

NHS Flex for the Future Programme

Workshop 3: What works to drive change?



In conjunction with



NHS England and NHS Improvement





INTRODUCTION

Thank you for taking part in the **NHS Flex for the Future programme** and being a member of the Flexible Working Change Team for your organisation.

Each of the six workshops in the NHS Flex for the Future programme has an accompanying booklet like this one, containing reference material and tools to support you to learn more and take action in your organisation.

Welcome to the third of our Booklets supporting the NHS Flex for the Future programme. Inside this booklet you'll find a summary of the workshop content, plus additional guidance, information, tools and places to look to find out more. In particular, **please look at section 4 which contains guidance on running your initial action planning session with your internal change team.**

The workshop slides and recording of the live workshop are also available in the [Resource Library](#) together with a set of **template slides** for a leadership engagement session, and a copy of the **NHS Cost Calculator tool** and the draft **Case for Change tool**.

Contents

Introduction

1. Workshop summary and key concepts
2. NHS Flex for the Future programme model
 - Leadership and culture of trust
 - Flexible working policy and process
 - Manager capability and support
 - Employer brand and talent acquisition
 - Inclusive career paths and progression
 - Social responsibility and advocacy
3. Deciding where to focus
4. Internal change team meeting
5. Further tools and references

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1. Workshop summary and key concepts

This workshop helps you to build on your data gathering supporting you in identifying and prioritising the key areas that NHS organisations need to address to achieve change in flexible working practices. Using **the Flex for the Future Programme Model**, we take a deep dive into leadership and culture, policy and process, manager capability, talent acquisition and progression and social responsibility, and share examples of what works to drive change in each of these areas.

The Kings Fund also shares its research findings to help you better understand how to overcome the barriers to flex (cultural and practical).

You will be introduced to the:

- **Draft NHS Flexible Working Case for Change: Call to Action**
- **NHS Cost Calculator** – to assist in identifying potential cost savings from improvements to retention due to flexible working

Similarly, think about other reporting initiatives flagged previously which may provide you with insight which is relevant to flexibility at work.

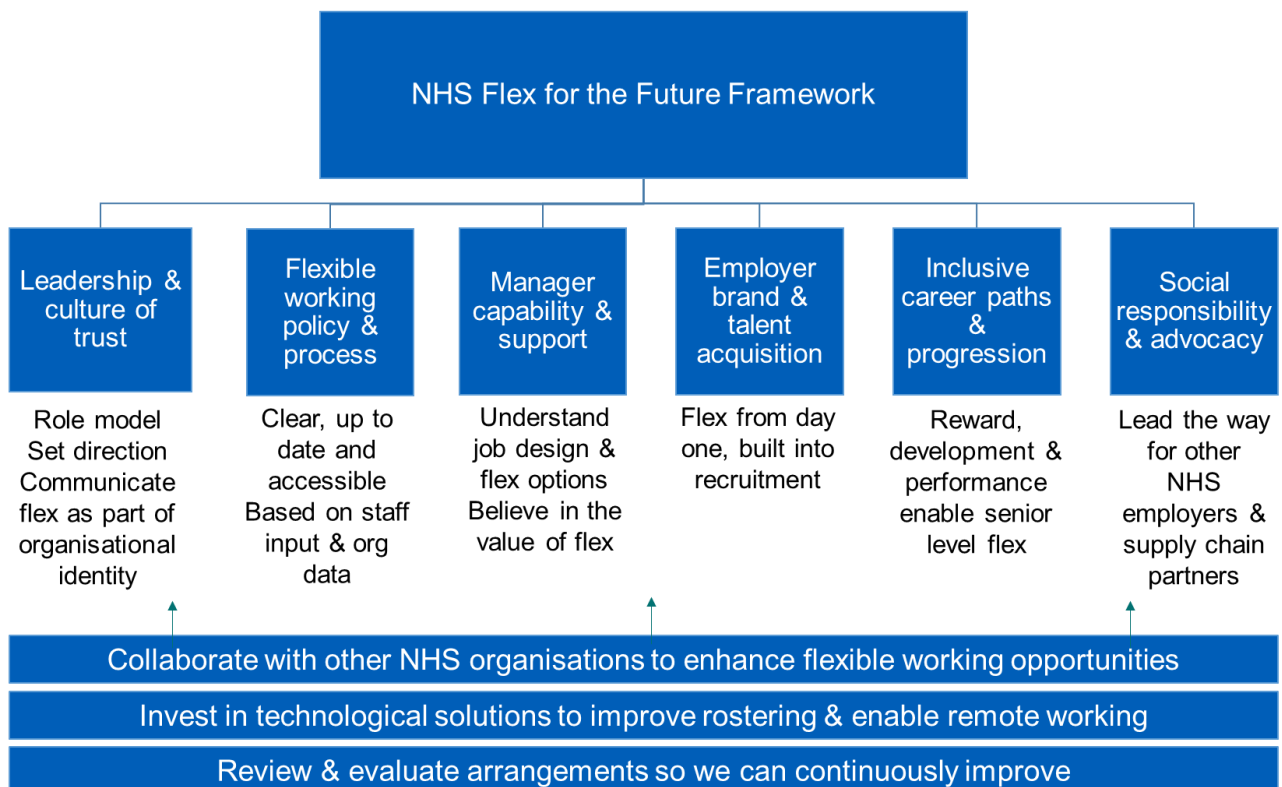
For example, your:

- **Workforce Race Equality Standard (WRES) Report**,
- **Workforce Disability Equality Standard (WDES) Report**,
- your organisation's **Gender Pay Gap Report** and
- any insights gained from **Wellbeing Conversations**

You will also be provided with a set of **template leadership engagement session slides** for you to adapt and use with leaders within your organisation, to support you to drive change in relation to flexible working.

2. NHS Flex for the Future Programme Model

As you have heard we have developed this model for organisations participating in the NHS Flex for the Future programme, to help to examine the key areas to address to achieve change in your organisation’s flexible working practices.



The framework model describes six key areas where NHS organisations can take action to define and embed flexibility, and meet the aspirations set out in the People Plan. It also highlights three key enabler areas of collaboration, technology and continuous improvement.

We will be using this model throughout the programme and you will be referring to it to complete your internal project work between workshops.



So, what are the benefits of flexible working for individuals within the NHSE, organisations and the wider system, and what is the case for change? NHS England & NHS Improvement has identified **seven key benefits**:

- Better work-life balance
- Increased job satisfaction, motivation and productivity, which in turn supports a better experience for patients, service users and their families and carers
- Enabling equitable job and career opportunities and supporting a reduction in the gender pay gap by offering more working options in roles at all levels across an organisation
- Attracting and retaining high quality candidates and a diverse workforce with organisational memory, valued skills and experience within a competitive employment market
- Reductions in stress and absenteeism
- Reductions in carbon footprint
- Decreased financial burden (e.g., travel, office space, turnover, recruitment, lost productivity).

To help achieve these benefits the six areas of the Framework guide you on areas where you can most effectively take action. Using your knowledge of your organisation together with your data analysis (quantitative and qualitative) will help you decide where to focus.

3. Deciding where to focus

Consider each area of the Programme Model (with any relevant data) and use **the Table below** to rank where you think your organisation sits in terms of its level of maturity for each of the elements within the NHS Flex for the Future programme model. 1 is low and 5 is high, with a definition at each end to explain the indicators of maturity. The scores will help you to reflect on your priorities for action – you may decide to do more in areas where you are already strong, or focus on areas where you assess the current level of maturity as lower.

Leadership & Culture of Trust						
Flexibility is mostly regarded as a cost; it is limited to a minority of the workforce, so that services can be maintained.	1	2	3	4	5	The majority of senior leaders really champion flexible working and set direction, and challenge those who do not embrace flexibility. Flexibility is seen as a key part of the organisation's culture.
Flexible working policy & process						
Full-time is the default for jobs. Flexible working is 'accommodated' but is often regarded as difficult, or unfair to colleagues. Lack of clear policy or guidance, organisation position on flex is hard to find. Policy may not align with NHS People Plan.	1	2	3	4	5	Proactive, well developed set of flexible working options that meet the needs of the organisation and its people. Set out in a clear and up to date policy with corresponding guidance and examples. Policy is informed by staff input and organisational data.
Manager capability & support						
Managers get by and do what is necessary. Flexibility is regarded as something that they pay lip-service to and as a cost; it is limited to a minority of the workforce, so that services can be maintained. Managers lack understanding and capability to manage different requests with service demands.	1	2	3	4	5	Managers understand job design and flexible options, believe in the value of flex and have proper training and good understanding of how to lead flexible teams. Flexible working is understood as an enabler of health and wellbeing and features in regular, effective wellbeing conversations between managers and team members.



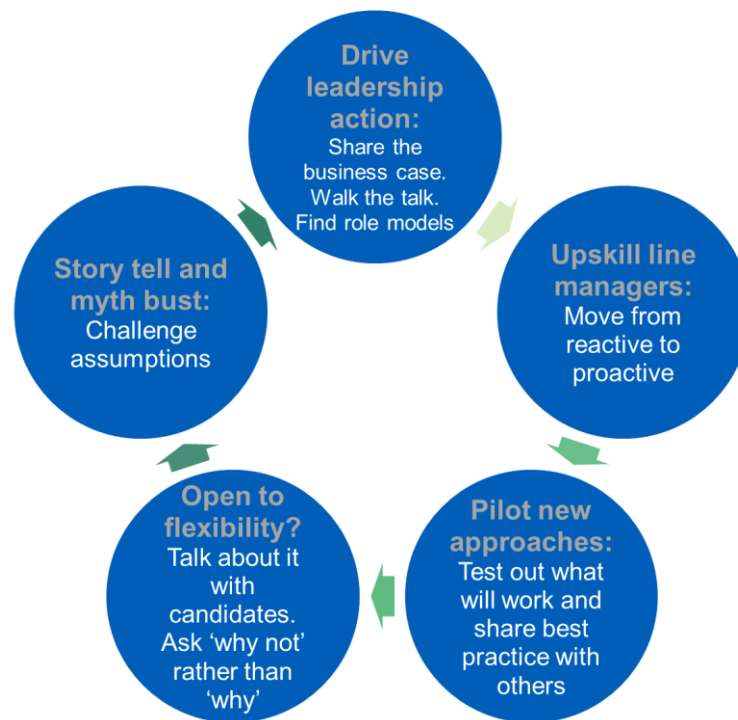
We work flexibly



Employer brand & talent acquisition						
Flexible Hiring is 'accommodated' for exceptional candidates, when requested, but is regarded as difficult.	1	2	3	4	5	Flex from Day One, built into recruitment. Flexible working opportunities are offered at all stages in a career, regardless of role, grade, or the reasons for wanting to work flexibly.
Inclusive career paths & progression						
There is a belief that those in senior roles are expected to work longer hours. Senior roles are often advertised as full time. Long hours working is recognised and rewarded.	1	2	3	4	5	Flexible workers are encouraged to go for promotions and held up as a role model to others. Career development opportunities are available to everyone, whatever their working pattern. Reward, development & performance systems enable senior level flexibility and are reviewed to remove bias relating to working patterns.
Social responsibility & advocacy						
Senior leaders or Human Resources professionals may share their approach to flexible working with other organisations if asked directly.	1	2	3	4	5	Being flexible is a key element to your organisation's brand. You lead the way for other NHS employers and supply chain partners. Your organisation is acknowledged as a beacon of good practice around flexible working.

3. What actions will bring about change?

To help you consider the types of actions that you might want to consider in your action plan, we have summarised below five different types of activities which will help you bring about change in your organisation. In the workshop we heard from the Government of Jersey who shared examples of the actions they had built into their plan in order to drive change, and how they decided upon these.



Following this third workshop, we recommend that you focus your internal change team meeting on how best to bring about change within your organisation. This is an initial action planning session, which you will build on further after Workshop Four, when you will complete your action plan for the organisation. In this session, make use of the tools such as the evaluation grid at 3. above, the NHSE&I case for change document, and the cost calculator.

Ensure you are engaging your SRO in considering how to make the case for change. What insight can they bring from their experience / knowledge? Discuss with them how best to



influence, and consider how you make use of the data shared in the workshop, the template leadership session slides and the Case for Change template to do this.

The table below shows an example of a session flow that you may wish to use to guide you through this change team working session:

<p>Introduction</p>	<p>Aim of the session: to review progress against actions from last meeting, discuss learnings and insights from Workshop Two, consider the type of actions will bring about change in your organisations and capture these, ready for a detailed action planning session to be held after Workshop 4.</p>
<p>Agenda</p>	<ol style="list-style-type: none"> <p>1. Review of actions from last meeting</p> <p>Change team Leader updates on actions they have undertaken so far – i.e. updating SRO, attending group clinics, progress with data collection, collation and evaluation for the project. Other team members update on any actions they were assigned at the last meeting.</p> <p>Review your action log, if you are keeping one.</p> <p>2. Workshop Three</p> <p>Consider and share key learnings / take aways from this workshop. Discuss what you found interesting and useful, and implications for your own change project.</p> <p>3. Data collection and analysis</p> <p>Review the different data collection and analysis tasks you have undertaken as a project team. What insight have you gained from this? What does it point to in terms of the case for change in your organisation?</p> <p>4. What will work to bring about change? Where should we focus our actions?</p> <p>A good starting point for this conversation is to use the table in section 3. to review where you think you are currently against the different</p>

elements of the NHS Flex for the Future programme framework. Review the materials and examples shared in the workshop and discuss and agree the areas where you feel you are currently strongest, and those where you feel your organisation is currently less mature.

Ask yourselves what you know about how to influence change in your organisation. What is the best approach to get the buy-in from the decision makers to the need to take action on flexibility? What are they most likely to be influenced by – a ‘formal’ business case using the Case for Change template with the cost calculator providing indicative impact on resources? Stories and case studies of what has worked well elsewhere? Comparisons of your organisational data against other organisations in the programme cohort? Quotes and findings from employee survey or focus groups?

Similarly - what is needed for line managers to get behind the changes they will need to make? What’s the best way to get buy-in and engagement from them?

Based on this discussion, start to identify which areas of the programme framework you think you should focus upon, and/or an early view about the types of activity that you intend to build into your action plan. You may wish to refer to the diagram above this session flow for some ideas about the types of actions that work to drive organisational change.

5. Communications & stakeholder engagement

Consider and discuss the communications needed from your project team to the wider organisation at this stage. What is helpful to update people on? Who and how should this best happen?

Review stakeholder engagement plans for key stakeholders agreed in previous meetings. Use the template slides provided to help you

	<p>communicate to and update leaders and managers within your organisation.</p> <p>6. Agree actions / next steps and owners Summarise the actions identified relating to the agenda points above, and ensure each one has a nominated person who owns and is responsible for it.</p> <p>7. AOB Any other business relating to the project raised by attendees</p>
Wrap up and close	<p>Capture actions arising and circulate these (with project plan if you have one) after the meeting.</p> <p>Agree how and when you will next meet as a change team.</p>



5. Further tools and references

Below is a list of relevant reading and tools which may be helpful to you as you progress your flexible working project.

Further reading and resources:

- [We work flexibly](#) for more resources, examples and case studies
- [Timewise Knowledge Hub](#) for general organisational resources
- [Kingsfund: https://www.kingsfund.org.uk/topics/workforce-skills](https://www.kingsfund.org.uk/topics/workforce-skills)
- [Wellbeing conversations https://people.nhs.uk/projectm_old_v1/wellbeing-conversations/](https://people.nhs.uk/projectm_old_v1/wellbeing-conversations/)
- [Quick guide on how to use Model Hospital:](#)
<https://www.youtube.com/watch?v=CJ3RhKBbpbw>
- [Model hospital twitter feed with 'how to' information: https://twitter.com/modelnhs](https://twitter.com/modelnhs)

Contact:

If you have any questions in relation to this workshop or the programme in general please contact melissa.buntine@timewise.co.uk or weworkflexibly@nhs.net.