



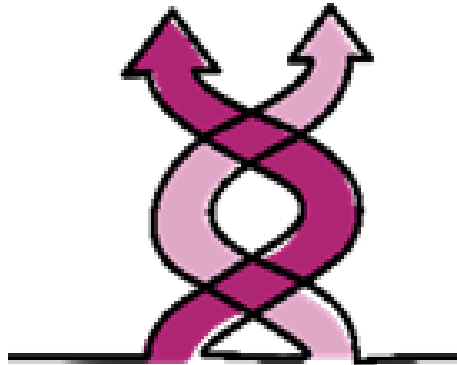
WELCOME BACK!
CHECK YOUR TECH AND INTRODUCE YOURSELF

Flex for the Future Programme

Workshop 3

What works to drive change?





We work
flexibly

NHS Flex for the Future

Workshop 3 – What works to drive change?

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

NHS England and NHS Improvement



Go to www.menti.com and use the code 6109 0535

 Mentimeter

What's one thing you've done so far in your change team that you're proud of?



Creating the right environment

4



We work **flexibly**

Programme activity

Launch Webinar

Virtual Workshop 1
Project Kick-off

Change Team Kick Off meeting

Collect baseline organisation data

Virtual Workshop 2
Where are you now?

Organisation flexibility audit and analysis incl. workforce input if desired

Virtual Workshop 3
What works to drive change?

Change Team action planning session 1

Identify areas for focus

Virtual Workshop 4
Action Planning

Change team action planning session 2

Develop and refine actions for plan and measures

Virtual Workshop 5
Designing flexible jobs

Leadership engagement session

Agree/sign off action plan and start to implement

Virtual Workshop 6
Sharing our success



We work flexibly

Our aims for today

6

- Be able to examine some key areas to achieve change for your organisation's flexible working practices
 - Understand the NHS Flex for the Future Programme Model
- Be able to consider the key flex change topics of leadership, manager capability, flexible hiring and process/policies
 - Have reflected on how actions in these areas relate to existing commitments and plans



We work
flexibly

Agenda

7

- Progress with data collection – sharing your experiences
- Barriers & Enablers to Flexible Working
- NHS Flex for the Future Programme Model
- What works to drive change?
- The Case for Change & NHS Cost Calculator
- Baseline data for this cohort
- Personal reflection & next steps



We work
flexibly

Progress with data collection – sharing your experiences



We work
flexibly



We work
flexibly

What information have you gathered and analysed to inform your project direction and actions?



 Voting is closed



Is there any information you plan to recommend your organisation starts collecting, as a result of your work so far?

 Voting is closed



Cultural barriers and solutions related to the implementation of flexible working: review of the literature

Beccy Baird
Senior Fellow in Health Policy

Research Questions



The project consisted of a rapid literature review focussing on the following **two key research questions**:

- › What are the **typical barriers (eg cultural, practical) to implementation of flexible working** on the ground relevant to the NHS?
- › What does the evidence from health and wider sectors suggest are the **best ways of overcoming these?**

NB: The review was **tightly limited** to these specific questions rather than wider considerations such as the benefits or cost-effectiveness of flexible working to the NHS. These have been covered extensively by other research.

Findings: barriers



Findings: solutions



Universal not segmented



Direction setting



Role modelling



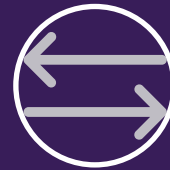
Informal solutions



Language metaphor and myth



Collective solutions



Shifting perceptions of line managers



Culture of trust



Q&A with Beccy Baird

15



We work
flexibly

NHS Flex for the Future Programme Model



We work flexibly

Benefits of flexible working – case for change

17



We work
flexibly



- Better work-life balance
- Increased job satisfaction & motivation
- Enabling equitable job and career opportunities and supporting a reduction in the Gender Pay Gap
- Attracting and retaining high quality candidates and a diverse workforce
- Reductions in stress and absenteeism
- Reductions in carbon footprint
- Decreased financial burden

Which leads to **more engaged staff** and **better patient experience**

Benefits of flexibility – draft case for change

18



We work
flexibly



Appendix: The Case for Change Template tool

Flexible Working Case for Change: Call to Action

Please note that this is a template designed to help you in your investigation and in building your case for change for flexible working. It is not intended to contain all the information you might want or need your organisation or team may wish to adjust the whole, or some of, the template to best suit your needs. This may include adding, removing or updating the evidence and information contained in the template. The text in blue is designed to prompt you in thinking through your own organisational/ team approach. You may want to seek input from your HR (or equivalent) and Trade Union representatives when developing your case for change.

1. Executive summary

2020 placed an unprecedented spotlight on the NHS workforce, with the Covid-19 pandemic bringing to the forefront the compassion, **dedication** and selflessness of those working in the NHS. It has shown how our NHS people readily adapt their ways of working and often place their own health and wellbeing after that of others.

The health and care system is accustomed to operating in an increasingly turbulent environment, accelerated by advances in technology and innovation. We have rightly used these drivers to focus on the experience and quality of care for our patients and service users, maximise our performance and create real value with finite funding. We recognise that to keep doing this well we need to continue to practice and share courageous and compassionate leadership and care for our people. The rapid response to the pandemic has shown us just how flexible and adaptable we can be, and now is the time to see that step change recognised in our working arrangements. The working arrangements that we have historically had are no longer meeting the expectations or needs of individuals, and in some cases, our patients and service users and the service itself.

We want to be better at endorsing and adopting new and different ways of working and we want to respond faster to the needs of our people in 'normal' times, just as our people showed what's possible for services during the global emergency. The [NHS People Plan](#) (2020)¹ is clear that flexible working is a change that we must build on after Covid-19. And now is the time.

12

Draft Template Tool Flexible Working Case for Change: Call to Action

- Find the full template on the resource library for the programme
- Word format, so you can edit and adapt

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'n 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

Where to focus – action planning



We work flexibly



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	1	2	3	4	5	
Flexibility is mostly regarded as a cost; it is limited to a minority of the workforce, so that services can be maintained.						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	1	2	3	4	5	
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.						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	1	2	3	4	5	
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.						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.

Change Team – Initial Action Planning session

Reflection and analysis tool

- Section 3 of the workshop booklet – find it in the resource library
- First stage of action planning – hold a team meeting (suggested agenda provided in Section 4 of the booklet)
- Work through the tool as a change team to assess current level of maturity and decide which framework areas to focus upon



We work flexibly

Leadership & culture of trust



Organisational culture



We work flexibly

Leadership

23



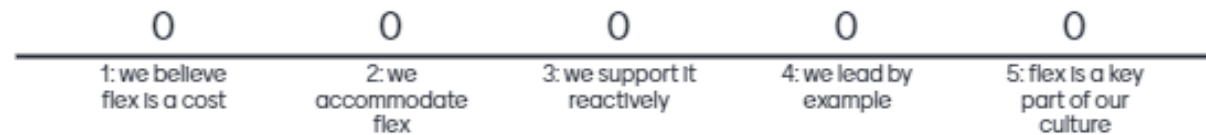
We work
flexibly

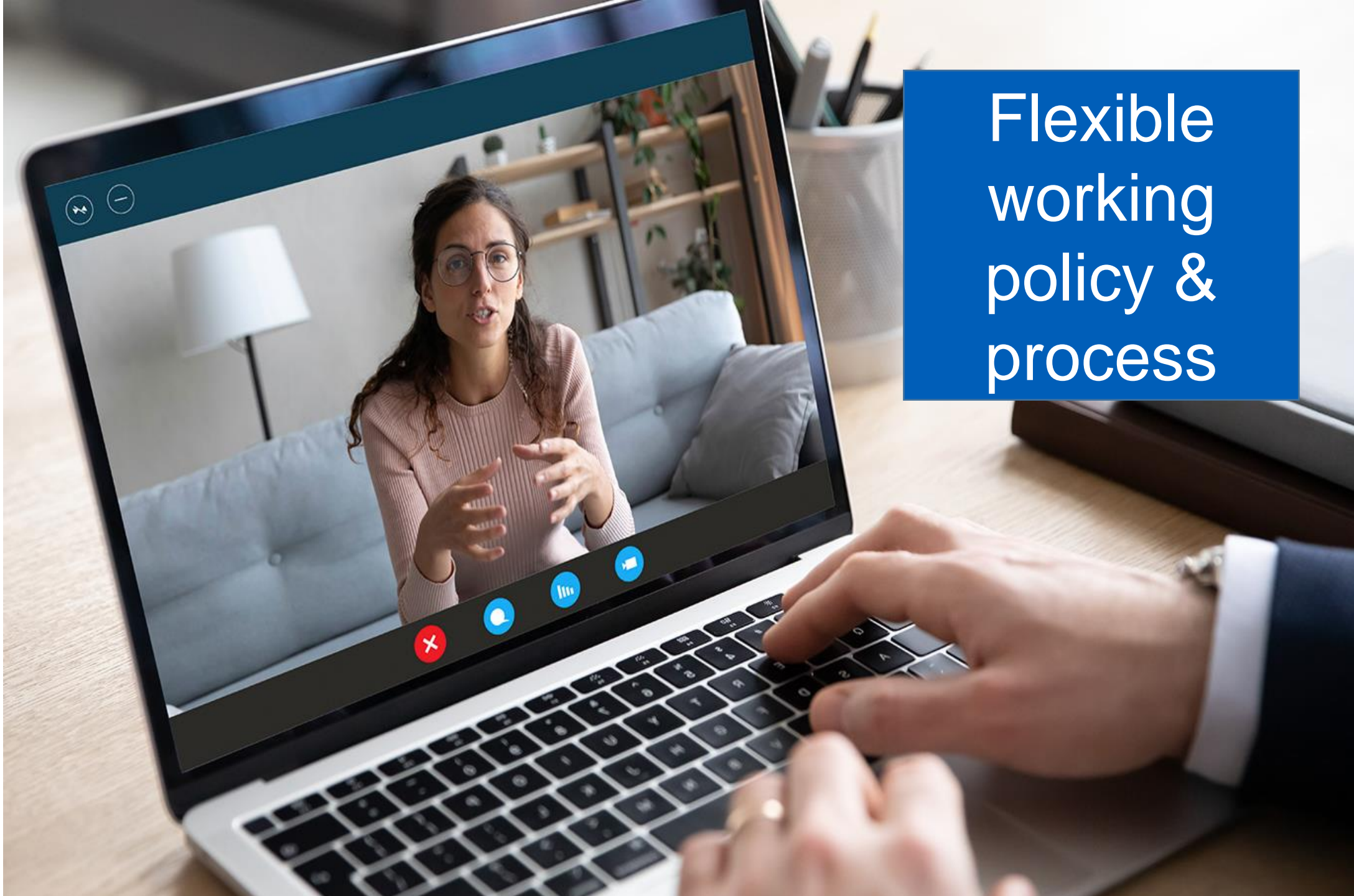


“A leader doesn’t just get
the message across;
they are the message”

Warren Bennis
Founding Chairman of
The Leadership Institute

Where would you rank your organisation's leadership and culture re: flex?





Flexible working policy & process





We work flexibly

Draft Flexible Working Policy & Principles



We work flexibly



The NHS Draft Flexible Working Principles are:

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.
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

Tools, technology and collaboration



We work flexibly



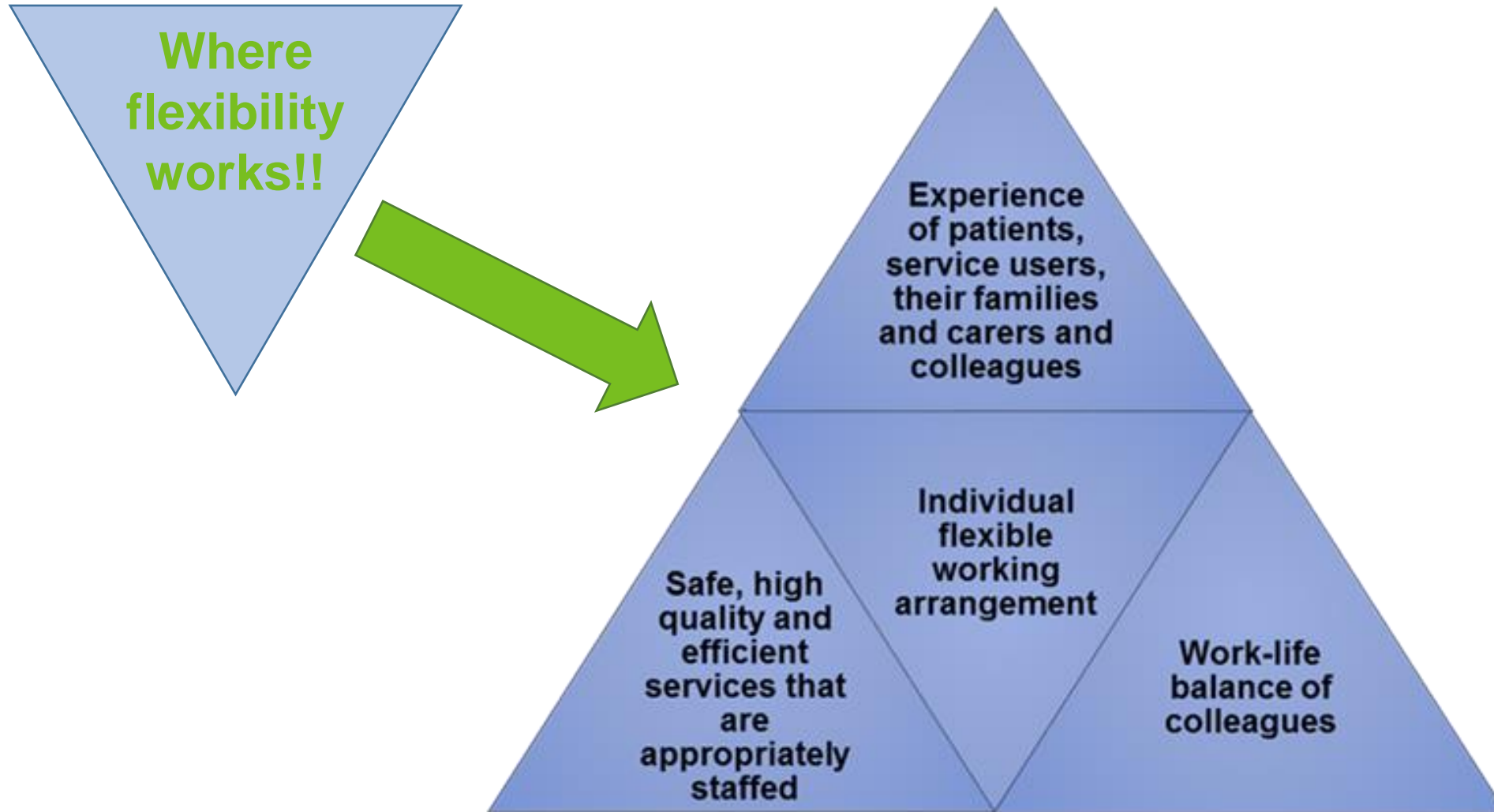
We work
flexibly

Manager
capability &
support

Equipping managers to find where flexibility works



We work flexibly



Health and well-being



We work
flexibly

BREAK

31



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



We work
flexibly

Employer brand and talent acquisition



Attracting, retaining and developing talent

34



We work
flexibly

timewise
TALENT THROUGH FLEXIBILITY

Flexibility from Day One...

35



We work flexibly

Current UK Government consultation: Day one entitlement to request

NHS People Plan: Enhanced Day One contractual right to request

NHS Jobs: option to select to advertise with different types of flexibility





Inclusive career paths & progression

36

NHS



We work
flexibly

timewise
TALENT THROUGH FLEXIBILITY

Equality, diversity and inclusion

37



We work
flexibly

timewise
TALENT THROUGH FLEXIBILITY



Social
responsibility
& advocacy



We work
flexibly

What works to drive change?



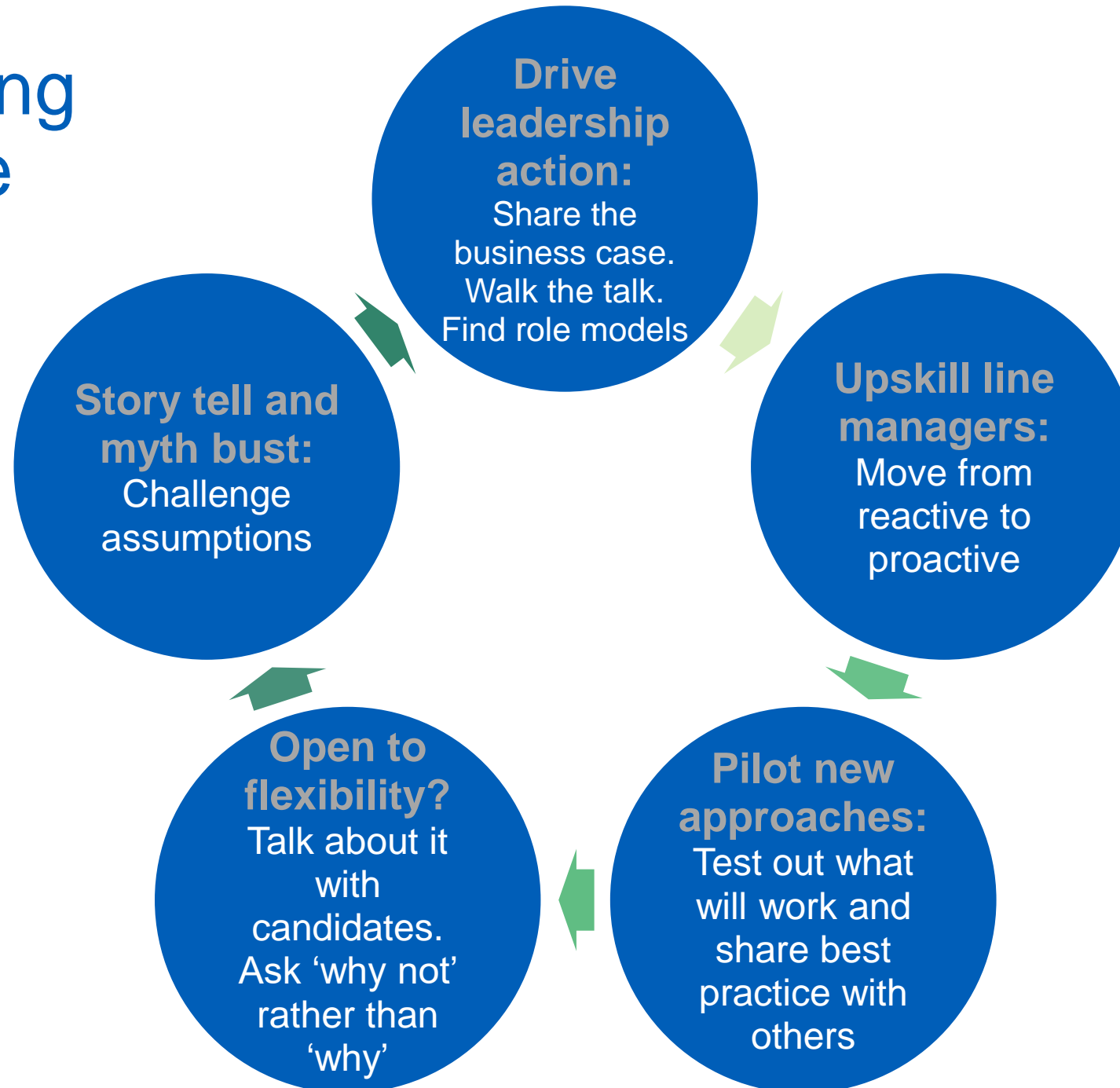
We work
flexibly



We work
flexibly

Actions to bring about change

40



We work flexibly




We work flexibly



We work flexibly

Driving Change in Flexible Working
Denise Drieu
Programme Director – Team Jersey



Embedding a more flexible approach to how we work.

Denise Drieu, Programme Director Culture

23rd November 2021

Government of Jersey

We deliver central, local government functions and public services to islanders.

Including Health and Community services



+ 7000 employees

Employed across 9 functional departments

Plus States of Jersey - 5 smaller non executive departments

Why we are investing in flexible working...

Our People Strategy

OUR FUTURE

We will work together to build a view of the future of work for our people and our Island and deliver a plan to get there.

We will be able to work flexibly



Wellbeing



Diversity and Inclusion

25% Gender Pay Gap

Flex provides more people access to work.



Engagement Survey

83.25%

'flexibility in my working practise such as how, when and where I work is important.'



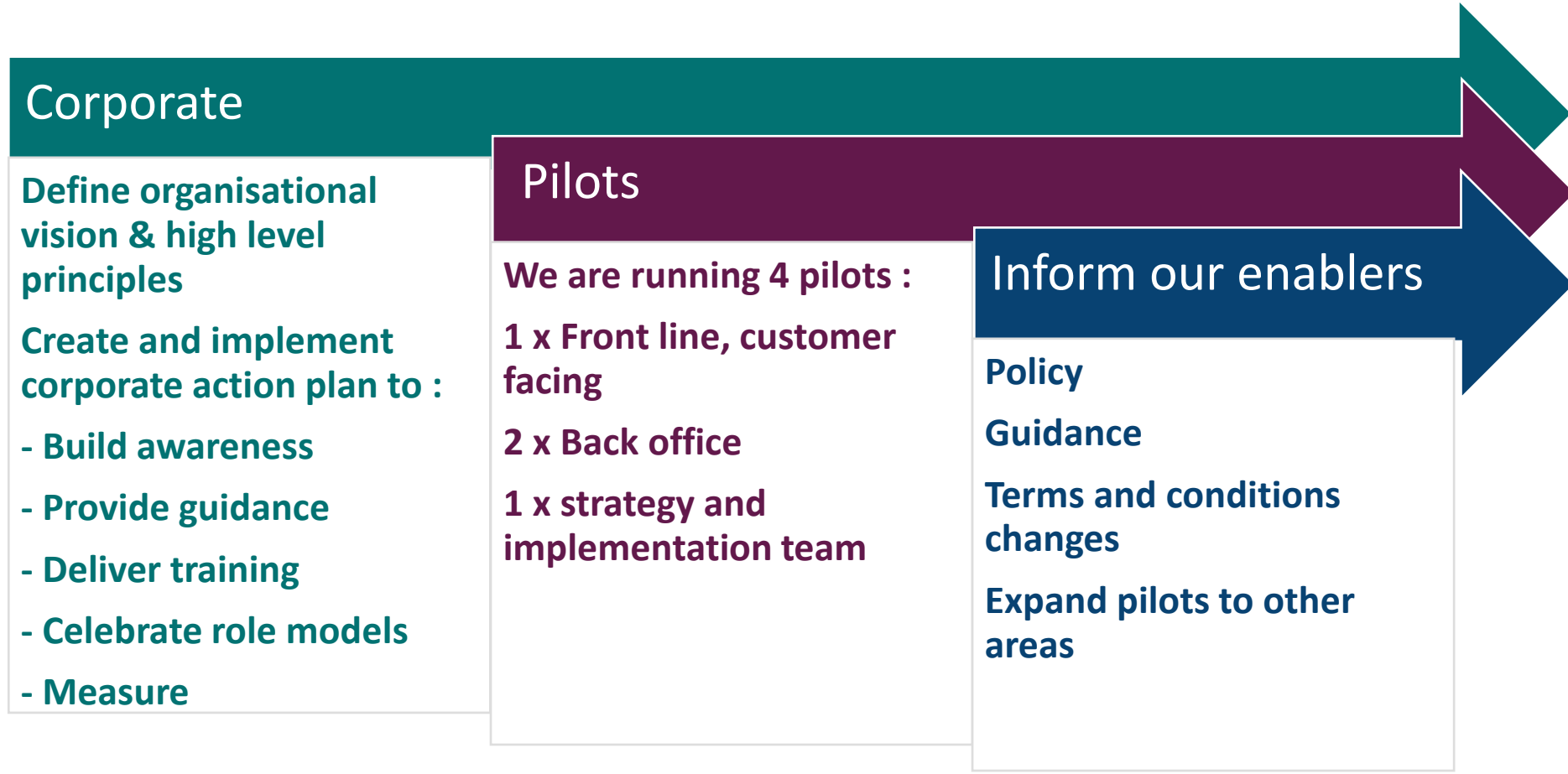
COVID-19 UPDATE

Gouvernement d'Jèrri

Our starting point



Our approach



Corporate

Define organisational vision & high level principles

Create and implement corporate action plan to :

- Build awareness
- Provide guidance
- Deliver training
- Celebrate role models
- Measure

Pilots

We are running 4 pilots :

- 1 x Front line, customer facing
- 2 x Back office
- 1 x strategy and implementation team

Inform our enablers

- Policy
- Guidance
- Terms and conditions changes
- Expand pilots to other areas

Flex Positive Steering Group

Lessons learnt

- Create a business case
- Senior stakeholders
- Not one size fits all – promote a team approach
- Pilots to prove the concept
- Listen and respond
- Engage staff representatives and unions

Questions

The case for change & NHS Cost Calculator tool



We work
flexibly



We work
flexibly

Benefits of flexible working – case for change

50



- Better work-life balance
- Increased job satisfaction & motivation
- Enabling equitable job and career opportunities and supporting a reduction in the Gender Pay Gap
- Attracting and retaining high quality candidates and a diverse workforce
- Reductions in stress and absenteeism
- Reductions in carbon footprint

Which leads to more engaged staff and better patient experience



We work
flexibly

Cost Calculator



1

Potential Cost Savings from improvement to retention due to flexible working or other initiatives

2

3

Background

4

5 We have created a simple Cost Calculator to help organisations identify potential cost savings from improving access to Flexible working.

6

7 Access to flexible working by default from day 1 is a key commitment in the People Plan. Flexible working is an increasingly important aspect of any organisation's retention strategy; a recent report by the Behavioural Insights Team found that access to flexible working was one of the top three benefits that retained staff within the NHS. Access to high-quality flexible working can therefore increase an organisation's ability to attract and retain diverse talent.

8

9

10 The cost calculator can be used as part of data gathering to support flexible working implementation, to help make the case for change.

11

12 The calculator has sheets for different staff groups. You will need workforce data and to identify a target estimate for improving staff turnover for each staff group, potential savings will then be generated with all information feeding into an organisational summary.

13

14 A blank sheet is also included, for organisations to use to calculate potential cost savings from different retention initiatives. It contains the same formula but does not link into the summary.

15

Data required

16

17 As well as headcount and turnover rates for each staff group, the sheet asks for an average bank and agency cost and for the average budget available (additional costs will then be calculated for average bank and agency spend which exceeds the budget). The calculator uses an estimate of a 12 week period for a replacement to be recruited and start and a two week period for their induction. As bank and agency costs vary they will need to be inserted at a local level for each staff group.

18

19

20 The sheet also asks for any additional non-cash releasing costs to administer each leaver and starter.

21

22 Project costs associated with flexible working retention work are also taken into account, giving overall potential target savings after the investment in these costs.

23

24 A step by step guide to what to insert into each cell is given on the next page.

25

26

27

28

29

30

31

32

33

34

35

36

Info Guide Summary V2 Medical & Dental Admin & Estates Nursing, Midwifery & Health V3 Scientific, Therapeutic & Techn Healthcare Assistant & Others 2 Healthcare Science Others Specific Retention Initiative

Reason for leaving – considering what to include



We work flexibly

Staff Group	Leaving Reason
Nursing and Midwifery Registered	Death in Service
Nursing and Midwifery Registered	Dismissal - Some Other Substantial Reason
Nursing and Midwifery Registered	End of Fixed Term Contract
Nursing and Midwifery Registered	Flexi Retirement
Nursing and Midwifery Registered	Has Not Worked
Nursing and Midwifery Registered	Retirement - Ill Health
Nursing and Midwifery Registered	Retirement Age
Nursing and Midwifery Registered	Voluntary Early Retirement - with Actuarial Reduction
Nursing and Midwifery Registered	Voluntary Resignation - Adult Dependants
Nursing and Midwifery Registered	Voluntary Resignation - Better Reward Package
Nursing and Midwifery Registered	Voluntary Resignation - Child Dependants
Nursing and Midwifery Registered	Voluntary Resignation - Health
Nursing and Midwifery Registered	Voluntary Resignation - Incompatible Working Relationships
Nursing and Midwifery Registered	Voluntary Resignation - Lack of Opportunities
Nursing and Midwifery Registered	Voluntary Resignation - Other/Not Known
Nursing and Midwifery Registered	Voluntary Resignation - Promotion
Nursing and Midwifery Registered	Voluntary Resignation - Relocation
Nursing and Midwifery Registered	Voluntary Resignation - To undertake further education or training
Nursing and Midwifery Registered	Voluntary Resignation - Work Life Balance

Baseline data for this cohort

53

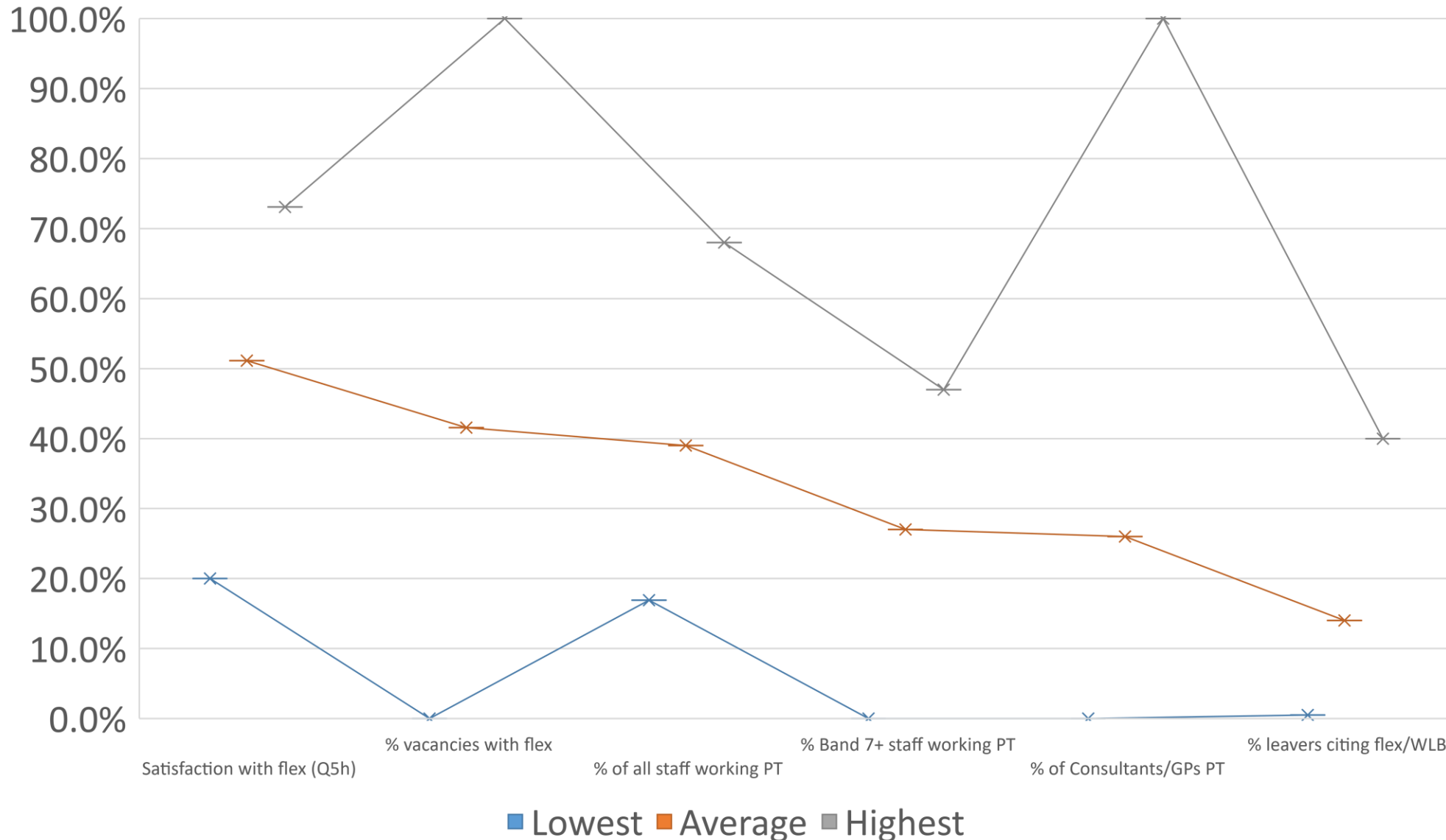


We work flexibly

	Lowest	Average	Highest	Sample (# orgs)
% staff satisfaction with flex (Q5h in staff survey)	20%	51.1%	73.1%	76
% of vacancies advertised as open to flex	0%	41.6%	100%	56
% of all staff working PT	16.9%	39%	68%	77
& of Band 7+ staff working PT	0%	27%	47%	78
% of Consultants/GPs working PT	0%	26%	100%	64
% of leavers citing flexibility or Work Life Balance as reasons for leaving	0.5%	14%	40%	70
% of total headcount who work flexibly	0%	40%	100%	24
% of band 7 and above who work flexibly	0%	27.1%	100%	24
% of consultants (or GPs) who work flexibly	0%	20%	100%	17
% of formal FW requests converted to FW patterns	0.1%	84%	100%	23

Baseline data for this cohort

54



Personal reflection & next steps



We work
flexibly



We work
flexibly

Recap our aims for today

56

- Be able to examine the key areas to achieve change for your organisation's flexible working practices
 - Understand the NHS Flex for the Future Programme Model
- Be able to consider the key flex change topics of leadership, manager capability, flexible hiring and process/policies
 - Have reflected on how actions in these areas relate to existing commitments and plans



We work
flexibly

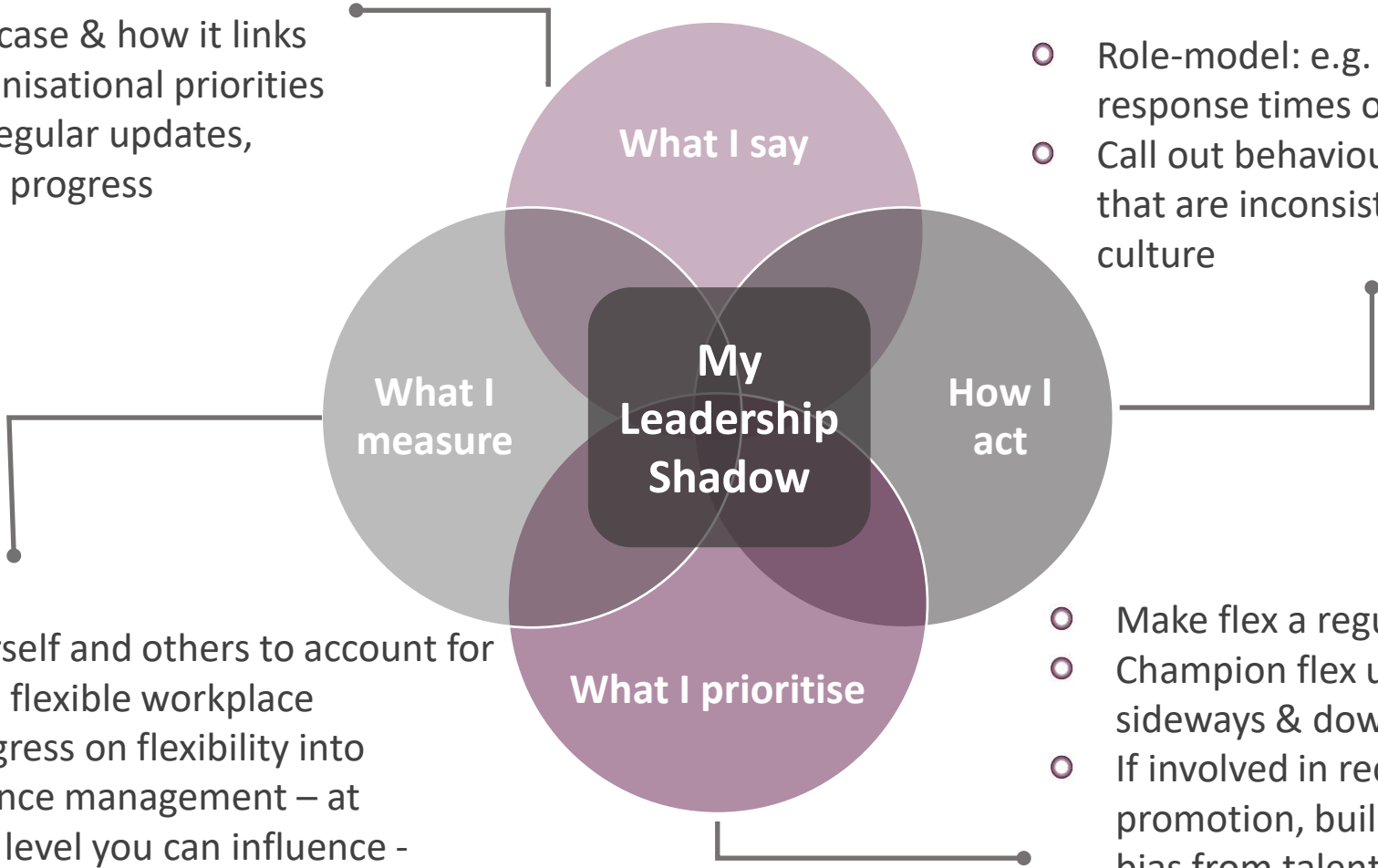
The Leadership Shadow & flexible working

57



We work flexibly

- Frame issues positively
- Understand & talk about the business case & how it links with organisational priorities
- Provide regular updates, celebrate progress



- Role-model: e.g. 'Leave loudly', response times out of hours
- Call out behaviours and decisions that are inconsistent with a flexible culture

- Hold yourself and others to account for building a flexible workplace
- Build progress on flexibility into performance management – at whatever level you can influence - setting business, team, personal targets

- Make flex a regular agenda item
- Champion flex upwards as well as sideways & down
- If involved in recruitment & promotion, build in flex & remove bias from talent discussions

Adapted from "The Leadership Shadow" developed by Pine Street

Reflection time



We work flexibly

What is your Leadership Shadow challenge?

Share in the Chat if you're happy to



Your resource library for further support

59



We work
flexibly

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

Visit here for all materials relating to the programme including:

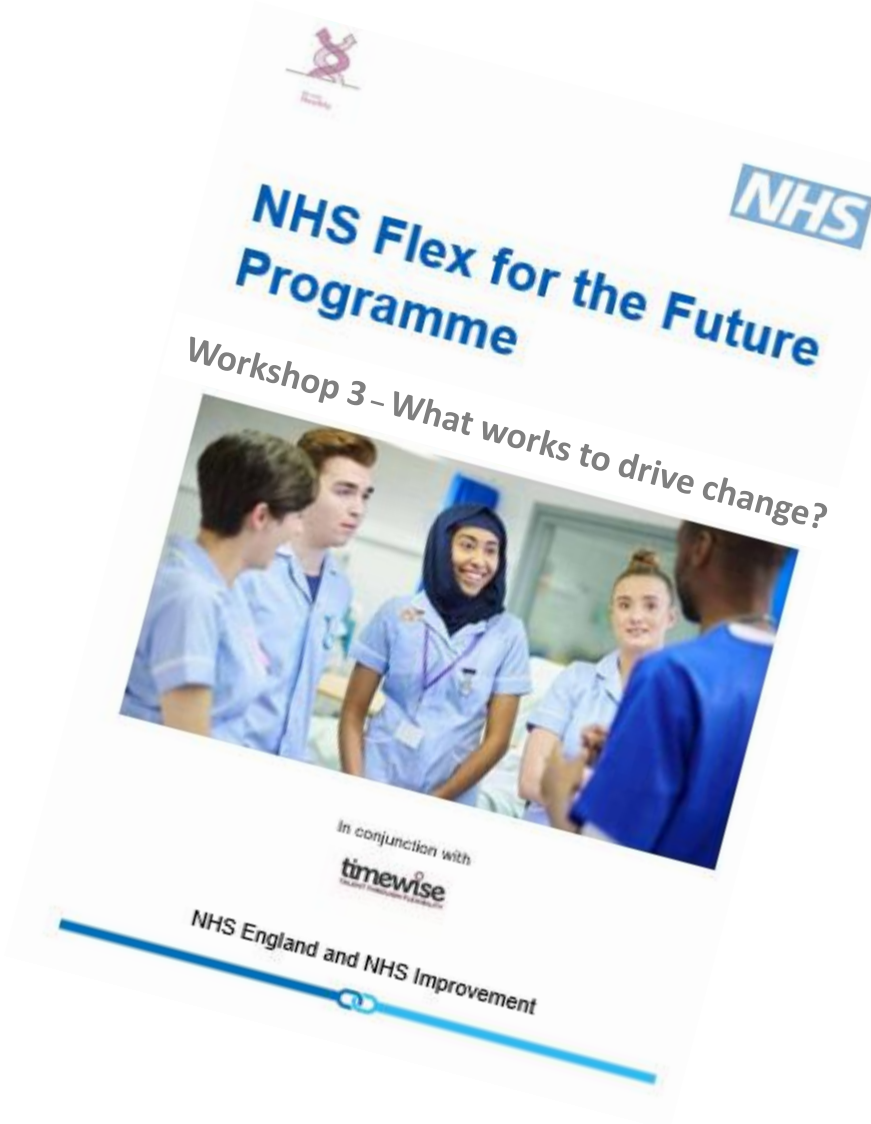
- Booklet for each workshop containing key content and links for further information and reading
- Tools that we refer to during the workshops
- Copies of the workshop recordings and slides

These will all be uploaded each month shortly before the workshop

NHS England & NHS Improvement site:

<https://www.england.nhs.uk/looking-after-our-people/the-programme-and-resources/we-work-flexibly/>

@Timewise_UK



Next steps

60

Everyone:

- ❑ 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/>
- ❑ Attend an Initial Action Planning session with your change team to agree which are the priority areas of focus for your organisation (to be worked into your Action Plan)



We work
flexibly

Next steps

61

Change team leaders:

- ❑ Update your Senior Responsible Officer, talk to them about how you will jointly make the case for change within your organisation and consider how to use the **Leadership Engagement Session Slide template** provided
- ❑ Attend third Group Clinic for your region
- ❑ Arrange and lead an Initial Action Planning session with your internal change team (session plan provided in booklet), to:
 - ❑ Agree what your data is telling you so far (qualitative and quantitative)
 - ❑ Consider and prioritise what you believe will work to drive change in your organisation – use the tool in the booklet to consider each of the framework areas and agree which ones to focus on



We work
flexibly



We work flexibly

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

Drop-In Clinics for Change Team Leaders

Drop-In Clinics for Change Team Leaders

Drop-In Clinics for Change Team Leaders

Drop-In Clinics for Change Team Leaders

Drop-In Clinics for Change Team Leaders

Access to online resources via Resource Library

Completing Programme Activity



We work
flexibly

Thank you



<https://timewise.co.uk/power-list/>

Melissa.buntine@timewise.co.uk

weworkflexibly@nhs.net