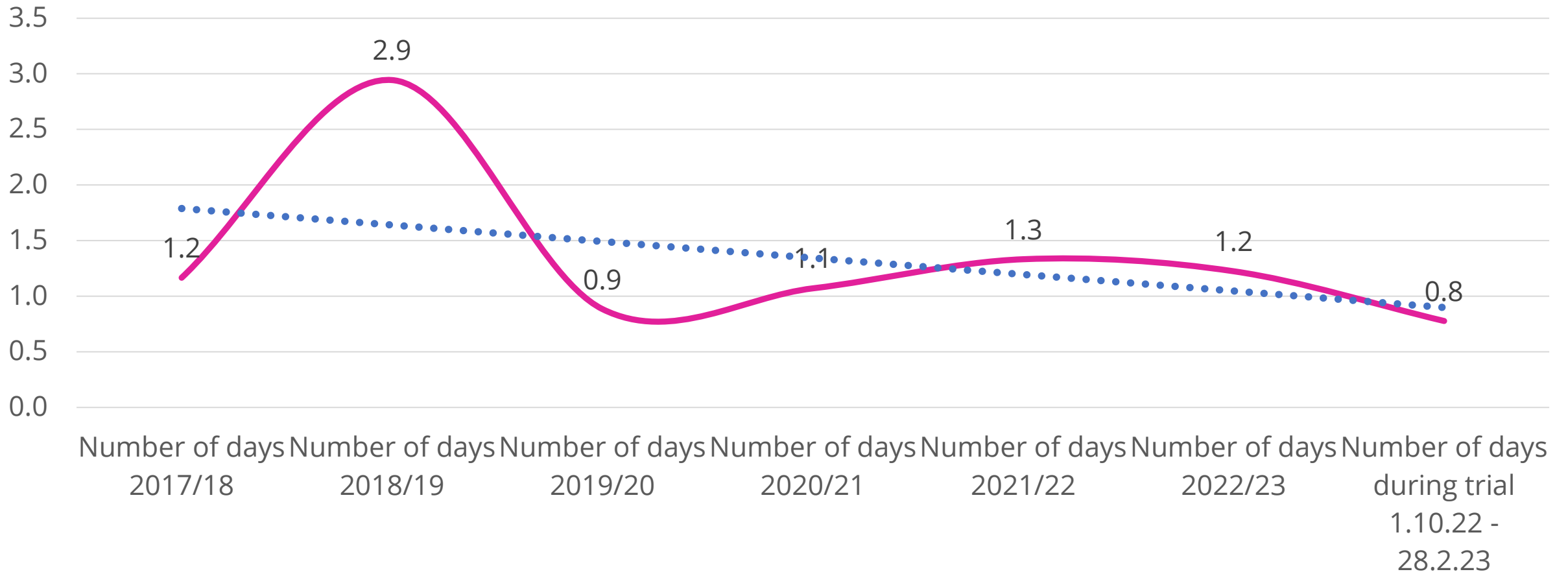
- Billable hours worked (Timesheets)
- Ratio of time spent – income earning vs non income earning (Timesheets)
- Projects completed within timeframe (Planner)
- Bottom line financials (Invoicing)
- Numbers of meetings (Calendar)

2. Staff health/wellbeing:

- Employee happiness levels (Autonomy survey & interviews/workshop - pre/post)
- Sick days (vs historical average)
- Staff turnover (vs historical average)



Sick leave (days per person)





Staff wellbeing

- The feedback has been overwhelmingly positive. Staff described the trial as “wonderful”, “amazing”, “successful” and “revolutionary”.
- General feeling of being more focused (e.g. spending less time making a cup of tea or on their phone) and some said their brains were working non-stop - which was a good thing!
- Everyone said their personal lives had improved during the trial.
- Most commonly, the team was using their additional free time to socialise more with friends, spend time with their families and children, travel to see friends and family, do DIY, learn skills and pursue hobbies.
- Several people reported moving their ‘life admin’ (cleaning, washing, food shopping etc.) to Fridays, so that they can properly relax on Saturday and Sunday and feel less rushed on the weekends.
- Some of the team commented on being stricter about their work-life boundaries now, including turning off email and Twitter alerts outside of work.