

<b>Reference Number: UHB455</b> <b>Version Number: 2</b>	<b>Date of Next Review: 09/2025</b> <b>Previous Trust/LHB Reference Number:</b> n/a
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## ADAPTABLE WORKFORCE POLICY

### Policy Statement

Cardiff and Vale University Health Board (the UHB) is committed to developing and maintaining arrangements which make it a great place to train, work and live, with inclusion, wellbeing and development at the heart of everything we do to ensure we can deliver a quality service. We want to create a more responsive, efficient and effective organisation which can meet the changing service needs, deliver our Strategy *Shaping Our Future Wellbeing*, as well as care for the needs of our staff.

We recognise and value the contribution of our workforce and the skills and experience they utilise to provide the best possible care for our patients. In view of this the UHB recognises its responsibility to attract, retain, deploy and develop staff to maximise their potential, to meet the needs of the service.

We have a history of supporting individual staff members to work flexibly. Going forward, the need to work in more flexible and agile ways will be part of the need to transform service delivery and driven as much by the organisation as by individual requests.

### Policy Commitment

The UHB recognises that its employees are fundamental to its success and is committed to ensuring that we retain the valuable knowledge, skills and experience of its workforce, by utilising a number of strategies to:

- Improve the experience of staff, ensure the improvements made over recent years continue, and confront the challenges faced by our workforce through the implementation of the People and Culture Plan
- Support a positive and healthy work-life balance for staff while ensuring that service needs are balanced with individual needs
- Ensure that our workforce is cared for, and that the wellbeing, health and safety of our patients and our staff are considered – this will include working patterns, rest periods and other commitments outside of the workplace
- Support the integration of health and social services to deliver a seamless, co-ordinated approach from different providers, based on outcomes that matter to our staff, patients and the wider population
- Improve outcomes for our workforce by tackling workforce shortages and encouraging them to embrace new ways of working, aided by technology

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- Utilise new ways of working including the development of existing roles and building new or advanced roles, and by upskilling our workforce, to create a culture that is unrestrained by system, sector and professional boundaries
- Influence supply by aligning local workforce plans to strategic plans and ensuring they are supported by the data
- Assist displaced employees to find suitable alternative employment and / or retraining opportunities, which will enable them to continue to contribute positively to the service.
- Recognise that older employees bring with them the expertise much needed in the provision of health care and ensure that their service is acknowledged, and that they are, wherever possible, permitted to continue working for as long as they wish to do so by flexing their retirement
- Recognise that the experiences of employees with protected characteristics can differ greatly from those without, and strengthen the organisation and its diversity by enabling their voices to be heard
- Develop the Welsh language skills of our workforce and recruit bilingual employees to ensure service delivery through the medium of Welsh
- Ensure that managers and staff are aware of the obligations, rights and responsibilities associated this Policy and it's supporting Procedures, and that the provisions are applied in a fair, consistent and effective way.

We will not discriminate, either directly or indirectly, on the grounds of any of the characteristics protected by the Equality Act 2010 or any other personal characteristic in the implementation of this policy.

### **Supporting Procedures and Written Control Documents**

Agile working enables an organisation to empower its people to work with maximum flexibility and minimum constraints in order to optimise their performance and to do their best work. It is based on the concept that work is an activity that we do, rather than a place that we go. While this includes flexible ways of working, for the purpose of this Policy and the supporting procedures it is wider than that and also includes:

- redeploying and retaining staff to maintain skills and experience
- supporting staff when they need time away from the workplace
- using breaks and rest periods appropriately
- enabling our staff to work in less traditional models of working, to meet the needs of the service

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- participating in job planning
- shaping the workforce through key enablers such as new (including extended / advances) roles, apprenticeships, and upskilling to create a competent workforce, working to its maximum potential
- embracing workforce systems that drive efficiency
- using workforce analytics to identify, interpret and communicate patterns that can inform strategic decisions and improve performance

**Other supporting documents to read alongside this Policy are:**

- [People and Culture Plan 2022-25](#)
- [Agile Working Framework](#)
- [Flexible Working Procedure](#)
- [Working Remotely Guidelines](#)
- [Parental Leave Procedure](#)
- [Retirement Procedure](#)
- [Redeployment Procedure](#)
- [Working Times Procedure](#)
- [Annual Leave Procedure \(non-medical staff\)](#)
- [Annual Leave Procedure for Career Grade and Medical Staff](#)
- [Loyalty Award Procedure](#)
- [NHS Wales Special Leave Policy](#)
- [NHS Wales Secondment Policy](#)
- [NHS Wales Organisational Change Policy](#)
- [NHS Wales Employment Break Policy](#)
- [Unauthorised Absence Procedure](#)
- [Consultant Job Planning Procedure](#)
- [SAS Job Planning Procedure](#)
- Waiting List Initiative Procedure (under development)

**Scope**

This policy applies to all of our staff, though there may be specific eligibility criteria for some of the supporting Procedures

<b>Equality and Health Impact Assessment</b>	An Equality and Health Impact Assessment (EHIA) has been completed for this policy and supporting procedures. This found there to be a positive impact
<b>Policy Approved by</b>	Strategy and Delivery Committee
<b>Group with authority to approve procedures written to explain how</b>	Employment Policy Sub Group

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<b>this policy will be implemented</b>	
<b>Accountable Executive or Clinical Board Director</b>	Executive Director of People and Culture
<b><u>Disclaimer</u></b>	
If the review date of this document has passed please ensure that the version you are using is the most up to date either by contacting the document author or the <a href="#">Governance Directorate</a> .	

Summary of reviews/amendments			
Version Number	Date Review Approved	Date Published	Summary of Amendments
1	25.06.2019	09.07.2019	New Policy
1a	26.01.2021	08.02.2021	Participation in Job Planning included in list of activities  List of supporting documents updated
2	27.09.2022		Aligned to the People and Culture Plan  New sections added under Policy Commitment to incorporate: <ul style="list-style-type: none"> <li>• Integrated models of working</li> <li>• new ways of working</li> <li>• aligned workforce plans</li> <li>• Welsh language skills</li> </ul> The scope of working agilely in the context of this Policy has been widened to include: <ul style="list-style-type: none"> <li>• shaping the workforce through key enablers</li> <li>• embracing workforce systems that drive efficiency</li> <li>• utilising workforce analytics</li> </ul> Supporting documents updated to include Agile Working Framework and Waiting List Initiative Procedure