Lincolnshire Community Health Services
NHS Trust

Temporary Staffing Policy

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Name of originator / author:	Rachael Potter, Workforce Business Partner
Name of responsible committee / Individual	Employment Policy Group
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Target audience:	All staff
Distributed via	Website

Temporary Staffing Policy

Version Control Sheet

Version	Section / Para / Appendix	Version / Description of Amendments	Date	Author / Amended by
1		New Policy to replace HR09 & HR53 (Use of Temporary Workers Policy and Bank Worker Policy)		
1.1		Minor amendments approved at EPG Feb 16	Feb 16	L Herrick
1.2		Extension	Dec 17	EPG
2		Minor Amendments approved at EPG May 2018	May 2018	L Herrick
3		New Policy	July 2018	R Potter
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Policy Statement

Background	Lincolnshire Community Health Services NHS Trust recognises that operational service may require the utilisation of temporary staff in order to maintain an effective high quality service, through peaks and troughs in demand and to cover shortfalls in core staffing. This policy sets out how temporary staffing will be managed and deployed across the Trust.
Statement	This policy provides a robust framework for the recruitment, management and deployment of temporary workers across the organisation.
Responsibilities	Responsibilities are detailed within the policy document.
Training	All staff/managers involved with the engagement and deployment of temporary workers will be made aware of this policy through delegated line manager. This policy will be covered during Recruitment and Selection Training and should form part of a new manager local induction.
Dissemination	Website
Resource implication	Budget holders will be responsible for monitoring and controlling expenditure.
Consultation	Consultation will take place via Employment Policy Group and JCNC
Equality Standard	This policy aims to ensure that no person receives less favourable treatment on the grounds of gender, sexual orientation, civil partnership/marital status, colour, race, nationality, ethnic or national origins, creed, religion/belief, disability, age or trade union membership is disadvantaged by conditions or requirements which are not justified.

Lincolnshire Community Health Service NHS Trust

Temporary Staffing Policy

1.0 Introduction

The Trust needs to be able to call on reliable temporary workers, often at short notice, to cover shortfalls in core staffing and to maintain service provision.

A temporary worker is an individual who is engaged by the Trust to meet a short term demand by the service which cannot be covered by core staff and may be a bank worker or an agency worker.

Temporary workers may also be required at times to meet a need to cover additional work for a short period of time or to provide cover for longer term absences, such as covering job vacancies undergoing a recruitment process.

2.0 Purpose

The purpose of this policy is to provide clear information for the engagement and use of temporary workers and to ensure a consistent approach throughout the Trust. This will reduce the risk to the Trust, patients and staff arising from non-compliance with national, Trust and local policies and procedures and employment legislation. This policy is intended to:

- Minimise agency staffing costs
- Ensure that the health, safety and welfare of patients is not compromised by ensuring appropriate checks are undertaken for each temporary worker
- Ensure that the Trust complies with current employment law
- To provide fair and transparent temporary staffing arrangements.

Temporary workers should only be used on a short term basis. For shortfalls of three months or more e.g. to cover maternity leave/project work, fixed term contract/ secondment opportunities must be considered before requests for temporary workers are made.

Managers are responsible for efficient workforce planning to control/minimise temporary staffing spend.

3.0 Bank Workers

3.1 Recruiting a Bank Worker

Bank Workers are recruited in line with our Recruitment and Selection Policy.

Any substantive member of staff may apply to join the bank provided they undertake the same role on the same pay band as their substantive position. The current line manager must submit an EF2 and submit this to Workforce Services for action. The line manager is responsible for ensuring that the member of staff complies with the Working Time Directive Policy.

All bank workers will be engaged using a zero hours agreement. Due to the no obligation nature of bank work, those who sign this agreement are not classed as employees but are workers under employment law and they are also required to follow the Trust's policies and procedures during periods of engagement.

The zero hours agreement sets out the terms and conditions for Bank Workers which includes annual leave entitlements, incremental pay increases, sickness and pensions.

For information on the induction process for Bank Workers please see section 5 of this policy.

3.2 Requesting a Bank Worker shift

The chart below details the process for requesting a Bank Worker shift. Training and guidance on the bank system is available from the Workforce team.

Manager identifies staffing requirement & reviews existing resources (reallocation of work, shift swaps, using staff from other areas). Manager reviews the band and hours required, ensuring they are within budget.

↓

Manager enters details of the shift(s) onto the bank system. These shifts are then available for all bank workers to book themselves into the shift or managers can directly book bank workers into available shifts

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On arrival at work, the person in charge of the shift will need to check the identity and where applicable the professional registration of the bank worker. Only once their identity has been confirmed will the bank worker be allowed to commence work. If there are any doubts about authenticity of documentation provided, Workforce Services or On Call Manager must be notified.

3.3 Bank Worker Timesheets and Expenses

Each Bank Worker completes their timesheets electronically through the Bank system. The relevant manager checks the times and finalises the timesheets electronically through the Bank system. On 7^{th} of each month Workforce Services upload the electronic timesheets and liaise with payroll to process the payments for bank shifts worked the previous month. This is then paid to the Bank Workers on 27^{th} of each month. For example on the 7^{th} June all bank shifts worked throughout May are uploaded and paid to the Bank Workers on 27^{th} June.

Travel claims must be submitted electronically in line with the Trust Expenses Policy.

3.4 Amendment or cancellation of a Bank Worker shift(s)

In the event a bank shifts is no longer available, the manager updates the bank system electronically and cancels the shifts from the system. If the bank worker is unable to work the shift(s) but the shift(s) still needs covering then the manager will put the shift onto the system so that other bank workers can book themselves into the available shift(s).

In the event a bank shift needs amending the manager makes the necessary changes within the bank system.

Training and guidance on the bank system is available from the Workforce team.

4.0 Agency Workers

4.1 Using Agency Workers

When all other options have been exhausted, including Bank Workers, reallocation of work, shift swaps, using staff from other areas, managers have the option of using Agency Workers.

In this case the manager needs to update the Allocate system with a note to request that the shift(s) is moved from Bank to Agency. The Workforce team will run a report each week and contact the relevant agencies to fill the shift(s).

In the event there is an urgent need for an Agency Worker the manager will create a shift on the Allocate system and must contact Workforce either by telephone or email so that an urgent request can be made to the relevant agencies.

Managers must provide Workforce with a purchase order number at the time of requesting the shift to be filled by an Agency Worker.

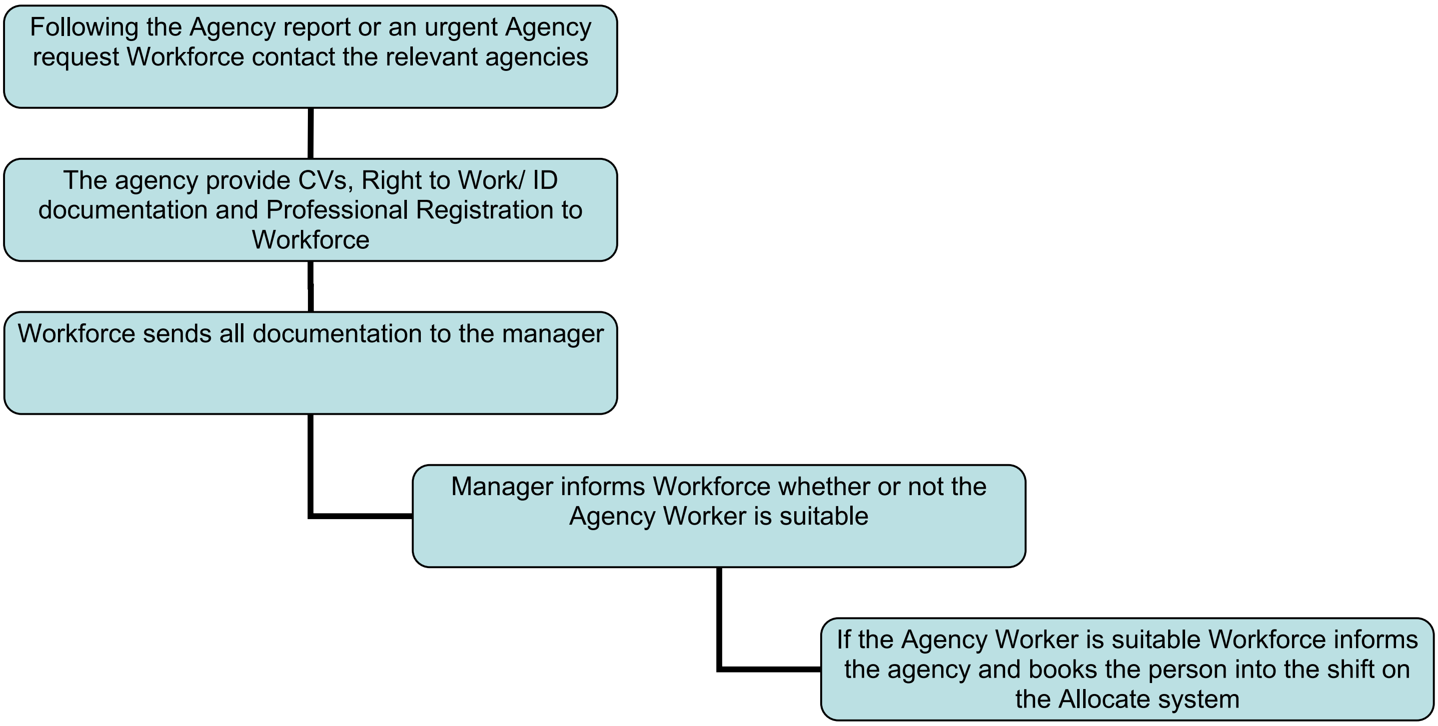
4.2 Booking an Agency Worker

The process for booking an agency worker is detailed in the chart below.

Please note that on arrival at work, the person in charge of the shift will need to check the identity and where applicable the professional registration of the agency worker. Only once their identity has been confirmed will the bank worker be allowed to commence work. If there are any doubts about authenticity of documentation provided, Workforce Services or On Call Manager must be notified.

For information on the induction process for Bank Workers please see section 5 of this policy.

Each agency worker will require a timesheet to be authorised by a Service Manager at the end of each shift or period worked. (Timesheets are provided by the agency). On receipt of the relevant invoice, the service manager must ensure that the invoice is correct against the confirmation of booking agreed rates and the hours claimed on timesheets.



We must ensure any agency worker bookings are compliant with the NHSi and TDA Price Caps for Agency Staff Rules, which specifies the maximum hourly rate that should be paid.

Workforce will check all rates given at the time of booking, seeking agencies that are able to supply workers within the price caps. Where Workforce are unable to secure an agency worker within the price caps, a review of the shift requirement must be undertaken to ascertain whether or not the shift can be filled in any other way.

Where this review has been completed and the only way to meet the service requirements is through booking a higher priced agency worker, appropriate Director level agreement must be sought before the booking is confirmed.

4.3 Cancelling an Agency Worker shift

If the shift was to be undertaken by an agency worker and is no longer required or an agency worker does not attend to work the shift, the manager must contact Workforce. Workforce will liaise with the agency and confirm any cancellation fees with the manager. Workforce will remove the shift from the Allocate system.

5.0 Induction

All Bank Workers will be required to attend Corporate Induction in line with the Trust's Induction Policy.

Upon commencement of a new placement, both Bank Workers and Agency Workers must be given a local induction in order to ensure they are able to fulfil their role.

Once the induction is complete, both the manager and worker should complete and sign the Local Temporary Staffing Induction Checklist (Appendix A). The checks must be completed and signed off by the line manager (or equivalent) prior to commencing duties even if the worker has worked on the area in the past.

The completed and signed checklist is for the purpose of providing employee and employer assurance and this should be sent to Workforce Services at Beech House within 1 week of the shift taking place to maintain an audit trail. However If the individual will be working within the team/ward/department greater than one week or working multiple shifts within the same month, the full induction checklist should be completed. Please note this will still need to be returned within 1 week of the first shift taking place.

The checklist is to ensure that all aspects of local induction are covered in a timely and effective manner, regardless of the short term nature of some temporary staffing. The checklist must be considered in full with additional checks completed based on individual staff or patient need or due to working environments.

6.0 Training and development

In addition to local and corporate induction, all bank workers are required to attend mandatory training and any ongoing training that is applicable to their role within the organisation.

Both Bank Workers and Agency Workers will be assigned a mentor to be responsible for supporting their practice during the time they are engaged with us and the mentor will be identified during local induction.

7.0 Health and Safety

Bank and Agency Workers must take reasonable care to ensure the health and safety of themselves and others who will be affected by their acts or omissions. They must also co-operate with management to ensure compliance with statutory requirements and are required to adhere to the organisations's Health and Safety Policy.

8.0 Monitoring and compliance

Workforce work with service area leads and finance to monitor the following areas and produce reports as detailed in Table 1:

- Cost analysis exercise by service area
- Headcount, starters and leavers
- File Audits which includes return rates of induction checklists for temporary staff

Minimum requirement to be monitored	**Process for monitoring**	**Responsible Individuals/ Group/ committee**	**Frequency of monitoring**	**Responsible individuals/ group/ committee for review of results**	**Responsible individuals/ group/ committee for development of action plan**	**Responsible individuals/ group/ committee for monitoring of action plan.**
Headcount, starters, leavers and cost analysis	Collation of data via ESR, Allocate system and Financial systems	Workforce lead for Resourcing Workforce Operations Lead Workforce Business Partners	Quarterly	Workforce Delivery Group PMR	Workforce Executive Group	Workforce Delivery Group Workforce Resourcing Lead PMR
Return rates of induction checklists	File audits	Workforce lead for Resourcing	Quarterly	Workforce Delivery Group	Workforce Executive Group	Workforce Delivery Group Workforce Resourcing Lead

Equality Analysis

Name of Policy/Procedure/Function* Temporary Staffing Policy **Equality Analysis Carried out by: Laura Herrick,** **Date: May 2018** **Equality & Human rights Lead: Rachel Higgins** **Director\General Manager: Maz Fosh**

***In this template the term policy\service is used as shorthand for what needs to be analysed. Policy\Service needs to be understood broadly to embrace the full range of policies, practices, activities and decisions: essentially everything we do, whether it is formally written down or whether it is informal custom and practice. This includes existing policies and any new policies under development.**

Section 1 – to be completed for all policies

A.	Briefly give an outline of the key objectives of the policy; what it's intended outcome is and who the intended beneficiaries are expected to be	To provide clear information for the engagement and use of temporary workers and to ensure a consistent approach throughout the Trust.		
B.	Does the policy have an impact on patients, carers or staff, or the wider community that we have links with? **Please give details**	Policy impacts on bank workers, staff and patients through provision of a temporary workforce.		
C.	Is there is any evidence that the policy\service relates to an area with known inequalities? **Please give details**	The policy will relate to all staff across the organization equally.		
D.	Will/Does the implementation of the policy\service result in different impacts for protected characteristics?			
		Yes	No	
	Disability		X	
	Sexual Orientation		X	
	Sex		X	
	Gender Reassignment		X	
	Race		X	
	Marriage/Civil Partnership		X	
	Maternity/Pregnancy		X	
	Age		X	
	Religion or Belief		X	
	Carers		X	
	If you have answered 'Yes' to any of the questions then you are required to carry out a full Equality Analysis which should be approved by the Equality and Human Rights Lead – please go to section 2			

The above named policy has been considered and does not require a full equality analysis	
Equality Analysis Carried out by:	Laura Herrick
Date:	18 September 2015.

Appendix A – Local Temporary Staffing Induction Checklist

Template for Local Temporary Staffing Induction Checklist	
Team/Department/Ward: Date of assignment	
Name of line manager/ supervisor:	
Name of worker (Agency/ employer):	

The following must be completed and signed off by the line manager (or equivalent) prior to commencing duties:

EMPLOYMENT DOCUMENTATION CHECKS *The list below represents the minimum requirements for local induction. It is not an exhaustive list and should be personalised according to the requirements of the department.*	Signature of Line Manager	Date	Comments
Confirm an emergency contact telephone number			
Identity check (photographic ID employer name badge) match the booking information			
Where applicable – Professional registration check			

THE TEAM/WARD/DEPARTMENT *The list below represents the minimum requirements for local induction. It is not an exhaustive list and should be personalised according to the requirements of the team/dept/ward.*	Signature of Line Manager	Date	Signature of Employee	Date
Orientation to the environment and any other areas within the organisation relevant to post. Catering and washroom facilities expected LCHS behaviours				
Security pass, key, name badge, IT access codes, etc.				
The specific duties, responsibilities and expectations of the post including • Ward or team working • Patient handover including vulnerable patients safeguarding or delegated non patient duties • Patient allocation and responsibilities for other staff				

THE TEAM/WARD/DEPARTMENT *The list below represents the minimum requirements for local induction. It is not an exhaustive list and should be personalised according to the requirements of the team/dept/ward.*	Signature of Line Manager	Date	Signature of Employee	Date
• Who to call for advice, escalation where policy's are for reference.				
Resuscitation procedures: • equipment • procedures • crash trolley location • emergency telephone numbers and how to call for assistance • Expectation of role				
Fire safety procedures, assembly points and walk round • fire exits • equipment • alarms and emergency telephone numbers • evacuation procedures				
Moving & handling procedures: • equipment and competency level • procedures • Moving and handling regulations				
Medicine safety procedures: • pharmacy and local protocols • prescription instruction • administration • standard operating procedures PGD's • medications common to area • Medicines checklist if				
Incident reporting procedures: • completing the forms • reporting arrangements				
Infection control procedures: • hand hygiene procedures • infection status of clinical setting/ patients on				

THE TEAM/WARD/DEPARTMENT *The list below represents the minimum requirements for local induction. It is not an exhaustive list and should be personalised according to the requirements of the team/dept/ward.*	Signature of Line Manager	Date	Signature of Employee	Date
clinical caseload				
Health and safety procedures: • security • waste disposal • Any local Hazards VDU				
Specific clinical competency requirements • i.e Feeding stroke patients • syringe driver competencies • Wound care				

Managers Signature…………………………………………………….. Date…………………………………………

Signature of staff member: …………………………………………… Date: ……………………………………