WELCOME BACK!

CHECK YOUR TECH AND INTRODUCE YOURSELF

Flex for the Future Programme

Workshop 4

Action Planning

NHS England and NHS Improvement

NHS Flex for the Future

Workshop 4 – Action Planning

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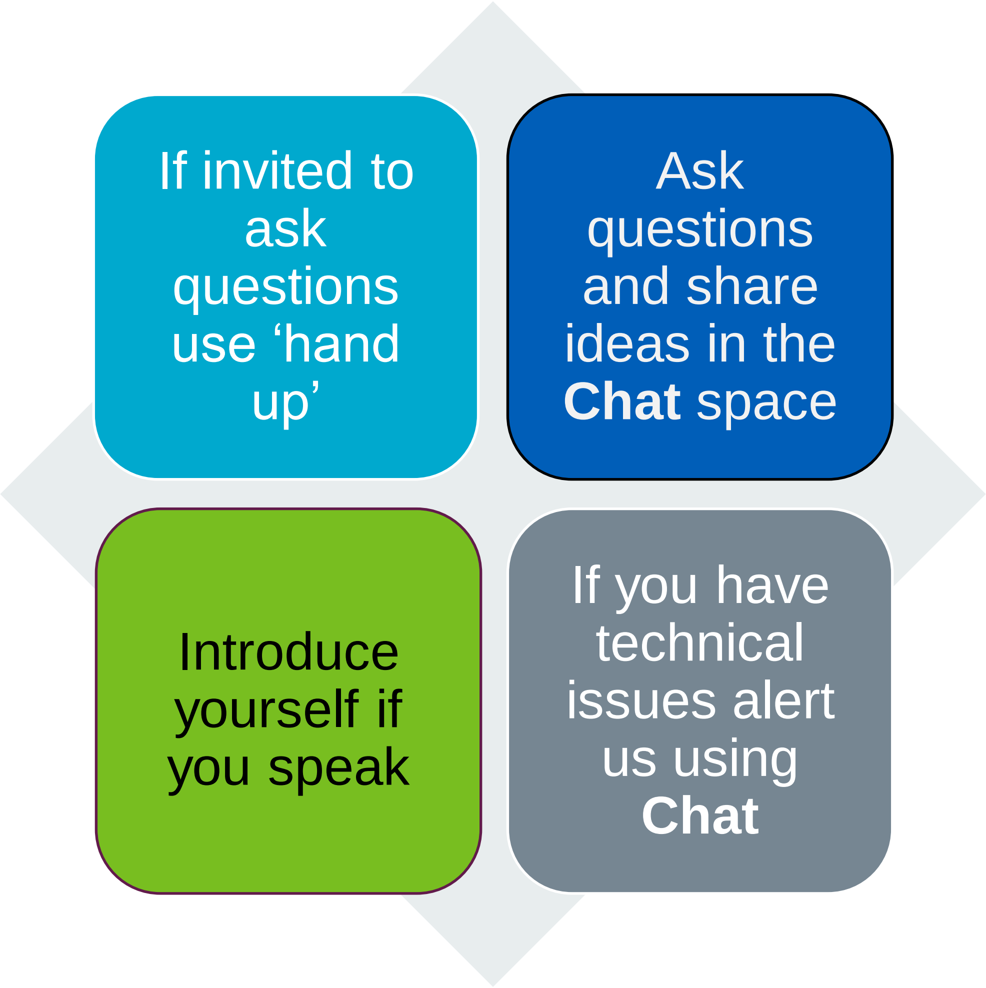
Creating the right environment



If invited to ask questions use ‘hand up’

Ask questions and share ideas in the **Chat** space

Introduce yourself if you speak

If you have technical issues alert us using **Chat**

We work flexibly

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TALENT THROUGH FLEXIBILITY

Programme activity

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

Change Team Kick Off meeting

Collect baseline organisation 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

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Our aims for today

- Be able to create and refine an Action Plan for your Trust
- Have heard and shared stories and examples
- Have discussed actions with colleagues and identified common actions on which you may collaborate with other Trusts

- Understand the benefit of structured action planning in embedding flexibility
- Have reflected further upon how to obtain leadership buy into your plan

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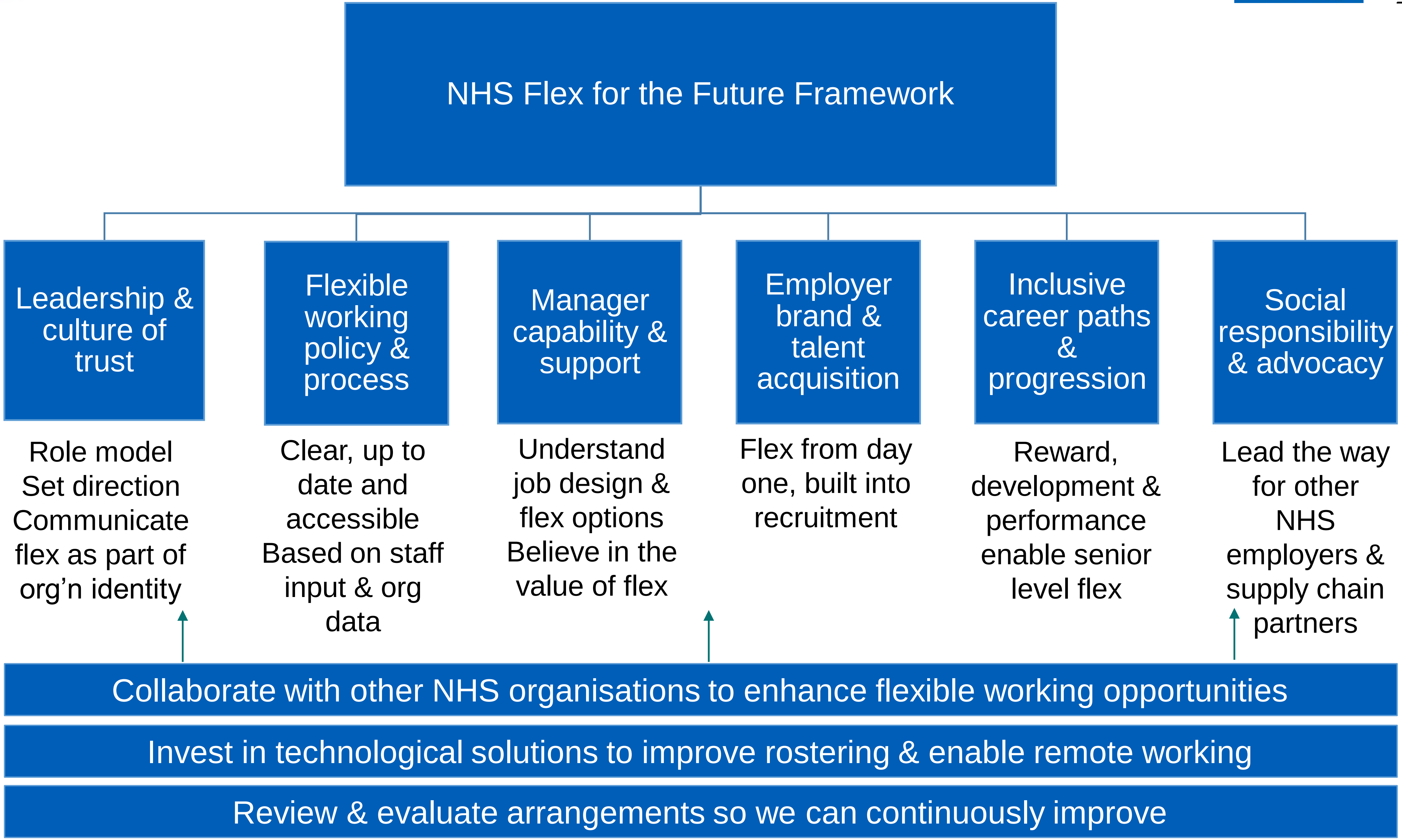
Agenda

- Creating and refining your Flex Action Plan
- SMART Actions
- Key actions on which to collaborate and share
- Engaging leadership and completing your Flex Action Plan
- Personal reflection & next steps

Creating and refining your Flex Action Plan



NHS Flex for the Future Framework

Leadership & culture of trust	Flexible working policy & process	Manager capability & support	Employer brand & talent acquisition	Inclusive career paths & progression	Social responsibility & advocacy
Role model Set direction Communicate flex as part of org’n identity	Clear, up to date and accessible Based on staff input & org data	Understand job design & flex options Believe in the value of flex	Flex from day one, built into recruitment	Reward, development & performance enable senior level flex	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

Your aspiration for the next 3-6 months… (and beyond)

What do you hope to achieve?

How does this fit with your broader strategic objectives and initiatives?

What impact do you hope to have on attraction and retention through better use of flexible working?

What timing is realistic?

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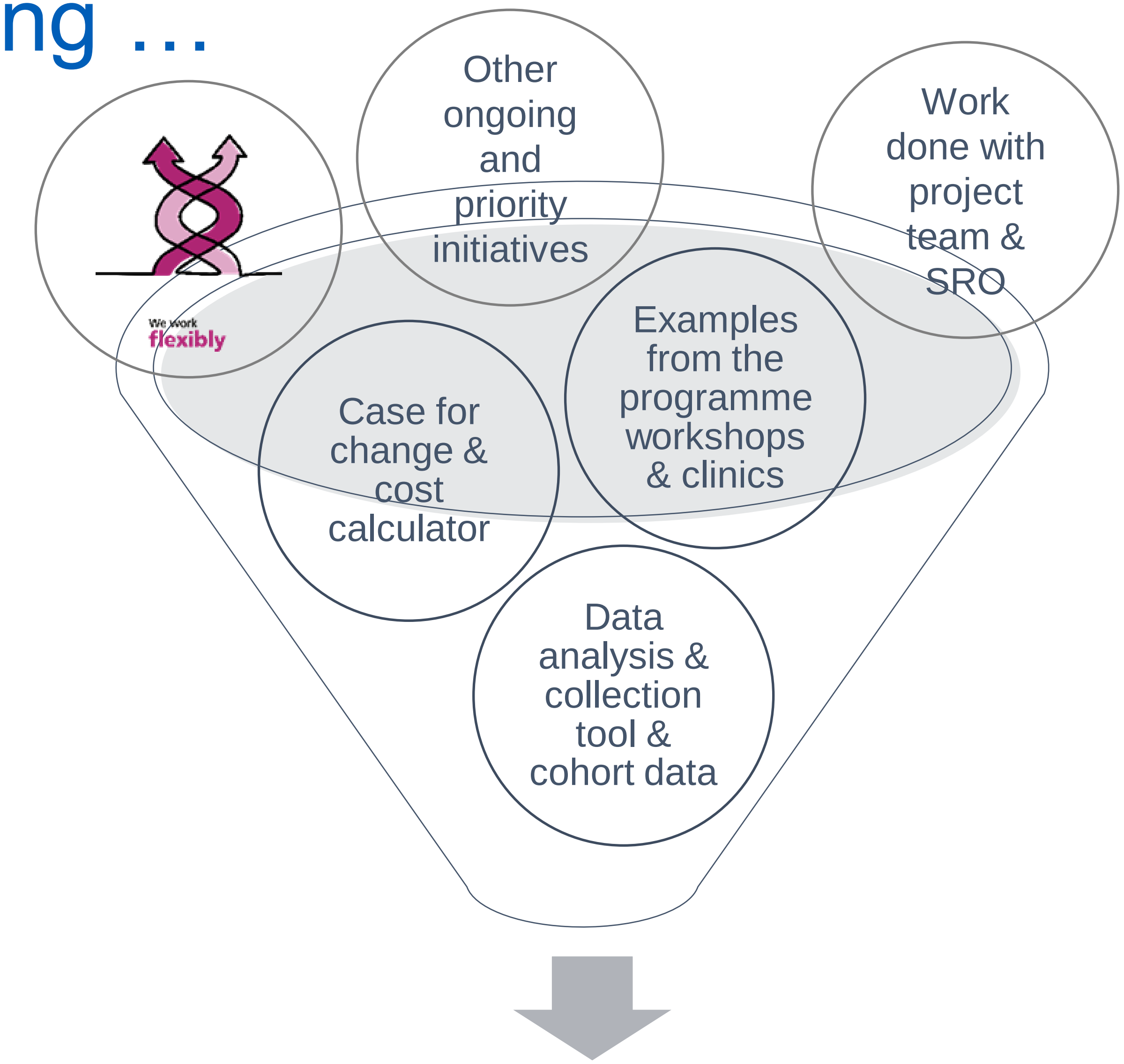
Action Planning …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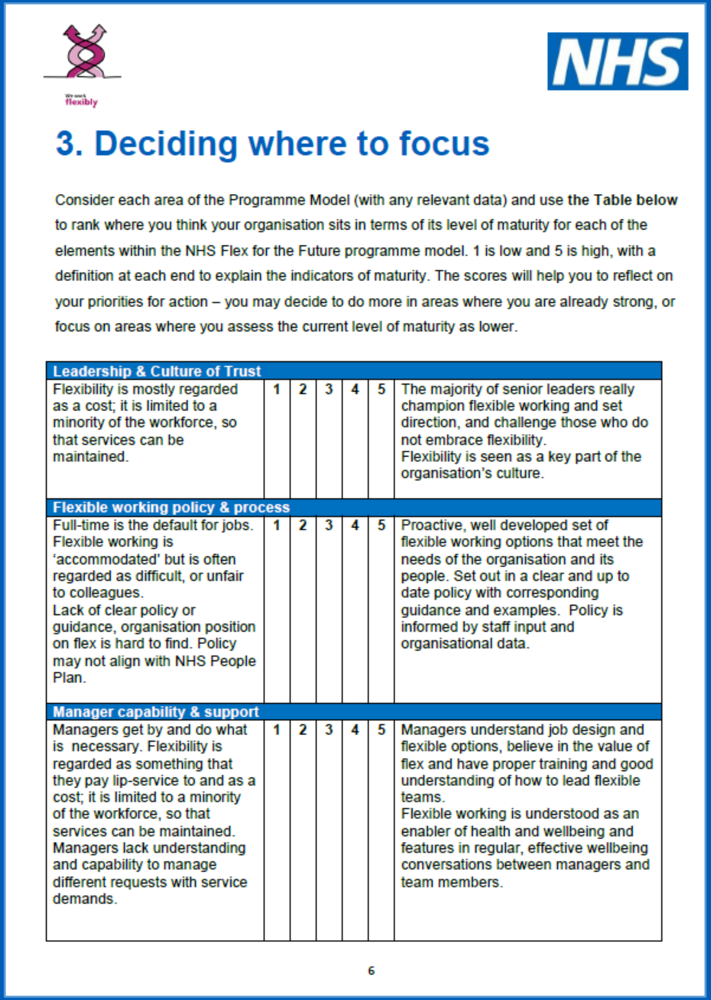
Other ongoing and priority initiatives
Work done with project team & SRO
Examples from the programme workshops & clinics
Case for change & cost calculator
Data analysis & collection tool & cohort data

Your Flex Action Plan

Where to focus – action planning



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.

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- Leadership & Culture of Trust
- Flexible working policy & process
- Manager capability & support
- Employer brand & talent acquisition
- Inclusive career paths & progression
- Social responsibility & advocacy

SMART Actions

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SMART

S	Check that each point on the Action Plan states a **specific** action and desired outcome	**Specific**
M	Check that the outcome is clear and can be **measured**	**Measurable**
A	Ensure that your priorities are **achievable** – they should be challenging, but not so challenging that it's almost impossible to achieve	**Achievable**
R	Ensure your priorities are **relevant** to your organisation, your leaders, individual teams and individuals and are focused on the key aspirations	**Relevant**
T	Check that you have a **time period** on all your actions	**Time-bound**

Key actions & outcomes on which to collaborate

Sharing from the group

Examples of actions which change teams have already implemented in their organisations

We’d love to hear more from other teams & will be looking for case studies & quotes to include in the report for the Programme

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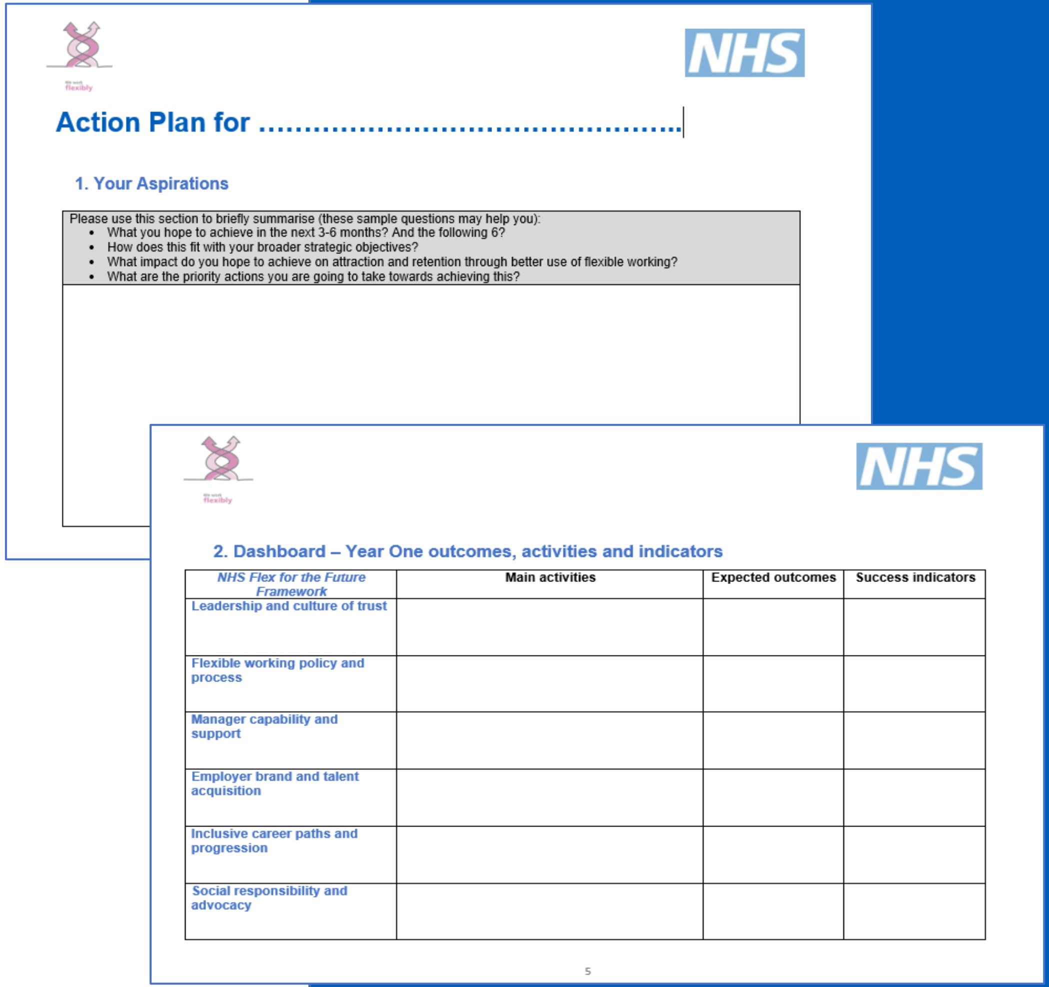
Completing your Action Plans



Action Plan for ………………………………………….

1. Your Aspirations

Please use this section to briefly summarise (these sample questions may help you): • What you hope to achieve in the next 3-6 months? And the following 6? • How does this fit with your broader strategic objectives? • What impact do you hope to achieve on attraction and retention through better use of flexible working? • What are the priority actions you are going to take towards achieving this?

2. Dashboard – Year One outcomes, activities and indicators

NHS Flex for the Future Framework	Main activities	Expected outcomes	Success indicators
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			

5

Booklet 4 contains a template Action Plan and a guide agenda for your second action planning session

Slide deck from today contains ideas that you can build into actions, for each area of the framework

NHS Flex for the Future Framework

RECOMMENDED OUTCOMES FROM ACTION PLAN

Leadership & culture of trust	Flexible working policy & process	Manager capability & support	Employer brand & talent acquisition	Inclusive career paths & progression	Social responsibility & advocacy
Use of a dashboard or workforce report that enables the board to monitor progress against defined flexible working metrics, with an identified Senior Nurse Champion	Evidence of communicating and adopting the flexible working policy changes recently introduced in the NHS Terms & Conditions	Efficient use of e-rostering with an audit of the level to which team rostering are used to facilitate flexible working	A minimum of 25% of permanent roles are advertised with clear flexible working options outlined	Those working flexibly have access to training and promotion and this is monitored	The organisation shares best practice and learns from others

Leadership & culture of trust

Use of a dashboard or workforce report that enables the board to monitor progress against defined flexible working metrics, with an identified Senior Nurse Champion

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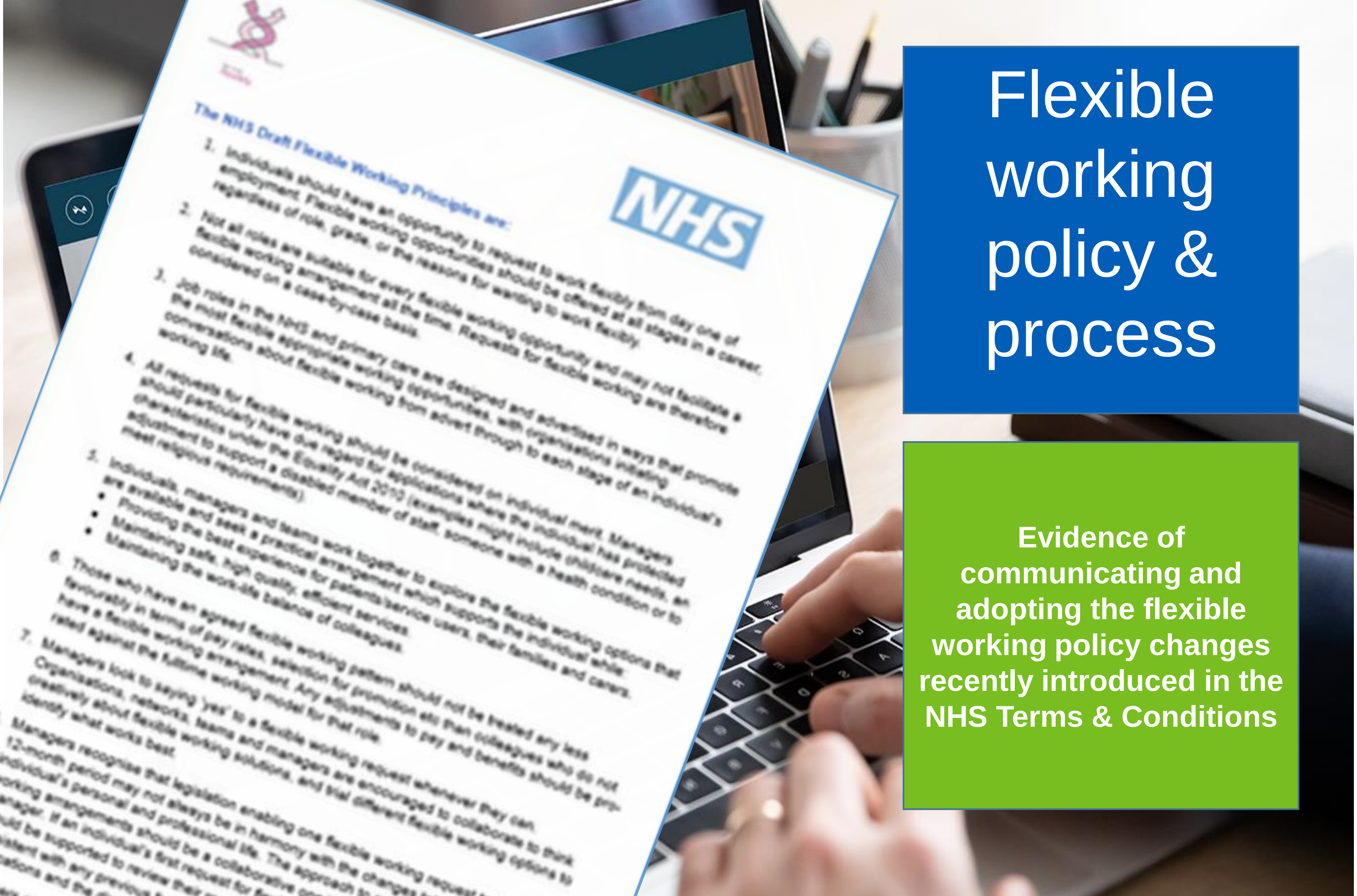
Ideas for action

- Gather case studies of senior role models and share with staff – videos on intranet / via staff update
- Leadership blog to focus on 'day in the life' incorporating flexible working arrangements and what they enable in terms of work life balance
- Establish a set of key workforce metrics / dashboard for flexible working, agreed with senior leadership team, which can be reported on quarterly together with other people data
- Work with SRO to gain agreement and buy-in to this action plan at board level

Flexible working policy & process



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.

Managers recognise that legislation enabling one flexible working request

12-month period may not always be in harmony with the changes

Evidence of communicating and adopting the flexible working policy changes recently introduced in the NHS Terms & Conditions

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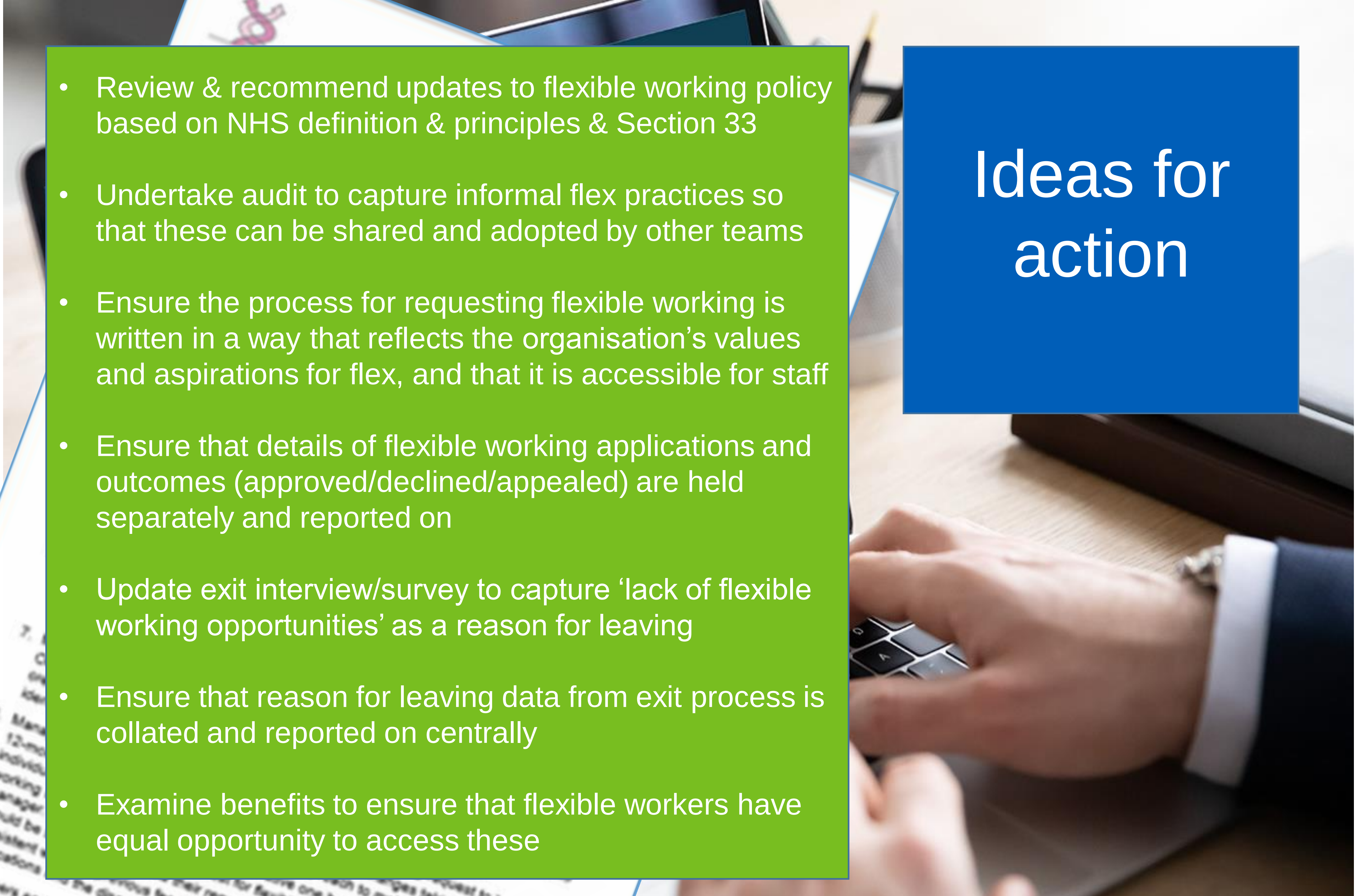

Ideas for action

- Review & recommend updates to flexible working policy based on NHS definition & principles & Section 33
- Undertake audit to capture informal flex practices so that these can be shared and adopted by other teams
- Ensure the process for requesting flexible working is written in a way that reflects the organisation’s values and aspirations for flex, and that it is accessible for staff
- Ensure that details of flexible working applications and outcomes (approved/declined/appealed) are held separately and reported on
- Update exit interview/survey to capture ‘lack of flexible working opportunities’ as a reason for leaving
- Ensure that reason for leaving data from exit process is collated and reported on centrally
- Examine benefits to ensure that flexible workers have equal opportunity to access these

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TALENT THROUGH FLEXIBILITY

Manager capability & support

NHS

Supporting **your team** to **work flexibly**

A line manager's guide

We are compassionate and inclusive
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

THE NHS STAFF COUNCIL
WORKING IN PARTNERSHIP
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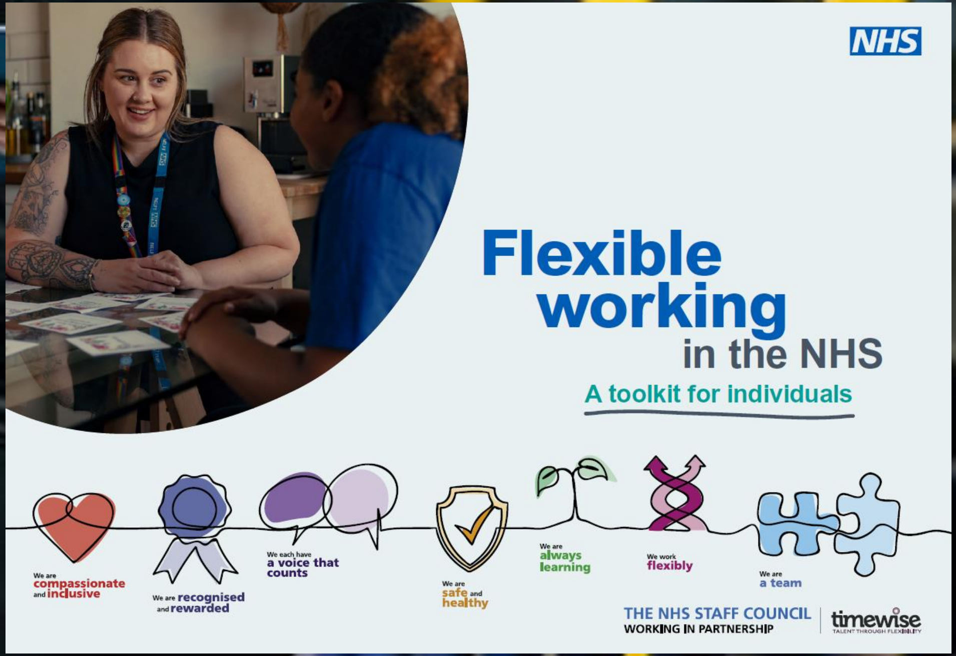
TALENT THROUGH FLEXIBILITY



NHS

Flexible working in the NHS

A toolkit for individuals

We are compassionate and inclusive
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

THE NHS STAFF COUNCIL
WORKING IN PARTNERSHIP
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We work **flexibly**

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Manager capability & support

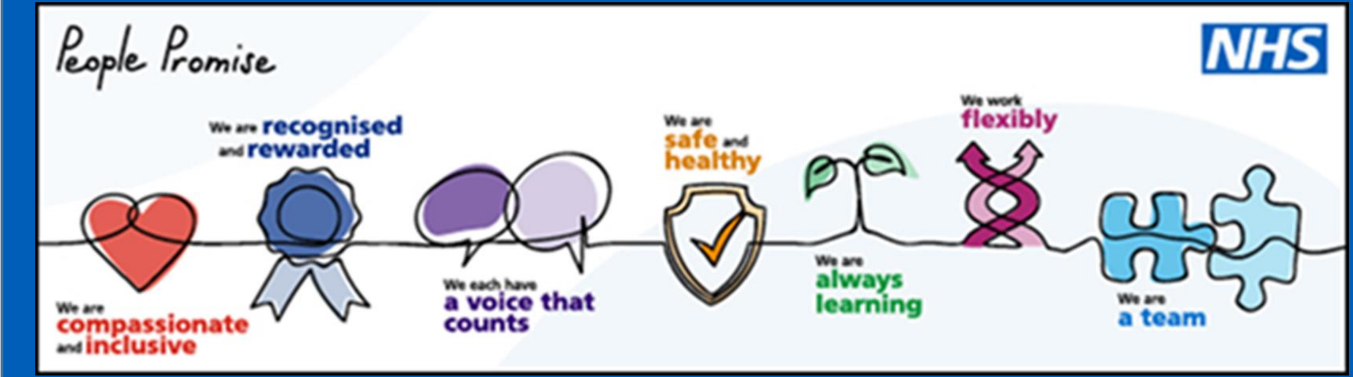
Efficient use of e-rostering with an audit of the level to which team rostering are used to facilitate flexible working.

Ideas for action

- Update manager training to develop skills and use tools available for job design and e-rostering
- Review or complete e-rostering audit / evaluation
- Launch / share Line Manager and employee guides to flexible working
- Develop specific guidance or training on e.g. holding hybrid meetings, responding to flex requests etc.
- Make supporting and advocating flexible working arrangements part of the stated expectations of managers, and review as part of manager performance
- Identify particular flex solutions / locations to pilot
- Build flexible working conversations into job planning meetings for Doctors / other staff groups
- Ensure flexible working forms part of the Wellbeing Conversations happening across the organisation

Employer brand and talent acquisition

A minimum of 25% of permanent roles are advertised with clear flexible working options outlined


People Promise
NHS
We are compassionate and inclusive
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

We work flexibly

Ideas for action

- Enhance training for recruiters / hiring managers to equip them to discuss flexible working at interview
- Upskill hiring managers / resourcing teams to be able to identify which forms of flexibility are appropriate for roles
- Update recruitment processes and training to ensure that the drop down menu for different types of flexible arrangement are used on NHS Jobs / TRAC when vacancies are created
- Draft and get sign off on an organisational statement about openness to flexible working arrangements, to be included in all vacancy packs
- Gather and upload case studies about different forms of flexible arrangement to careers page
- Use new joiner / 100 day events to ask whether people are working flexibly
- Start monitoring number of new joiners who are recruited flexibly, and collate this centrally

Inclusive career paths & progression

Those working flexibly have access to training and promotion and this is monitored

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Ideas for action

- Gather and report to the Board on progression and performance data for employees with flexible working arrangements – in the same way you do for protected characteristics. Look at whether flexible workers are progressing at the same rate, ideally breaking this down by different forms of flex (where, when, how)
- Case studies of staff who have progressed whilst retaining flexible working arrangements
- Ensure flexibility is promoted in internal advertisements and vacancy information
- Undertake focus groups to understand perceptions of barriers to progression amongst particular teams/roles
- Incorporate flexible working within the organisation's Talent Management process and conversations
- Ensure performance management processes focus on outcomes not presence or hours worked. Educate managers on how to ensure they can assess performance fairly for colleagues who work flexibly.

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Social responsibility & advocacy

The organisation shares best practice and learns from others

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Ideas for action

- Showcase good practice via Future NHS forum / NHSE Flex team
- Share learning with other organisations by contributing to or establishing a community of practice (you may want to develop your regional group clinics into these following the end of the formal programme)
- Undertake staff engagement activities to promote and advocate flexible working across the organization
- Ensure the organisation’s values and behaviours relating to flexible working are shared with contractors / suppliers, and incorporated into procurement documentation processes / reviews of contractors
- Use your organisation’s social media / other comms outlets to amplify the importance you place on flexible working
- Apply for awards to share and celebrate your progress in flexible ways of working

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BREAK

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Breakout discussion & sharing

In small groups

What other ideas for actions do you have / are you considering?

Each group to feed back 2 or 3 ideas via the chat once we return to the main meeting

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Developing your Flex Action Plan

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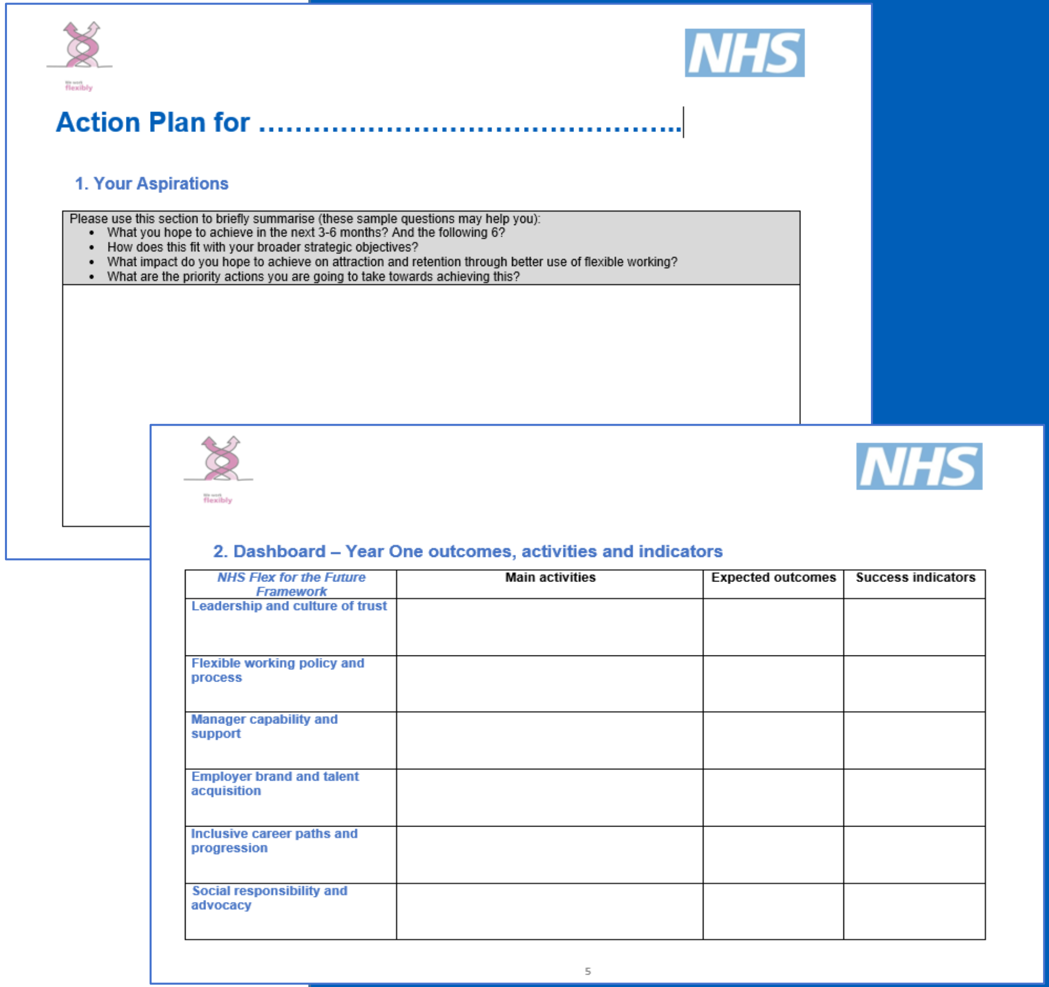
Completing your Action Plans



Action Plan for ....

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Flexible working actions – different types of impact

Organisation messaging	Vision & definition of flexibility	Principles & policy	Manager & employee guidance	Showcasing examples
Organisation processes	Advertising roles with flex	Processes for requesting flex	Contractual terms e.g. job share, term time	Gathering & monitoring workforce flex metrics
Working practices, mindset & behaviour	Leadership advocates & role models	Trying new approaches through pilots / trials	Undertaking flexible job design	Training & empowering managers

Benefits of flexible working – case for change

- 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**

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Gaining buy in

Having built your action plan…

How will you gain engagement and buy-in from senior leaders and other key stakeholders to the plan?

If happy to share, type in chat now

Taking action to increase flexible working

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Speaker

Professor Joe Harrison,
Chief Executive,
Milton Keynes
University Hospital

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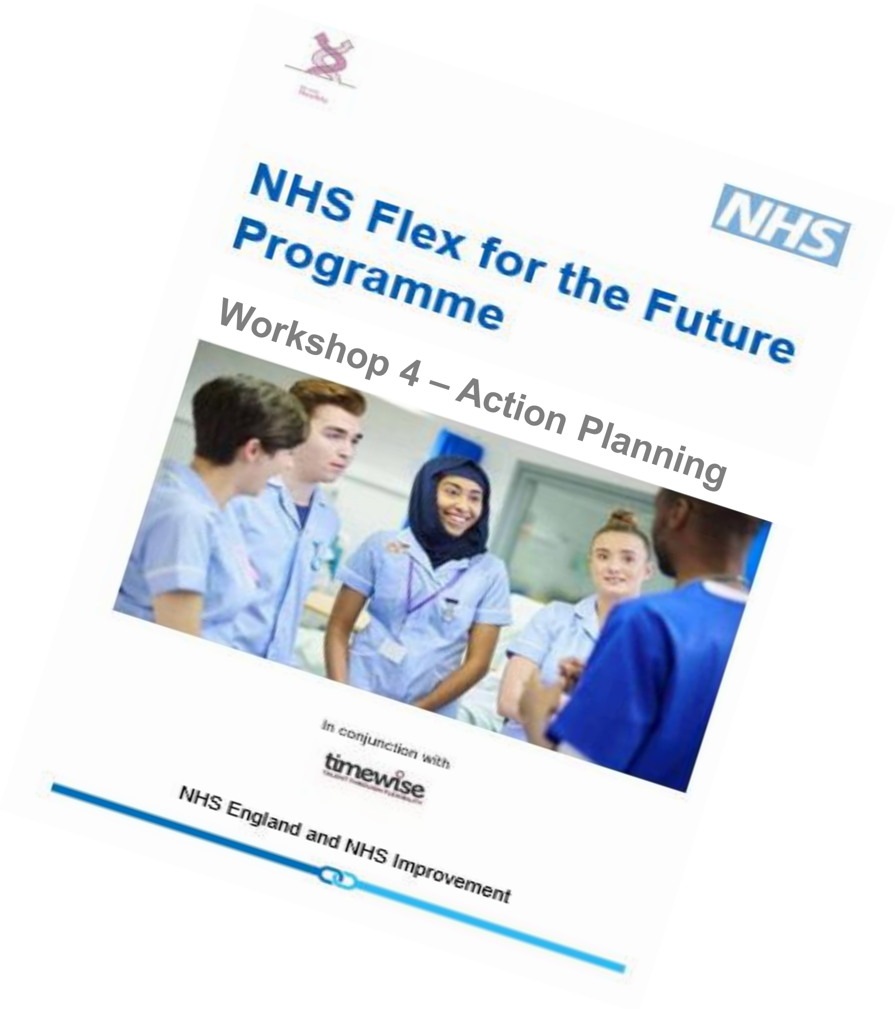
Q&A

Professor Joe Harrison,
Chief Executive,
Milton Keynes University Hospital

Personal reflection & next steps

Your resource library for further support



NHS Flex for the Future Programme

Workshop 4 – Action Planning

In conjunction with

timewise

NHS England and NHS Improvement

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

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

https://future.nhs.uk/NationalFlexibleWorking

@Timewise_UK

Our aims for today

- Be able to create and refine an Action Plan for your Trust
- Have heard and shared stories and examples
- Have discussed actions with colleagues and identified common actions

- Understand the benefit of structured action planning in embedding flexibility
- Have reflected further upon how to obtain leadership buy into your plan

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Reflection time

Personal reflection

What have I learnt?

What am I taking away to apply in my organisation?

If happy to share, type in chat now

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Next steps

Everyone:

☐ Tell us what you thought of today using the post-workshop feedback survey

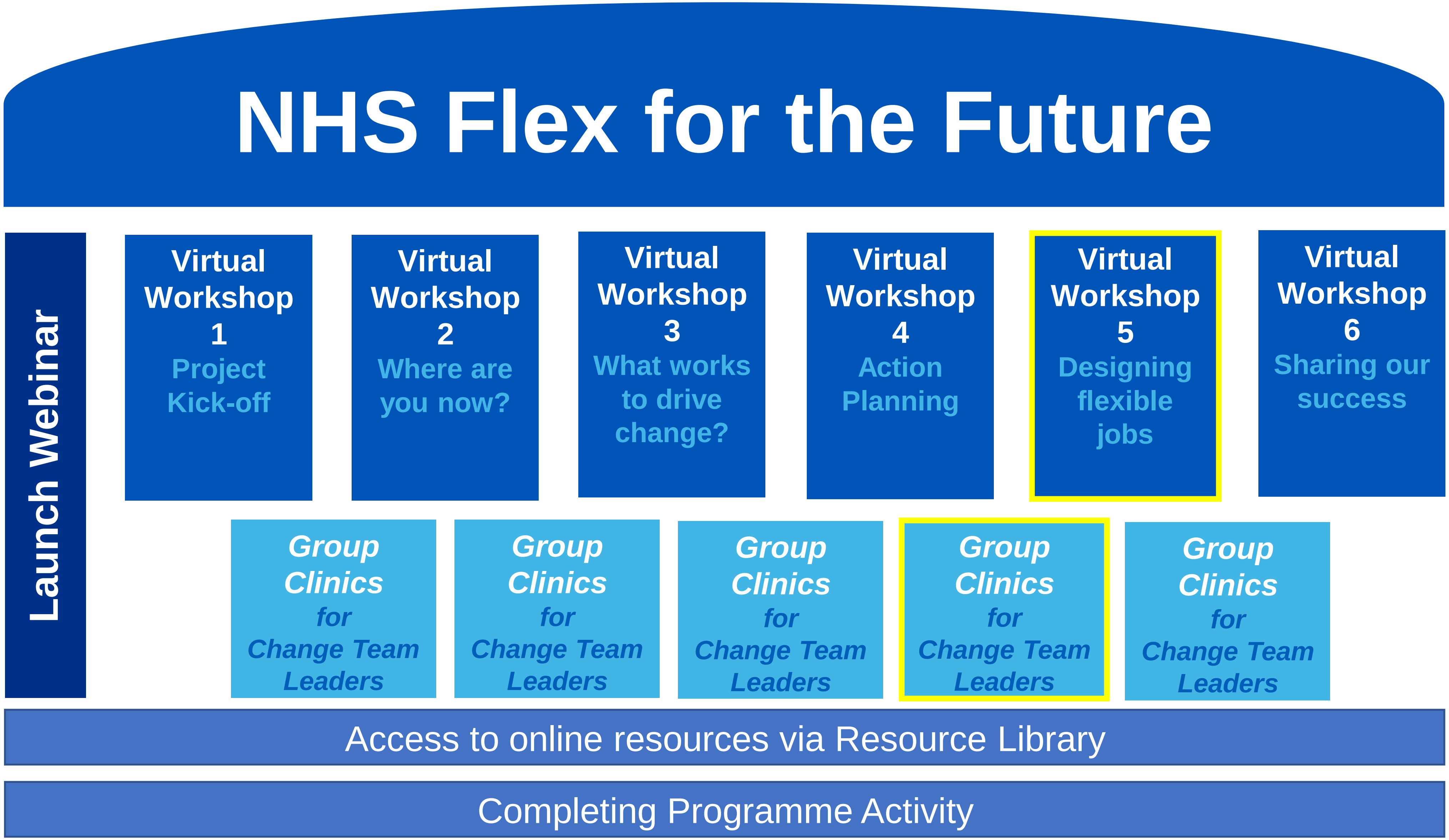
☐ Access the resource library to review materials and share with any team members unable to attend live today: **https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/**

☐ Join the second Action Planning session with your change team and populate your action plan for your organisation

Next steps

Change team leaders:

- ☐ Attend fourth Group Clinic for your region
- ☐ Arrange and lead a second Action Planning session with your internal change team (session plan provided in booklet) to populate your action plan
- ☐ Update your SRO, invite them to be part of your second action planning session or agree how you will share outputs with them
- ☐ Let us know how you are getting on so we can amplify and showcase your work:
  - ☐ We'd love to see your completed action plan
  - ☐ Would you like to be featured as an example in future workshops?
  - ☐ Via your Clinic Lead or weworkflexibly@nhs.net



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***
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Access to online resources via Resource Library

Completing Programme Activity

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Thank you

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