

## **Subject: Important changes to A&C and Estates & Facilities workforce controls**

The need for greater consistency and equity has been highlighted through various engagements with colleagues. As part of our improvement plan, we have reviewed how best to manage temporary staff usage by standardising processes across sites and services, whilst maintaining safe patient care.

### **What will these changes mean for you and your teams?**

The new processes will help achieve a clearer picture of skills needs and tighter control on temporary staff expenditure, which is an important requirement for us to sustain safe, effective care, whilst meeting our commitments to improving quality and reducing costs.

For those managing A&C and Estates & Facilities, this will mean greater visibility and management of your rosters and for staff a more equitable and consistent system of rostering, with a clearer view of shift availability for temporary staffing, helping to support work life balance.

### **When will these come into effect and how can we be involved in making them work?**

These changes have been developed through collaboration with operational leads and hospital leadership teams to ensure they are fit for purpose, and we are now ready to put these new processes into action from **Monday 10<sup>th</sup> July**.

There are **six changes** to A&C workforce controls split across rostered and unrostered staff. These changes cover roster sign-off, additional duties approval, bank requests and agency requests. It is essential that you are familiar with these new processes and start to enact them from next week. How they are being used and the impact this is having on costs will be closely monitored at both divisional and hospital site / corporate level.

We're keen to hear about how these new processes are working with you and your teams and will establish debriefing sessions at suitable intervals. If you have any further queries in the meantime, please speak to your department leadership.

Overtime is covered under a separate change applicable to all staff groups and will be communicated w/c **Monday 10<sup>th</sup> July**.

### **What are the new processes?**

#### **Change 1: Rostered A&C and Estates & Facilities staff - Roster sign-off by HoOp**

It is important that we have clear visibility of our rosters and the gaps within. Consistency of management review should be used to promote effective cover and support work life balance.

New Practice	<ul style="list-style-type: none"><li>• <b>Site Head of Operations / Corporate equivalent responsible for signing off rosters at least 6 weeks in advance of the Roster period.</b></li></ul>
Key Steps	<ul style="list-style-type: none"><li>• Ensure rosters are set up and ready for review and sign-off by the Head of Operations / Corporate equivalent at least 6 weeks in advance of the roster period.</li><li>• Head of Operations / Corporate equivalent to review the rosters and email confirmation of sign-off to the Roster manager.</li><li>• Roster Managers should continue to review rosters and be included in the conversations with Head of Operations / Corporate equivalent.</li></ul>

**Change 2: Rostered A&C and Estates & Facilities staff – Requests for Bank staff signed off by DDO / Corporate Head of Department / Tactical (Silver) on call**

It is important we provide visibility of any gaps as early as possible to provide the opportunity for Bank fill and effective staffing levels.

New Practice	<ul style="list-style-type: none"> <li>• <b>Bank requests require sign-off from the Divisional Director of Operations / Corporate Head of Department or Tactical (Silver) on call if out of hours.</b></li> </ul>
Key Steps	<p><u>Estates &amp; Facilities</u></p> <ul style="list-style-type: none"> <li>• Head of Department to review Bank requests for unfilled shifts in the signed off roster.</li> <li>• Head of Department to email confirmation of Bank sign-off to the Temporary Staffing Team for audit purposes.</li> </ul> <p><u>Other areas</u></p> <ul style="list-style-type: none"> <li>• Bank request form completed for any gaps as early as possible from the point of roster sign off.</li> <li>• Divisional Director of Operations / Corporate Head of Department to review the Bank request form and sign off.</li> <li>• Approved Bank request forms sent to the Temporary Staffing team.</li> <li>• The Temporary Staffing team will action provided the form contains the correct level of approval.</li> </ul>

**Change 3: Rostered A&C and Estates & Facilities staff – DDO / Corporate Head of Department approval for additional duties added after the roster has been signed off**

Rosters should be reviewed regularly to ensure they are fit for purpose. Therefore, it is expected that there should be limited need to add additional duties to rosters before or after approval. However, if additional duties are required after the roster has been signed-off, this will need to be approved by the Divisional Director of Operations / Corporate Head of Department to promote consistency.

New Practice	<ul style="list-style-type: none"> <li>• <b>Any additional duties required after the roster is signed off and locked down will require Divisional Director of Operations / Corporate Head of Department approval.</b></li> </ul>
Key Steps	<p><u>Estates &amp; Facilities</u></p> <ul style="list-style-type: none"> <li>• Head of Department to review and sign-off any bank requests for additional duties</li> <li>• Roster Manager to add the additional shift to the roster following approval (where relevant).</li> <li>• Head of Department to email confirmation of sign-off of Bank for the additional duties to the Temporary Staffing Team for audit purposes.</li> </ul> <p><u>Other areas</u></p> <ul style="list-style-type: none"> <li>• Bank request form completed for any additional duties and signed off by the DDO / Corporate Head of Department.</li> <li>• Roster Manager to add the additional shift to the roster following approval (where relevant).</li> <li>• The Temporary Staffing team will action provided the form contains the correct level of approval.</li> </ul>

**Change 4: Rostered A&C and Estates & Facilities staff – Requests for Agency staff signed off by Site Managing Director / Corporate Exec Lead at maximum 7 days**

It is essential we minimise the use of agency to ensure effective staffing, improve quality and reduce costs. Allowing maximum time for bank fill of rota gaps supports this.

New Practice	<ul style="list-style-type: none"> <li>• <b>Requests for agency to fill roster gaps will be released to agency at a maximum 7 days in advance following approval from the Site Managing Director / Corporate Exec Lead and receipt of NHSE approval.</b></li> <li>• <b>Any extensions will require the full approval process each time.</b></li> </ul>
Key Steps	<ul style="list-style-type: none"> <li>• Agency request form completed at maximum 7 days in advance and sent to the Site Managing Director / Corporate Exec Lead for approval.</li> <li>• If the request is approved, the requester will then complete the NHSE requirement form and send to the Temporary Staffing team to escalate alongside the approved Agency request form.</li> <li>• The Temporary Staffing team will only escalate to NHSE provided the Agency Request form contains the correct level of approval.</li> <li>• Following receipt of the NHSE approval, the Temporary staffing team will action the request.</li> </ul>

**Change 5: Unrostered A&C and Estates & Facilities staff – Requests for Bank staff signed off by DDO / Corporate Head of Department**

It is important we provide visibility of any gap / need as early as possible to provide the opportunity for Bank fill.

New Practice	<ul style="list-style-type: none"> <li>• <b>Bank requests require sign-off from the Divisional Director of Operations / Corporate Head of Department</b></li> </ul>
Key Steps	<ul style="list-style-type: none"> <li>• Bank request form completed for any gaps as early as possible from the point the gap / need is identified.</li> <li>• Divisional Director of Operations / Corporate Head of Department to review the Bank request form and sign off.</li> <li>• Approved Bank request forms sent to the Temporary Staffing team.</li> <li>• The Temporary Staffing team will action provided the form contains the correct level of approval</li> </ul>

**Change 6: Unrostered A&C and Estates & Facilities staff – Requests for Agency staff signed off by Site Managing Director / Corporate Exec Lead at the relevant site / corporate FRB**

It is essential we minimise the use of agency to ensure effective staffing, improve quality and reduce costs. Allowing maximum time for bank fill supports this.

New Practice	<ul style="list-style-type: none"> <li>• <b>Requests for agency requires approval from the Site Managing Director / Corporate Exec Lead and receipt of NHSE approval.</b></li> <li>• <b>Any extensions will require the full approval process each time.</b></li> </ul>
Key Steps	<ul style="list-style-type: none"> <li>• Agency request form completed and sent to the Site Managing Director / Corporate Exec Lead for review ahead of presentation at the relevant site FRB for discussion and approval.</li> <li>• If the request is approved, the requester will then complete the NHSE requirement form and send to the Temporary Staffing team to escalate alongside the approved Agency request form.</li> </ul>

	<ul style="list-style-type: none"><li>• The Temporary Staffing team will only escalate to NHSE provided the Agency Request form contains the correct level of approval.</li><li>• Following receipt of the NHSE approval, the Temporary staffing team will action the request.</li></ul>
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**Exception approval**

In the event of the new approver being unavailable (on leave / off sick), the approval should be sought from the next person up in the hierarchy (e.g. in the absence of the Divisional Director of Operations, approval would be required from the Site Director of Operations).

Similarly, where there are exceptions requiring approval outside of the timeframes described, the approval from the next person up in the hierarchy is required.

**Support**

Thank you in advance for your support to implement these changes. If you have any questions relating to the above changes, please direct these to your Operational leadership in the first instance.