

NHS Flex for the Future Programme

Workshop 1

Programme Kick-off

**CHECK YOUR TECH AND INTRODUCE
YOURSELF**

In the Chat, tell us about your personal
experience of flexibility within the NHS

NHS England and NHS Improvement



NHS Flex for the Future

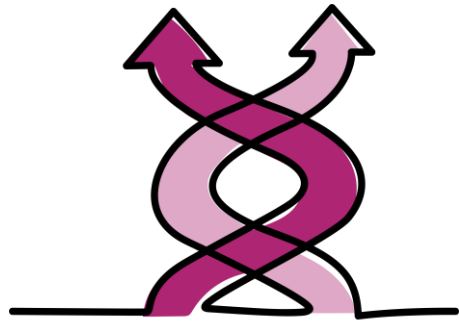
Workshop 1 – Programme Kick-off

Amy Butterworth, Consulting Director, Timewise

Melissa Buntine, Principal Consultant, Timewise

Jane Galloway, Head of Flexible Working, NHS England and NHS Improvement

Sue Nunn, Flexible Lead, NHS England and NHS Improvement

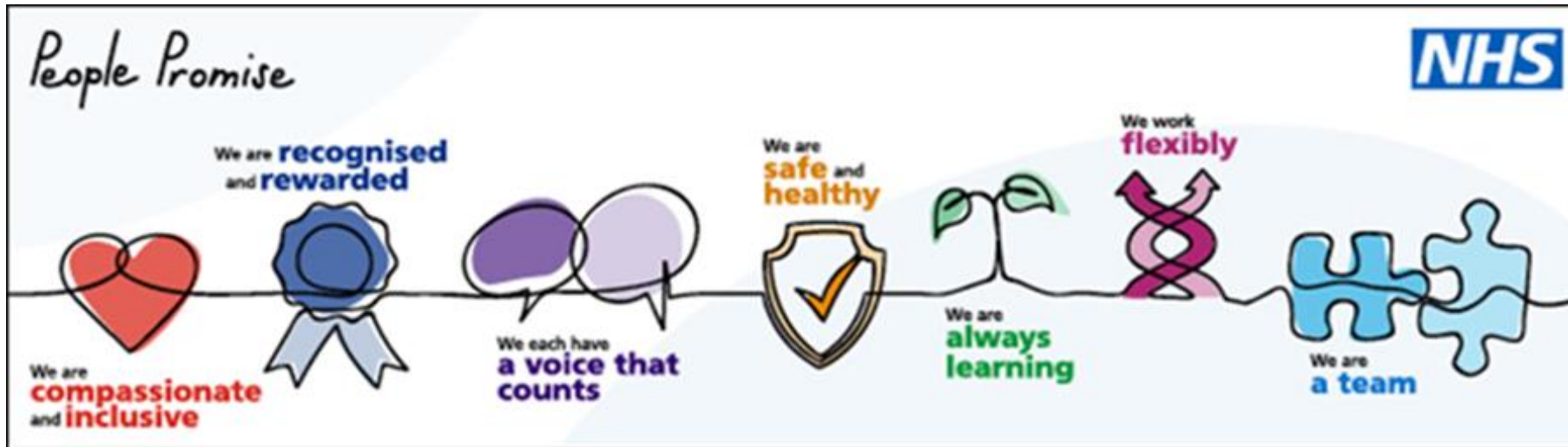


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NHS England and NHS Improvement



Why are we doing this?



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Priorities

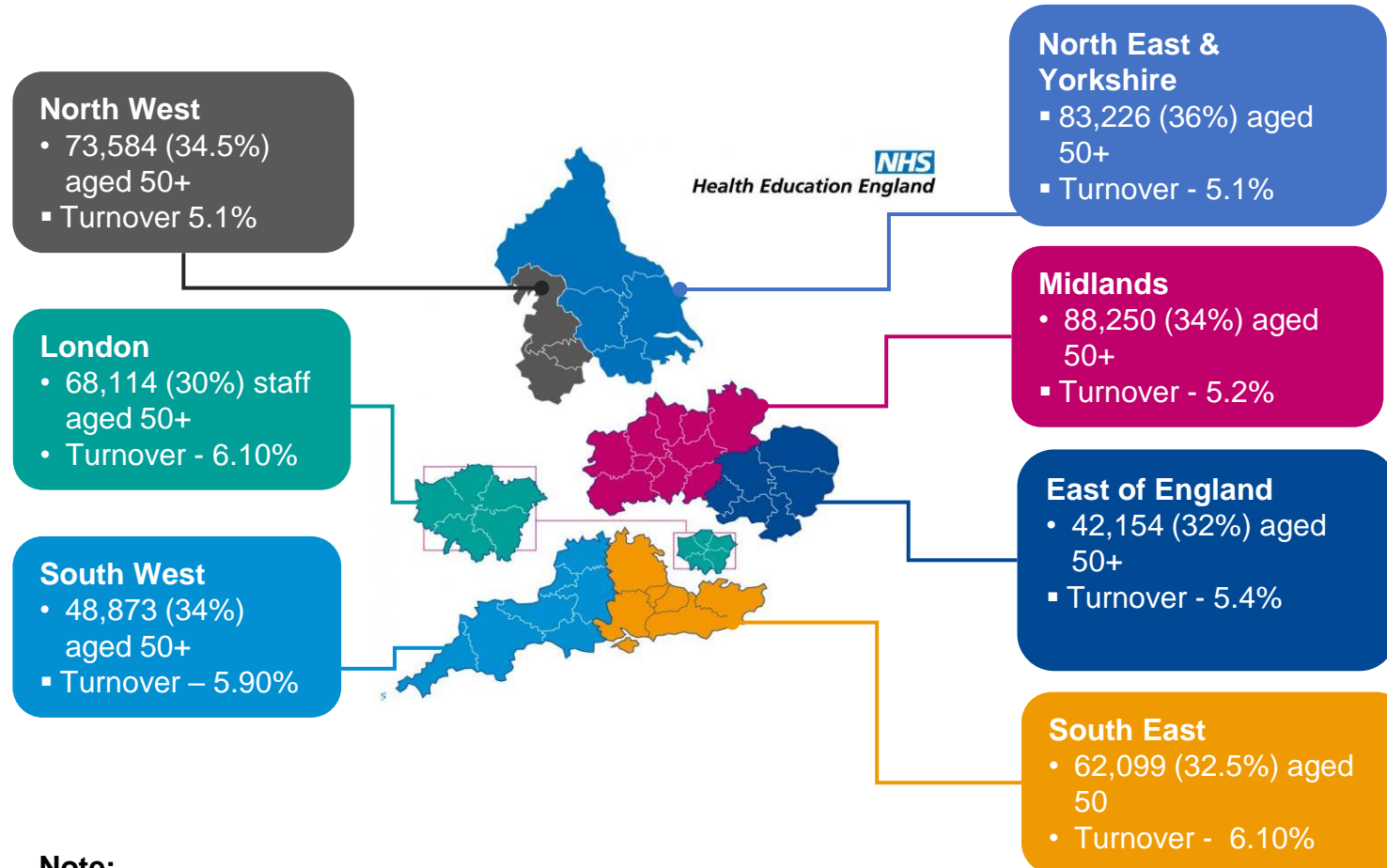
4 regions with highest % 50 +

North East & Yorkshire 83,226 (36%)
 North West 73,584 (34.5%)
 Midlands 88,250 (34%)
 South West 48,873 (34%)

Total 293,933

4 regions with highest turnover rate

London 6.10%
 South East 6.10%
 South West 5.90%
 East of England 5.4%



Note:

- Turnover rate is for nurses only, not all staff aged 50+
- Trusts with the highest turnover does not correlate with the highest percentage of staff 50+



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About Timewise

Research and Campaigns

New insight to employers & policy makers to stimulate action to grow a quality flexible jobs market

Change Programmes

Supporting employers & policy makers to drive cultural and operational change on flexible job design and hiring

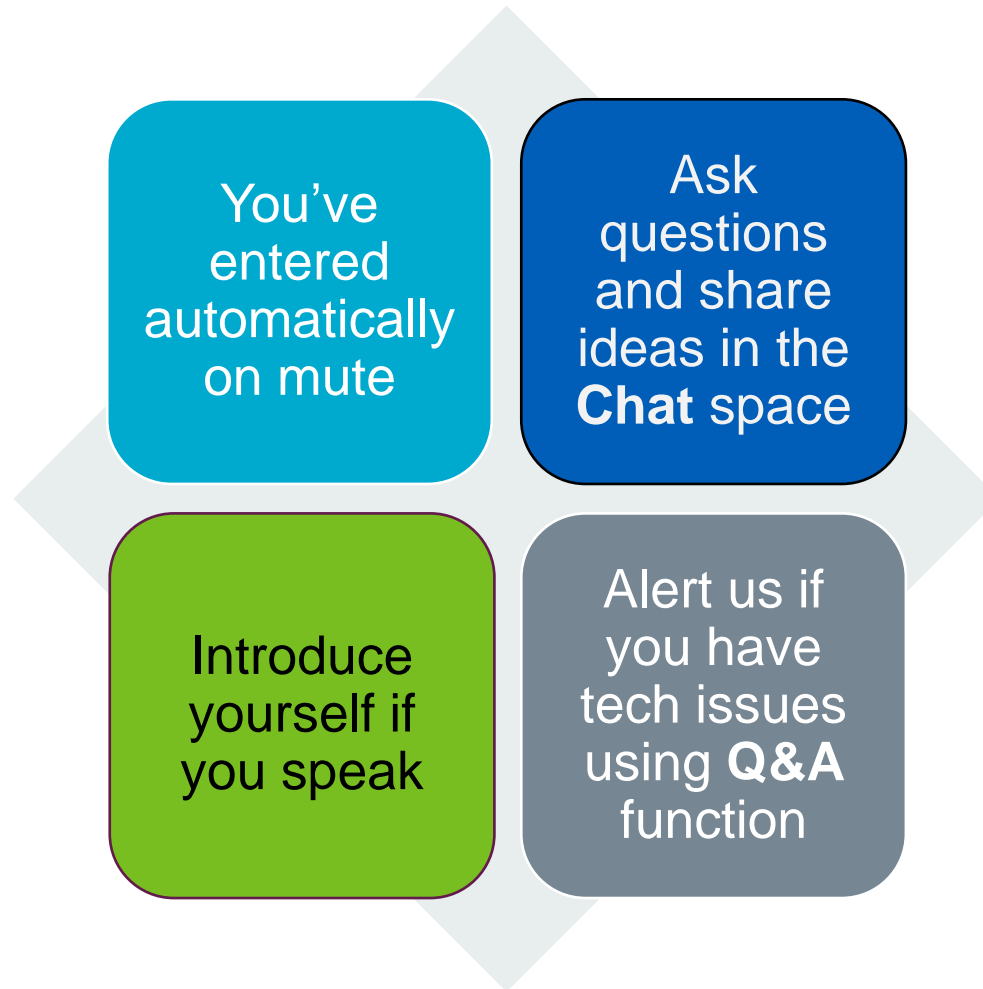
UK's leading marketplace for good flexible jobs

Growing the quality flexible jobs market for job seekers



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Creating the right environment



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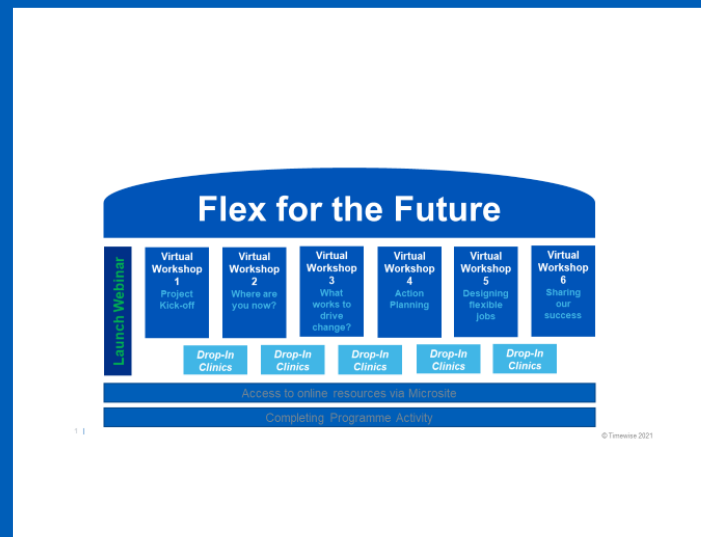
Our aims for today

- Have a broad understanding of the Programme and the part you need to play
 - Be clear what is meant by flexible working for different NHS role types, and the business case for flex
 - Be confident that you understand the flex aspirations in the People Plan
- Be ready to capture your own organisation's baseline data for the programme
 - Be clear on how the NHS Flex for the Future Programme Model will be used



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The Programme



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NHS Flex for the Future

Launch Webinar

Virtual Workshop 1
Project Kick-off

Virtual Workshop 2
Where are you now?

Virtual Workshop 3
What works to drive change?

Virtual Workshop 4
Action Planning

Virtual Workshop 5
Designing flexible jobs

Virtual Workshop 6
Sharing our success

Group Clinics for Change Team Leaders

Group Clinics for Change Team Leaders

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Access to online resources via Resource Library

Completing Programme Activity



Programme activity

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Change Team Kick Off meeting

Collect baseline org data

Organisation flexibility audit and analysis incl. workforce input if desired

Change Team action planning session 1

Identify areas for focus

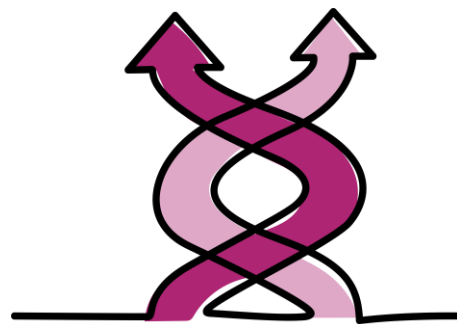
Change team action planning session 2

Develop and refine actions for plan and measures

Leadership engagement session

Agree/sign off action plan and start to implement

What is flexible working?



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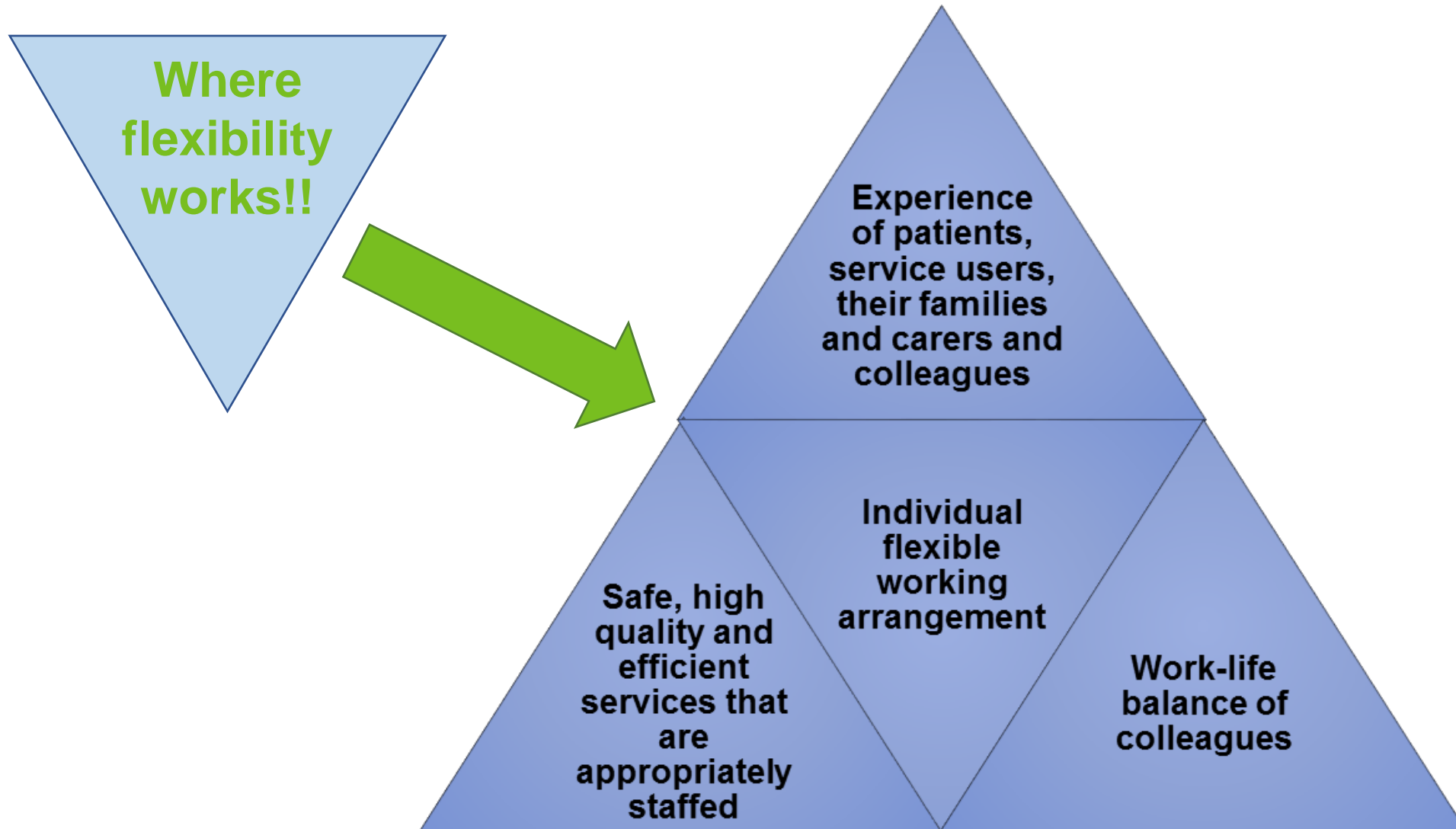
NHS draft definition of flexible working

‘An arrangement which supports an individual to have greater choice in when, where and how they work’



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Flexible arrangements which work



(This infographic is in draft form)



NHS draft principles of flexible working

1. Individuals should have an opportunity to request to work flexibly from day one of employment. Flexible working opportunities should be offered at all stages in a career, regardless of role, grade, or the reasons for wanting to work flexibly.
2. Not all roles are suitable for every flexible working opportunity and may not facilitate a flexible working arrangement all the time. Requests for flexible working are therefore considered on a case-by-case basis.
3. Job roles in the NHS and primary care are designed and advertised in ways that promote the most flexible appropriate working opportunities, with organisations initiating conversations about flexible working from advert through to each stage of an individual's working life.
4. All requests for flexible working should be considered on individual merit. Managers should particularly have due regard for applications where the individual has protected characteristics under the Equality Act 2010 (examples might include childcare needs, an adjustment to support a disabled member of staff, someone with a health condition or to meet religious requirements).
5. Individuals, managers and teams work together to explore the flexible working options that are available and seek a practical arrangement which supports the individual while:
 - Providing the best experience for patients/service users, their families and carers.
 - Maintaining safe, high quality, efficient services.
 - Maintaining the work-life balance of colleagues.

(continued)



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NHS draft principles of flexible working cont.

6. Those who have an agreed flexible working pattern should not be treated any less favourably in terms of pay rates, selection for promotion etc than colleagues who do not have a flexible working arrangement. Any adjustments to pay and benefits should be pro-rated against the fulltime working model for that role.
7. Managers look to saying 'yes' to a flexible working request whenever they can. Organisations, networks, teams and managers are encouraged to collaborate to think creatively about flexible working solutions, and trial different flexible working options to identify what works best.
8. Managers recognise that legislation enabling one flexible working request to be made in a 12-month period may not always be in harmony with the changes taking place in an individual's personal and professional life. The approach to making and granting flexible working arrangements should be a collaborative one between individuals and their manager. If an individual's first request for flexible working is declined, the individual should be supported to review their request and consider alternative arrangements consistent with any previous feedback. This approach should minimise repeated applications and the disappointment that might accompany any refusals.
9. Managers and individuals jointly agree review periods and discuss flexible working as part of annual health and wellbeing conversations, to consider whether any additional alternative arrangements are needed to meet the needs of the individual and the business.
10. As flexible working agreements (including those put in place to support parental and caring responsibilities) may be subject to change, individuals and managers should agree how any changes should be planned, communicated and implemented.



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Recent enhancements

At the NHS Staff Council in March 2021, a revised Section 33: Balancing work and personal life was agreed as part of the wider NHSE People Promise work strand on flexible working.

These changes to the NHS terms and conditions of service handbook went live from 13/09/21

The key changes to the framework for agreeing local flexible working policies are:

- New enhanced Day 1 contractual right to request flexible working
- Revised structure which is aimed at supporting managers to be more explorative in reaching mutually workable outcomes
- A re-emphasis on the importance of monitoring flexible working requests at an organisational level to ensure greater consistence of access to flexible working.



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Types of flexible working

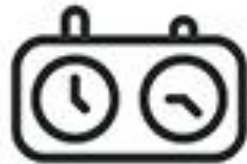
TYPES OF FLEXIBLE WORKING



PART-TIME



HOME /
REMOTE WORKING



FLEXIBLE START &
FINISH HOURS



TERM TIME WORK



JOB SHARE



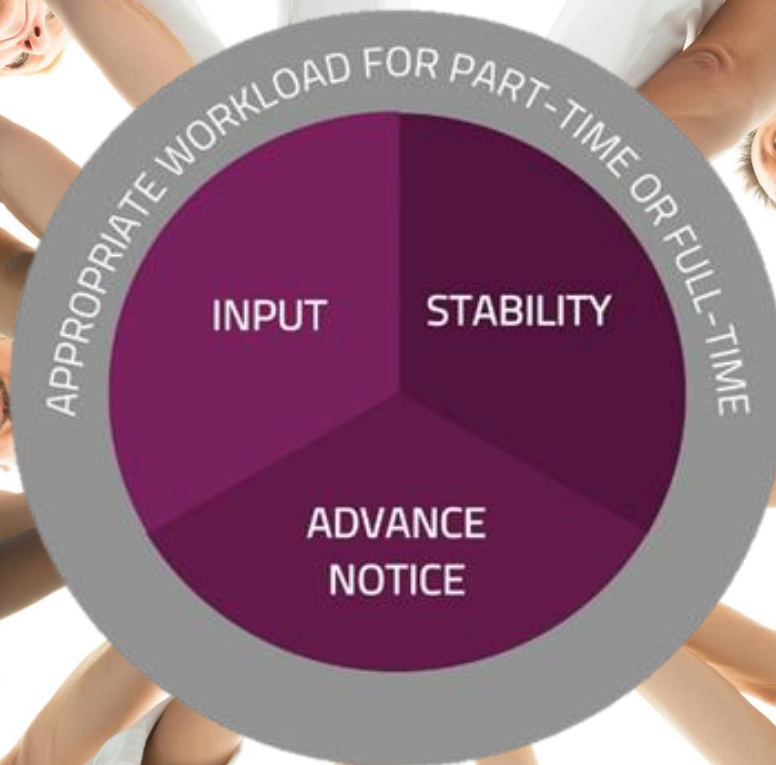
COMPRESSED HOURS

WHERE Remote working;
home; mobile; other offices

WHEN Flexible start/finish
times; annualised; compressed;
shift choice; part-time

HOW Job-sharing; job-
splitting; project-based;
contract; bank

Shift rostering



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Business benefits to NHS organisations

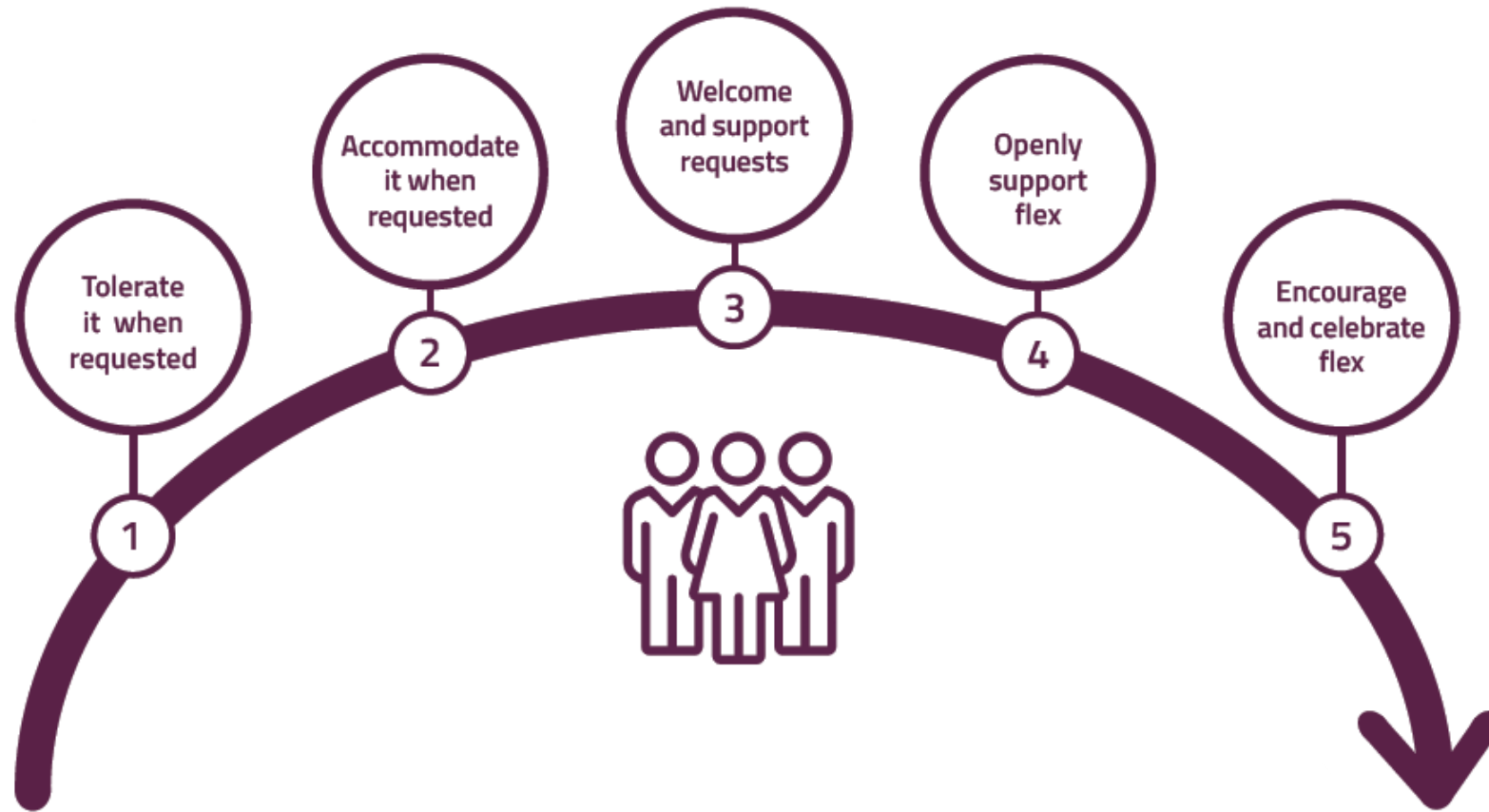


- ❑ Talent retention & attraction
- ❑ Diversity & inclusion
- ❑ Motivation & wellbeing
- ❑ Matching demand & productivity
- ❑ Tackling Gender Pay Gap
- ❑ Reduce real estate footprint and travel impact



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The Timewise flexibility maturity curve



Poll – Share your ideas

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Drop-In Clinics for Change Team Leaders

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Access to online resources via Microsoft Teams

Completing Programme Activity

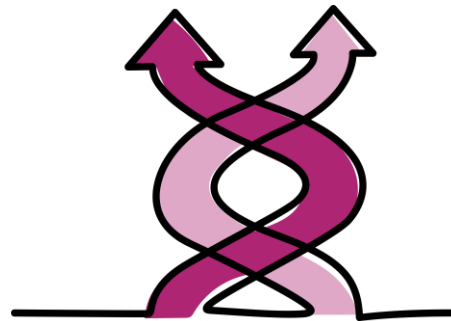
Where is your organisation currently?

What is your aspiration by March?



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NHS Flex for the Future Programme Model



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NHS Flex for the Future Framework

Leadership & culture of trust

Role model
Set direction
Communicate flex as part of org'n identity

Flexible working policy & process

Clear, up to date and accessible
Based on staff input & org data

Manager capability & support

Understand job design & flex options
Believe in the value of flex

Employer brand & talent acquisition

Flex from day one, built into recruitment

Inclusive career paths & progression

Reward, development & performance enable senior level flex

Social responsibility & advocacy

Lead the way for other NHS employers & supply chain partners

Collaborate with other NHS organisations to enhance flexible working opportunities

Invest in technological solutions to improve rostering & enable remote working

Review & evaluate arrangements so we can continuously improve

The Timewise flexibility maturity curve



Sharing personal experience of leading a flexibility change project



Sandeep Pabla

HR Business Partner for Clinical Services

Oxford University Hospitals NHS Foundation Trust



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Your change team

Project Kick-off

- Establish project team

- Do we have the right representation in the project team?
- Do we have the right Senior Responsible Officer at Exec level for the programme?
- Do we have someone with analysis skills who can help us assess the current picture of flexibility in our workforce?
- Who else should we involve in helping shape the future vision and action plan?
- Who will sign off our action plan?
- Who will own our plan?
Responsible | Accountable | Consulted | Informed
- What are the right timings for our organisation?



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Change team kick off meeting

Project Kick-off

- Establish project team

Agenda:

- Structure & roles
- Stakeholders
- Assessment of current state
- Assessment of current flexibility maturity
- Defining our aspirations
- Reviewing the programme model



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Poll – your views on bringing about change

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Access to online resources via...

Completing Programme Activity

Which of these will be most important for you to do in order to make this project a success in your organisation?



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Use Chat – share your ideas

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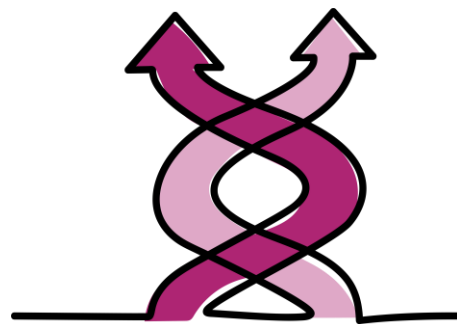
Completing Programme Activity

What is missing from our list that will make the difference in your organisation?



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Capturing baseline data



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Baseline data collection for the programme

- Key organisational workforce metrics impacted by flexibility collected for all participating organisations after Workshop 1 - to create baseline for the programme cohort.
- Future data collection to take place following programme completion.

- 2020 Staff Survey: % satisfaction with Q5h (opportunities for flexible working)

Data as at 31/8/21:

- % organisational vacancies advertised as open to flexible working in last 12 months
- % of formal flexible working requests that are converted into flexible working patterns (incl. those post-appeal) in last 12 months
- % of total headcount who work part time
- % of total headcount at Band 7 or above who work part time
- % of total headcount who work flexibly
- % of total headcount at Band 7 or above who work flexibly
- % of leavers who cite 'work life balance' and/or 'flexibility' as reason for leaving in exit interviews in last 12 months



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Your resource library for further support



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<https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>

Visit here for all materials relating to the programme including:

- Booklet for each workshop containing key content and links for further information and reading
- Tools that we refer to during the workshops
- Copies of the workshop recordings and slides

These will all be uploaded each month following the workshop

For more on the NHS definition, vision and principles of flexible working:

<https://www.england.nhs.uk/ournhspeople/online-version/lfaop/support-during-covid/#we-work-flexibly>

@FlexNHS
@Timewise_UK



Recap our aims for today

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Reflection time

Personal reflection

What have I learnt?

What key action will make a difference to my organisation right now?

If happy to share, type in Chat now



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Next steps

Everyone:

- ❑ Make sure all future workshop dates and times are in your calendar
- ❑ Tell us what you thought of today using the post-workshop feedback survey
- ❑ Access the resource library to review materials and share with any team members unable to attend live today:
<https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>



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Next steps

Change team leaders:

- Hold change team kick off meeting
- Update your Senior Responsible Officer
- Submit your baseline programme data using survey monkey link
- Attend first Group Clinic for your region



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Thank you

We're looking forward to working together

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