

Productivity Policy

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Purpose

This Policy provides a framework for colleagues to decide whether to opt-in to this benefit. This opt-in benefit aims to:

- support colleagues' wellbeing.
- provide a competitive benefit to attract top talent in recruitment.
- encourage retention of key skills through high performing, committed colleagues.

Scope of the Policy

Colleagues can opt-in to this benefit if they are on a permanent or fixed term employment contract with South Cambridgeshire District Council (SCDC).

New starters will need to complete six weeks' service with SCDC and have completed all mandatory e-learning or role specific training required for their job before they are eligible to opt-in to the Productivity Policy agreement.

Casual workers and agency staff are not eligible to opt-in to the Productivity Policy.

Productivity Benefit

This benefit of this policy provides colleagues with the opportunity to complete 100% of their work in 86.5% of their contracted hours and get paid 100% of their salary.

For the remainder of their contracted hours, colleagues will benefit from a contracted "scheduled rest day." For part-time colleagues, this might be a few hours rather than a full day - for example, one afternoon per week. However, for the purpose of this policy it will be called a "scheduled rest day".

To enjoy the benefit of this policy, colleagues are expected to work in the most efficient, productive, streamlined way to achieve the aims of their role. With the support of the Council, all colleagues who opt-in are expected to continually seek efficiency and effective improvements, to enable them to continue delivering their work in fewer than their contracted hours. The focus should be on delivery of their role rather than the hours worked.

Scheduled Rest Day

A scheduled rest day is time where colleagues are still under their employment contract with the Council, but they can use this time to rest (and be paid for it).

Our definition of rest includes time to recuperate, partake in leisure activities, undertake development, volunteer, complete household tasks to free up weekend time or provide support to others through caring responsibilities.

This benefit is intended for colleagues to use this time as a break from work to rest and recharge so that they are more refreshed and recharged when they come back to work.

The policy works on the principle that a rest day enables colleagues to work as efficiently as possible whilst working. It is different from a day where colleagues are not contracted to work – for example, for many colleagues a non-contractual day would be a Saturday or Sunday.

Rescheduled Rest Day

This voluntary benefit is based on mutual respect and flexibility. On a scheduled rest day, colleagues are not generally required to work. There may be exceptional circumstances where for business reasons they may be contacted for work purposes.

Colleagues may need to reschedule their day of rest based on business needs - for example, to attend a business-critical meeting or training, if it is required for the needs of the organisation.

Equally, there may be circumstances where colleagues request to reschedule their rest day to an alternative day that week, usually still a Monday or Friday, providing it does not affect business activity and with the permission of their line manager. Such changes should be infrequent, to avoid disruption to the team overall.

We understand that colleagues may have prior arrangements on their scheduled rest day, and they will be given seven calendar days' notice when requested to reschedule their rest day.

On rare occasions, colleagues may be asked without notice to deal with an emergency on their scheduled rest day. This might include taking a phone call or logging on for a short period of time.

If colleagues have been asked to work on their scheduled rest day for most of the day (over 50% of their scheduled rest time) they may request to swap their scheduled rest day and work for the remainder of that day.

This will be discussed and agreed with colleagues' line managers.

Working Hours

All colleagues are required to take an unpaid break of at least 20 minutes if they work more than six hours in a day.

Operations colleagues based at the Waterbeach depot must continue to take a 30-minute rest break due to operational requirements.

Some colleagues may work on a rota or set hours basis, in which case their break times may be fixed and potentially paid.

Other colleagues may choose to take a longer break period, adjusting their working hours accordingly. For most colleagues, working hours remain flexible, in line with business needs.

Commuting time (travel from home to work location and back) does not count towards working time, unless - for example - you are on the train and able to work.

Travel between appointments will normally count as working time.

Full time

Contracts of employment state that colleagues are contracted to work 37 hours per week. However, those that opt-in to this benefit will work 32 hours per week.

Colleagues would generally be expected to work across four days, for eight hours per day. Colleagues will then receive a scheduled rest day. A day of rest should be on a Monday or a Friday, unless the work in the team requires otherwise. For example - the team requires more resources on Monday and Friday and so the scheduled rest day would be on Tuesday, Wednesday or Thursday. This will be agreed with the line manager, dependent on service need.

Colleagues may also request to work shorter days over five working days – for example, 6.4 hours across five days a week.

Part time

A colleague's contract of employment will state their part-time contracted hours. Colleagues opting-into this benefit will work a pro-rata amount (86.5%) of their contracted hours per week. How this is structured will depend on their existing work pattern - either by a whole or part day or a number of hours each day.

Apprenticeships

Apprentices may complete off the job (OTJ) learning during scheduled rest days, which may mean undertaking more working hours during some periods of their apprenticeship. Individual arrangements will be agreed between the Apprentice and their Line Manager.

Changes to terms and conditions when opting into the policy

Overtime

Colleagues cannot claim any additional pay or enhanced overtime rates unless they have worked over their contractual hours (37 for full time, pro-rata for part time).

Overtime must be agreed with by the relevant Head of Service, where possible in advance, and will only ever be paid in exceptional circumstances, for example for a specific project or business need, emergency circumstances or work in a different role.

TOIL

In general, colleagues may not claim TOIL (time off in lieu). In exceptional circumstances, for example for a specific project or business need, TOIL must be agreed with the relevant Head of Service in advance.

When opted into the Productivity Policy, colleagues may not use the Flexi-time scheme.

Secondary Employment

Colleagues must declare secondary employment on the Council's secondary employment form, which is designed to ensure no conflicts of interest arise from such employment and that colleagues comply with the working time directive.

Colleagues may not undertake other paid employment during the contracted hours on their scheduled rest day. The definition of rest includes time to recuperate, partake in leisure activities, complete household tasks to free up weekend time or support others through caring responsibilities.

Colleagues do not need to declare working for the SCDC's Elections team and this is counted as working time.

Call outs

Where colleagues are scheduled and required to be on an “on call” rota, normal on call arrangements will apply during the scheduled rest day.

All colleagues continue to be expected to participate as appropriate in the event of a major emergency in which SCDC has a service involvement.

Annual leave and Bank Holidays

All annual leave entitlement will be pro-rata so that colleagues receive 86.5% of their contracted allowance to match working arrangements. Annual leave for all colleagues will be calculated in hours.

In weeks with a bank holiday, colleagues work the same number of hours as other weeks under the Productivity Policy.

The bank holiday itself replaces usual rest time for that week, so there is no scheduled rest day.

All colleagues are treated consistently. Full-time and part-time colleagues work their normal Productivity Policy hours in that week.

Bank holidays are treated as normal public holidays - so colleagues are not expected to be available for contact on these days.

Scheduled rest days apply only in non-bank holiday weeks.

In a week with two bank holidays, colleagues will be gifted the second bank holiday (8 hours, pro rata for part time colleagues).

There may be an option for colleagues to work on the bank holiday and have their scheduled rest day in lieu of the bank holiday. This should be agreed by the line manager. There must be work that the colleague can undertake without the need for other colleague availability. Please note there is also no ICT support on Bank Holidays, so in the event of an ICT failure the colleague would need to make up the lost working hours.

Colleagues must ensure electronic diaries reflect their scheduled rest days and annual leave days, and that out of office notifications direct enquiries to an appropriate colleague who is working, so that other colleagues can easily view availability and respond to queries in good time.

Opting-in to the Productivity Policy

Colleagues who would like to opt-in to the Productivity Policy will need to sign an agreement.

The purpose of signing the agreement is for colleagues to confirm that they will adhere to all aspects of this policy.

Opting out of the Productivity Policy

Colleagues who are currently opted in to the Productivity Policy, can choose to opt-out at any time. This can be done by completing the Productivity Policy opt-out form.

Upon opt-out, working time and all associated entitlements will revert to the colleague's contract of employment pre-opt-in, unless a subsequent collective agreement has been put in place.

We encourage colleagues who are unsure whether to opt-out to discuss options both with their line manager and with a member of the People Team.

Colleagues who have opted out of the policy can opt back in after 12 months from the date of exit. This period can be reduced with agreement of the Head of Service - but guidance should be sought from their manager and the People Team.

Operation of the Productivity Policy

Colleagues who opt-in to the policy must follow this policy. Colleagues are expected to complete all their tasks through increased productivity compared to a traditional five-day week.

There will be circumstances where removal from the Productivity Policy will be applied on an individual basis. This benefit could be removed where:

- A colleague has abused the productivity policy - in which case the Disciplinary Policy may also apply.
- A colleague's performance is below expected standards. The informal or formal capability process has been initiated by a 'Back on Track' Plan being in place.
- A colleague no longer complies with the requirements of the Productivity Policy.

Under the Disciplinary and Capability policies, one outcome could be withdrawal of the benefit of the Productivity Policy for a set period.

Please note that this is not an exhaustive list.

Withdrawal or review of the Council's Productivity Policy

The Productivity Policy relies upon both individual ongoing performance and the Council's overall performance. The Council can review and amend or withdraw the Productivity Policy if the Council's performance drops below acceptable standards. Examples of this would be that we are no longer meeting our Key Performance Indicators, it is no longer sustainable or

meeting business needs, or if the Council's circumstances change such that the Productivity Policy can no longer be supported at all.

If the Productivity Policy is withdrawn, colleagues will be given a minimum of three months' notice.

Colleagues will then revert to their contractual arrangements in place immediately before they opted in except in the case where a new variation to contract has been individually agreed (for example a transfer to another role).

Related Policies

Purchase of additional annual leave policy – colleagues who have opted in to the Productivity Policy are able to purchase additional annual leave in line with the Leave Policy, but their requests will be based on the proportion of the productivity working hours they are absent, rather than the number of hours they are absent. For example, a full-time colleague who wishes to purchase one day (eight hours) would be deducted $\frac{1}{4}$ of their weekly pay as they are absent for $\frac{1}{4}$ of their productivity working days. A colleague wishing to purchase one week of additional annual leave would be deducted one week of pay. This would be pro-rata for part time colleagues.

Leave policy – if a colleague has to take unpaid leave, then this will be deducted based on the proportion of the productivity working days they are absent, rather than the number of hours they are absent. For example, a full-time colleague who was absent on unpaid leave for one day (eight hours) would be deducted $\frac{1}{4}$ of their weekly pay as they are absent for $\frac{1}{4}$ of their working week. A colleague who was absent on unpaid leave for one week would be deducted one week of pay. If a colleague leaves the Council part way through the leave year and has not used all their accrued annual leave, this will be paid at the pro-rata amount (e.g. if they have accrued 10 hours annual leave, they will be paid for 10 hours annual leave). Similarly, if they have taken more annual leave than they have accrued at the point of their leaving, they will be charged for the additional hours taken at the pro-rata amount.

Flexi-time – those who have opted into the Productivity Policy may not also use the Flexi-Time Policy, however that does not mean colleagues cannot work flexibly with the agreement of the line manager where the job role allows for it. This may mean adjusting working hours across the week.

This does not remove the right to request flexible working and to work flexibly - for example, to attend medical appointments

Capability policy – if a colleague's performance drops below expected standards they may be removed from the Productivity Policy.

Disciplinary policy – if a colleague is found to have abused the Productivity Policy, or associated terms they may be subject to a disciplinary investigation.

Family leave policies – colleagues who are absent from work on any Family related leave, including but not limited to Maternity Leave, Adoption Leave, Shared Parental Leave, Paternity Leave or Neo natal leave; will accrue bank holiday hours if a bank holiday falls within their period of leave.

If annual leave is accrued under the Productivity Policy – colleagues will receive the amount of pro-rata leave in accordance with the policy. If they then opt out, any untaken leave will be recalculated in accordance with their original contractual terms. If they have opted out, they can either opt back in after the accrued leave is used or opt back in and the leave will be calculated pro-rata to their new core hours. In summary, whichever model colleagues are working under, their annual leave entitlement will be adjusted to reflect this.