



# **GREATER MANCHESTER, WORKING DIFFERENTLY**

**DYNAMIC WORKING FOR YOUR BUSINESS**

## **GREATER MANCHESTER WORKING DIFFERENTLY: SMALL CHANGES MAKE A BIG DIFFERENCE**

### **Foreword**

Greater Manchester is growing rapidly in new and exciting ways. Every year, hundreds of new businesses and tens of thousands more people choose to live and work in Greater Manchester. Without question, we're now an increasingly successful city region competing on a global stage.

But this growth brings with it new challenges.

Decades of under investment in our infrastructure means our transport system hasn't kept pace with our growth. Increased demand on our roads and public transport has resulted in an increase in congestion and poor air quality. Left untouched, this could deter investment, affect productivity and our ability to attract talent.

Greater Manchester has a long-term transport strategy to deliver world class connectivity for our city region. For this to become a reality, Greater Manchester needs the right powers and funding, but even then, this transformational change won't take place overnight. In the meantime, we need to make the most of our existing infrastructure, accept that some of it just isn't working, and consider what changes we can all make to reduce our impact on congestion and continue to support our growing economy.

# **1.3bn**

**THE COST OF TRAFFIC  
CONGESTION TO  
GM BUSINESSES  
EVERY YEAR**

# **+600,000**

**MORE TRIPS ON OUR  
TRANSPORT NETWORKS  
EVERY DAY BY 2035**

This can't all get fixed in the short-term so business has a critical leadership role to play in supporting us all to work differently, to reduce the number of trips taking place at peak times, freeing up capacity for those businesses and employees – like our retail, service and manufacturing sectors – which often have fixed hours of operation. Small changes can make a huge difference.

Dynamic working is about providing employees with the opportunity to do their jobs in new and more efficient ways to increase productivity. It's more than just flexible working, it's a recognition from the business community – the public and voluntary sectors too – that everyone needs to adapt if they are to remain competitive and attract and retain talented employees.

Matching working patterns to better accommodate busy lifestyles and aspirations can make for a happier and more productive workforce. Working dynamically at different times and locations can also maintain your business' ability to work efficiently, increasing contact with customers and clients. This isn't an isolated ambition – these facets all support the Good Employment Charter that sets out to develop ideas and thoughts about what good employment should look like across Greater Manchester.

We have a solid foundation on which to build and by taking further steps to working differently we can create a truly dynamic workforce to unlock future economic growth and prosperity for Greater Manchester's business community.



Clive Memmott

Chief Executive of the Greater  
Manchester Chamber of Commerce



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## **Business benefits**

### **Increased staff retention**

Companies that offer dynamic working retain staff for longer. In a study quantifying the costs of employer turnover, Oxford Economics state that it costs an estimated £30,000 to replace a member of staff, including the recruitment costs and productivity losses associated with new staff getting up-to-speed.

### **Attracting the best and brightest talent**

A dynamic working offer can give employers an advantage over competitors, attracting the best talent from a wider pool. A study by Bentley University shows that Millennials want more freedom of location and 77% report that flexible work would make them more productive.

### **Increased productivity**

Since introducing dynamic working, BT has seen a reduction in sickness and absenteeism – 20% less than the national average. They've also benefitted from a 15-30% increase in productivity, increased job satisfaction and staff retention. The professional body for HR and people development, CIPD, have found that sickness levels dropped after introducing flexible working in over half of the workplaces they surveyed.

### **Saving on operating costs**

Dynamic working can reduce the demand for parking space and office space saving on operating costs in the process. HMRC have reduced the desk space required by supporting 50% of their Greater Manchester-based staff to work from home.

### **Extended business hours**

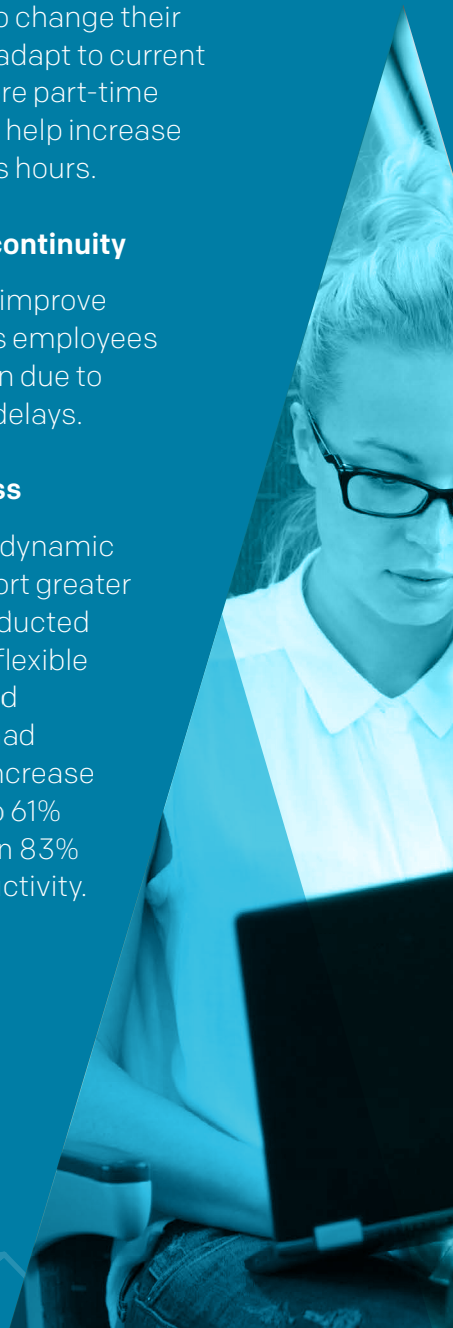
Dynamic working arrangements allow for businesses to change their working patterns and adapt to current market conditions. More part-time or flexible workers can help increase the spread of business hours.

### **Improving business continuity**

Dynamic working can improve business continuity as employees will face less disruption due to bad weather or travel delays.

### **Growing your business**

Businesses that have dynamic working practices report greater growth. Vodafone conducted a global survey about flexible working which revealed that companies that had introduced it saw an increase in profits (according to 61% of respondents) and an 83% improvement in productivity.



## Employee benefits

### Improved staff wellbeing

Dynamic working can support employees to achieve a better work-life balance, reducing stress. Around 30% of sickness absence is directly caused by stress.

### Staff spend less on travel and less time travelling

The average employee spends 7% of their monthly salary on their commute to work. For some employees, working from home once a week could reduce their travel costs by 20% and save them hours of travelling time.

### Increased motivation and morale

By being able to work more dynamically, employees feel more empowered, trusted and more engaged with the wider business.



# 10%↓

**DURING THE SCHOOL HOLIDAYS, MORNING PEAK TRAFFIC DROPS BY AROUND 10%, BUT THIS CAN HALVE JOURNEY TIMES ON SOME ROUTES**

## Wider benefits

### Reduced congestion

As mentioned, dynamic working allows people to avoid travelling at peak times or avoid travelling at all. During the school holidays traffic reduces by around 10%, but this can cut journey times in half. Dynamic working can help us feel this effect all year round.

### Cleaner air and fewer carbon emissions

Dynamic workers drive an average of 1,100 fewer miles per year, meaning fewer stressful commutes, a reduction in the demand for parking, and fewer harmful emissions.

### Narrowing the gender pay gap

Within Europe, women in the UK are the least likely to change from full-time to part-time work without downgrading. Most requests for flexible working come from women, but a continuing shortage of high quality flexible jobs means that those who choose reduced working hours often have to accept reduced status, pay and career prospects. This reinforces the gender pay gap.

## **GREATER MANCHESTER WORKING DIFFERENTLY: SMALL CHANGES MAKE A BIG DIFFERENCE**

Not every business or every employee can work dynamically. Key sectors in our economy, such as the service industry and manufacturing, require staff to be present at specific hours of the day. But for sectors where work is what you do, not where you go, working dynamically can benefit productivity and your own bottom line whilst supporting the rest of our dynamic GM economy by reducing trips during peak times.

In June 2019, The Mayor of Greater Manchester, Andy Burnham, launched his ten-year vision for the future of Greater Manchester's public transport system: Our Network.

Our Network underlines the importance of a truly integrated public transport system that puts the needs of Greater Manchester's passengers and businesses first, and the projects and policies that will bring this about.

A key part of achieving this is the need for businesses to work differently.

There are many different ways to work dynamically some of which are listed below. More information on and how they could benefit your business, can be found at: **[tfgm.com/workingdifferently](https://tfgm.com/workingdifferently)**



**It's not just good for people, but for business results too. Having a flexible working culture allows us to attract the best talent from the surrounding area. If we were only able to recruit people who could be in the office from 9am till 5pm we would lose some really great talent.**

Chris Melia, HR Business Partner  
for Siemens in Manchester



## Ways of working differently

### Home working

Two-thirds of employees said they were already offered the ability of working from home\*.

### Flexible hours

Flexible working hours, often with a set of core hours when staff are expected to be present.

### Remote working

Where employees are able to work from anywhere, not just from home. This option is currently offered to 59% of employees\*.

### Part-time

Working less than full-time hours, typically by working fewer days.

### Job sharing

Two people do one job and share the hours. This is already offered to 27% of employees\*.

### Compressed hours

Working full time hours but over fewer days.

# 9/10

**PEOPLE NOW WANT  
TO WORK FLEXIBLY**

Timewise study 2018

### Annualised hours

A set number of hours over the year (or month) but flexibility about when they work. This works best when there is a rise and fall in workload during the year.

### Term-time working

Working more hours during the academic term to allow staff to be away from the office during the school holidays.

### Staggered hours

Employees have different start, finish and break times from other workers.

### Career breaks/ special leave/secondments

34% of employers offered career breaks/special leave/secondments to their employees\*.

### Working while commuting

If an employee has a significant commute, perhaps by train, they can use this time to work remotely if it suits them.

### Phased retirement

Older workers can choose when they want to retire. This means they can reduce their hours and work part-time.

\* Transport for Greater Manchester survey 2018

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### **Ten things to consider**

Greater Manchester businesses have been at the forefront of working differently and have found working practices that are right for their business and their workforce. There's no one size fits all, but there are some key considerations raised by businesses who have introduced dynamic working to take into account to get started or to develop your model further.

#### **1. Developing the right fit for your business**

There is no one size fits all model. A pilot or trial period can help to fine-tune arrangements.

#### **2. Assessing the benefits and risks for service delivery**

Setting clear objectives for the outcomes you want dynamic working to help you achieve can ensure it is focused on supporting service delivery.

#### **3. Setting core principles**

Core principles can give employees clarity about what is expected and when they need to be present in the office, and confidence to executives that client and customer requirements will continue to be met.

#### **4. Managing change**

Change in itself can be an obstacle, best overcome by good communication and a constructive discussion of potential problems with staff.

#### **5. Performance management**

Outcome focused appraisals and good performance management can allay concerns about productivity and support employees to remain feeling trusted and valued.

#### **6. Impact on staff who cannot work flexibly**

It is also important to assess the impact on employees who don't want to or cannot work flexibly to ensure they do not become disenfranchised.

#### **7. Equipment and supporting infrastructure**

The right tech can help your staff to make the step into the world of dynamic so you'll need to consider what equipment they'll need.

#### **8. Core hours**

Many business still set core hours when employees must be in the office, available, or which must be covered by a minimum number of staff.

“

Around four years ago we recognised that we needed to approach how we worked differently and we identified flexible working as a positive way to instigate a change in culture. Not only does flexible working enable us to attract staff it also makes it easier for us to retain them as well as it boosts employee morale.

I'd urge any business, whether big or small, to give their staff the chance to try flexible working – you might be surprised by the results!

”

Steve Power, Director of Print Image Network Ltd, Stockport

### **9. The right to request flexible working**

Almost all employees who have worked for the same employer for at least 26 weeks have the legal right to request flexible working.

### **10. Health, safety and welfare implications**

The Health and Safety Executive has produced a factsheet to protect the health, safety and welfare of homeworkers, which you can find at [www.hse.gov.uk](http://www.hse.gov.uk).

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**OF RESPONDENTS TO A RECENT SURVEY IN GM WORK FLEXIBLY TO SOME DEGREE \***

\* Transport for Greater Manchester survey 2018



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### **Support and further guidance**

There's a wealth of guidance materials available for businesses of all shapes and sizes that may be considering introducing dynamic working, or for those that already do it, helpful tips to ensure that they get the most out of it. Here's some of the very best:

#### **Timewise**

Timewise support employers to design flexible working solutions that attract, retain and develop the best talent. They offer consultancy and recruitment services and provide accreditations for public sector organisations to help them identify, adopt and share best practice in flexible working. Visit [www.timewise.co.uk](http://www.timewise.co.uk).

#### **9-2-3 Jobs**

9-2-3 Jobs are a recruitment agency that specialises in placing high quality professional candidates into jobs with flexible hours. You can find out more at [www.923jobs.com](http://www.923jobs.com).

#### **Acas**

Acas are industry experts when it comes to offering training, workshops and expert advice to help businesses and organisations keep up-to-speed and compliant with dynamic working best practice. There's a wealth of helpful advice on their website [www.acas.org.uk](http://www.acas.org.uk).

#### **The Growth Company**

GC Business Growth Hub's People, Skills and Talent team, part of the Growth Company, provides fully-funded leadership, workforce development and mentoring support to SMEs within Greater Manchester. The support can be delivered through bespoke one-to-one or group workshops by one of our expert advisors and is part-funded by the European Regional Development Fund.

For more information visit: [www.businessgrowthhub.com/services/people-skills-talent](http://www.businessgrowthhub.com/services/people-skills-talent)

#### **Transport for Greater Manchester**

TfGM's Sustainable Journeys team can help businesses across Greater Manchester to take advantage of a range of expert advice, workshops, tools, sustainable travel offers and resources. Visit [tfgm.com/workingdifferently](http://tfgm.com/workingdifferently) for more details.

“

We're proud to be able to offer dynamic working for colleagues and we're now moving towards a culture of offering even more. We're taking advantage of new technology to enable colleagues to work in different workspaces, including from home and on the move.

“Colleagues are not tied to a particular desk or area, meaning that we can utilise space more effectively, and we can work collaboratively with colleagues from other parts of the organisation.”

”

David Bennett, Senior Review Officer  
for HMRC in Manchester

