

Making Flexible Working work for your organisation and public

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timewise

Workplace
Innovation &
Job Design

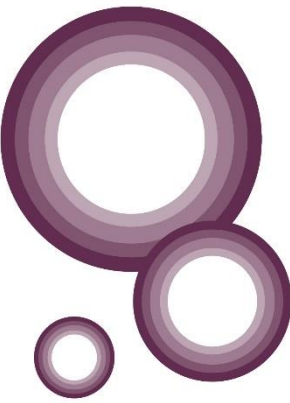
Pioneering
Workplace
Research &
Campaigns

About us

- We're a social business setting the agenda on flexible and inclusive working practices
- We have worked with over 500 private and public sector organisations with over 1.7 million employees
- Our clients are gamechangers, who:
 - pioneer better ways of working
 - want to drive real change for the better in the workplace
 - are committed to building an inclusive and empowering work culture
- Our approach is evidence-based practice combined with challenge, support and vision

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What do we mean by flexibility?



WHERE?

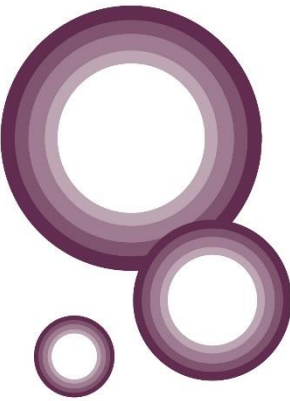
- **REMOTE WORKING**
- Occasional/informal; home; mobile; other offices

WHEN?

- **FULL-TIME FLEXIBLE**
- Occasional/informal; flexible start/finish times; annualised; project-based

HOW MUCH?

- **PART-TIME**
- Job-sharing; job-splitting; project-based; unpaid leave



Why it matters



Talent attraction



Retention & progression



Employee well-being



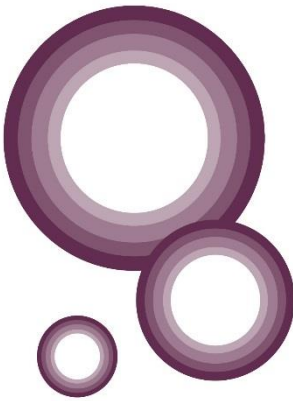
Gender pay gap



Inclusion & diversity

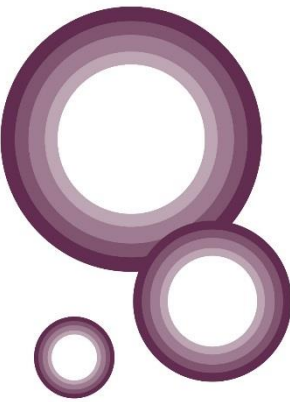


Productivity



Changing legislation

- **Day one right** to request flexibility for all employees came in 1st April
- Labour proposals include:
 - Flexible working as a **'default right'**
 - Having the **right to disconnect**
 - Improving **predictability of hours** and tackling poor **zero hours** practices
- Strong Government desire to support older workers, those with health conditions, parents/carers to be able to access and stay in work to reduce unemployment



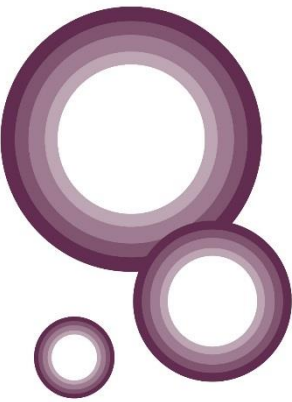
Media interest high

'Going backwards' | Employees & HR pros react as Amazon enforces five-day-per-week office mandate

Office for National Statistics staff vote to strike over return to office

Asda is making a u-turn on four-day working week trials following staff opposition

Largest UK public sector trial of four-day week sees huge benefits, research finds

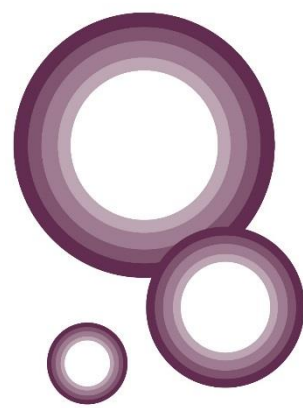


Four day week trials

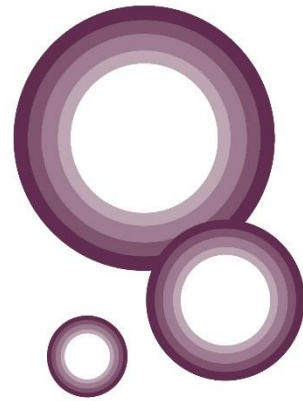
- 70 signed up for a pilot last year
- 78% pilot organisations had less than 50 staff

Outcomes

- 54% easier to balance work and home, 39% less stressed
- 57% reduction in attrition
- 65% reduction in sickness



Does flexible working work benefit business?



Labour turnover is down on the sites that implemented flexible working

“There has definitely been a positive impact on productivity. Morale is much better and the guys are working harder”

83% of beneficiaries agreed that their new working arrangement helped them to work in a more productive way

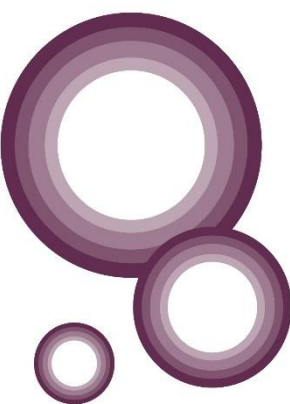
76% of beneficiaries agreed that their new working arrangement made them want to stay with their employer for longer



FLEXIBLE WORKING FOR ALL

Achieving greater equity for frontline and site-based workers

Timewise Maturity Curve





Camden Council Becoming a Fair, Flexible Borough

Sheila Kerins – Culture Change Programme
Lead – Employee Experience

Flexible working in our organisation – context and background

Throughout the pandemic and as the council transitioned into a more flexible and hybrid work model for many of our services, we established a Future of Work Programme. This initiative encompassed the following key areas of focus:

- Advancing our People and Culture initiatives
- Optimising our use of buildings.
- Ensuring we have the right technology to support the future of work.

Flexible working has emerged as a crucial factor for organisations aiming to retain and attract talent. It not only benefits individuals working within the organisation but also extends a wider range of opportunities to groups that may face disadvantages in the employment market, such as women and carers.

Ambition: All staff will have fair and consistent access to good flexible work, and no one looking to work for Camden feels disadvantaged or excluded by the need for flexibility



Overarching purpose of Fair, Flex Employer work

Background: Camden partnered with Timewise with the ambition to become a Fair, Flexible Borough both as an employer and as an anchor institution for businesses and residents.

In 2022 Timewise carried out a diagnostic to evaluate our commitments to providing fair and good quality flexible work to all across the organisation regardless of role or level.

Timewise presented their recommendations in the form of an action plan which has actions under five key themes to improve flexibility within Camden for all staff.

Three core areas of the plan that were highlighted as priority areas:

1. Work with front line services, i.e. focus group style sessions to challenge assumptions around flex,
2. Developing a learning offer to improve manager capabilities to design flexible job roles and
3. An overview of actions related to internal communications – i.e. how we begin to share stories and experiences about flex working organisationally

Camden were the first Local Authority to gain Timewise Accreditation in 2014



Fair, Flex Employer work

We have learnt that flexibility has lots of benefits for staff and the organisation, however we also know that perceptions of and access to flexible working can be inconsistent across the Council.

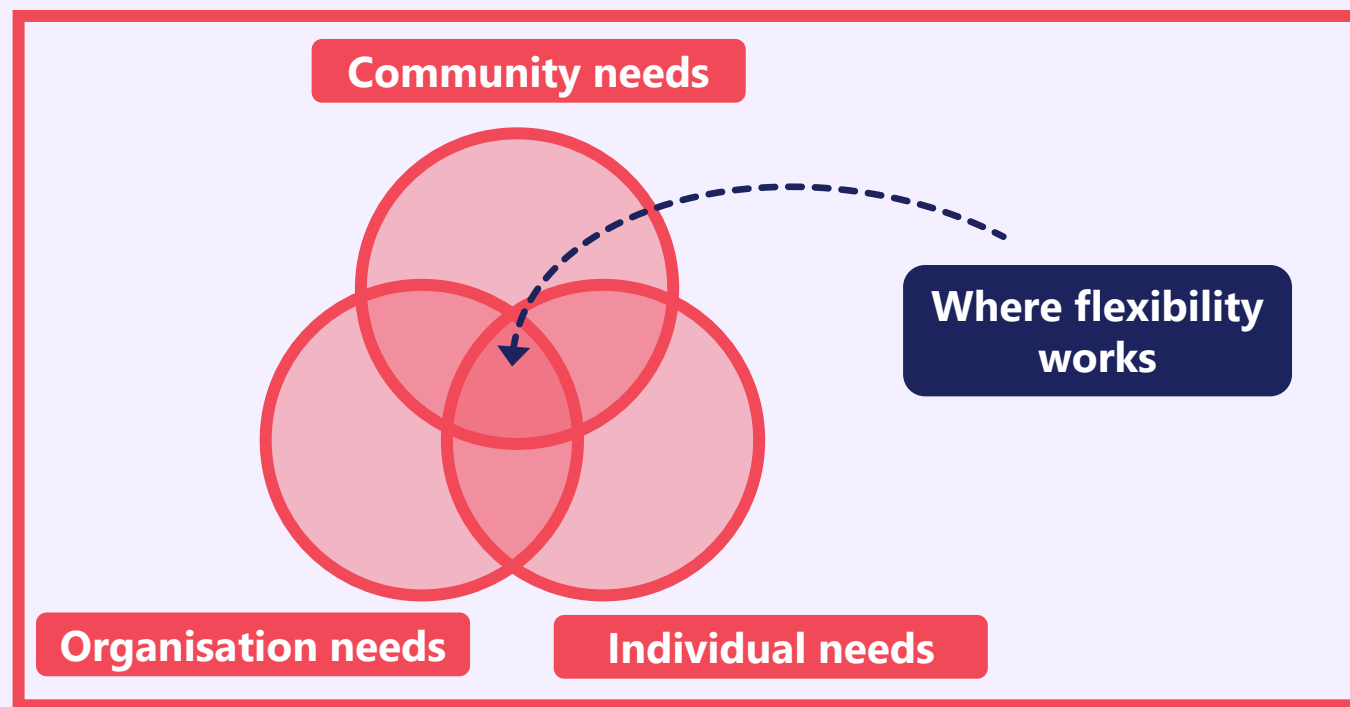
We aspire to be an organisation where broader definitions of flexibility, not just limited to hours worked, are shared and lived. Where everyone, regardless of their role or position in the organisation, has access to flexibility.

The challenge:

We operate in an environment where access to flexibility feels unbalanced, where staff who work in predominantly front line services have less opportunities to work flexibly.

To avoid creating a two-tier workforce, we want to readdress this balance and understand the barriers to flexible working for all.

Enabling collective flexibility that considers the needs of the community, organisation and the individual.



Runnymede Trust and Timewise Project - Understanding the relationship between flexible working and inclusion and belonging in the workplace

The Purpose of the project

Timewise is working in partnership with Runnymede Trust, with funding from Impact on Urban Health, to undertake innovative new research to improve understanding of people's experiences of flexible working arrangements in the context of inclusion, with a particular focus on race and ethnicity.

As part of our ongoing commitment to ensuring staff are enabled to access flex in the workplace, our organisation participated in the project to seek deeper insights on perceptions to flexible working within our organisation, specifically across employees from Black, Asian and Other Ethnicities.

Two staff who identify as Black, Asian and Other Ethnicity were appointed by The Runnymede Trust as peer researchers. In spring 2024 they undertook interviews and facilitated focus groups amongst a small group of Camden employees from minoritised ethnic backgrounds.

Report findings and recommendations (summer 2024)

Findings and recommendations are currently being shared with our leaders and staff networks. It will be shared widely in our organisation.

These research findings and recommendations will underpin the development of practical solutions to support our organisation in our work to create inclusive workplaces where everyone has a level of autonomy and control over their working pattern.

What we are doing to progress flexible working in our organisation

This work is increasingly important given Runnymede Trust and Timewise evidence that some groups are less comfortable to have an informal conversation with their manager about their working pattern than others.

We want employees to be able to build and sustain a successful career at Camden. We believe this requires a combination of deliberate actions and ensuring that we provide an inclusive culture and an agile, flexible working environment for people to work in.

We are progressing with work in the following areas:

- Working with front line services exploring and testing flexible working
- Updated flexible working commitment
- Camden People Managers Sessions – enabling inclusive flexible working conversations



Working with front line services to explore flexible working

Working with Camden's front-line services

We are working directly with individual front line services areas, as identified by Camden Directorate Management Teams to explore perceptions/barriers to flexible working appreciating that this will look different for different services.

Sumer 2024 - testing different flexible working with front line services

- **Repairs staff.** A flexible working pilot started in July '24 with a small group of repairs staff.
- **Adult Social Care (ASC)** –an ASC working group has been established to co-create a localised set of flexible working principles for all ASC staff whilst aligning to our organisations flexible working commitment.

ASC staff insights (April '24)

"There's a divide between the experiences of frontline and operational staff and the perceptions held by senior leadership. This necessitates a more nuanced approach to flexibility and recognition of diverse working needs and contributions"

Repairs staff insights (summer '23)

"I think compressed hours would be great for the Camden work force. It will also be good for tenants as they will be able to get trades to attend after the tenants gets home from work or before they start work"



Flexible working commitment – supporting staff to work flexibly

Our updated flexible working commitment was published in April 2024

Our flexible working commitment includes a managers toolkit focusing on establishing a best practice approach in teams and will provide tools for creating an inclusive environment for flexibility based on balancing the needs of the community, service and individual.

This commitment includes support for making inclusive decisions about flexible working arrangements and how to have proactive conversations about flexible working.

- Create a shared understanding of what it means to work flexibly, recognising that this will look and feel different for services across the organisation
- Share a set of core principles that define our approach to working flexibly in Camden
- Provide practical guidance to support individuals, teams and people managers to discuss formal and informal flexible working arrangements



Camden People Managers Sessions – enabling flexible working conversations

Key themes for the sessions (go live December 2024):

- Overview of organisational approach to offer flexible working options while also meeting the needs of residents, requiring a greater presence in the community.
- Support our people managers to adopt a proactive approach and feel confident to have conversations with individuals and teams on ways of working.
- Develop a peer support approach so managers can learn from the experience of others in implementing flexible working options.
- Engage managers in the value of flexible working by creating space to listen to concerns and respond to them through facilitated conversations.
- Highlight the links between staff wellbeing and flexible working.
- Share stories and insights in the offer to engage participants.

