

Dear

## **FREEDOM OF INFORMATION – SUPPLEMENTARY STAFFING POLICY**

I write in response to your request for information in relation to NHS Lothian's supplementary staffing policy.

### Question:

I would like a subject access request on a policy related to supplementary staff. I would like the policy that predated the dec 25 that is titled, 'NHS Lothian Supplementary staffing – operational principles'.

### Answer:

I have attached the 'NHS Lothian Supplementary Staffing' – Operational Principles policy dated 2022, which was in place until the revised policy came into use in December 2025.

I hope the information provided helps with your request.

If you are unhappy with our response to your request, you do have the right to request us to review it. Your request should be made within 40 working days of receipt of this letter, and we will reply within 20 working days of receipt. If our decision is unchanged following a review and you remain dissatisfied with this, you then have the right to make a formal complaint to the Scottish Information Commissioner within 6 months of receipt of our review response. You can do this by using the Scottish Information Commissioner's Office online appeals service at <https://www.foi.scot/appeal>. If you remain dissatisfied with the Commissioner's response you then have the option to appeal to the Court of Session on a point of law.

If you require a review of our decision to be carried out, please write to the reviewer at the address at the top of this letter. The review will be undertaken by a Reviewer who was not involved in the original decision-making process.



FOI responses (subject to redaction of personal information) may appear on NHS Lothian's Freedom of Information website at: <https://org.nhslothian.scot/FOI>

Yours sincerely

**ALISON MACDONALD**  
**Executive Director of Nursing Midwifery and AHPs**  
Cc: Chief Executive

**NHS Lothian Supplementary Staffing  
Staff Bank  
Operational Principles (Revised 2022)**

**Background**

The Supplementary Staffing service is an integral part of NHS Lothian. The Staff Bank coordinates and develops supplementary staffing to support and enhance direct and indirect patient care services across NHS Lothian and Borders.

**Objectives**

The principal objectives of the service level agreement are to ensure:

- Clarification of the mutual obligations on both the service and the users
- Easily understood measuring and monitoring processes
- Understanding of the extent of support the Staff Bank can offer

**Service Hours / Availability**

The Staff Bank will provide a service to respond to demand for supplementary staffing between the hours of 8am and 8pm - 7 days per week, 360 days per year. This will be supported by the provision of a Duty Manager (for professional issues) Monday – Friday 8am – 4pm and a Duty Team Leader (for operational issues) between the hours of 8am and 4pm - 7 days per week.

Additionally, the Staff Bank will provide a service to recruit bank staff; pay bank staff; process agency invoices; make agreed reports available; manage the administrative needs and professional development and performance of the bank staff; and ensure liaison with users.

The Staff Bank intranet site will be accessible 24/7, subject to the network connectivity being maintained by NHS Lothian IT services and a user ID being approved and issued.

**Communications**

The Deputy Director for Nursing has corporate accountability for the Staff Bank service. The General Manager within Corporate Nursing has operational accountability and line management responsibility for the Staff Bank service

The Staff Bank will provide monitoring for monthly local performance targets in the Local Delivery Plan targets. The Deputy Director will report to NHS Lothian EMT Performance Monitoring meeting as required.

The General Manager will attend Monthly Workforce Forums and Divisional / H&SCP senior management team or other appropriate forums, as invited, on a quarterly basis and more frequently if possible.

Monthly performance figures will be circulated to Corporate / Divisional / H&SCP Professional and Operational Management teams.

The Staff Bank intranet site can be located within the corporate A-Z of the NHS Lothian intranet.

The Staff Bank live database can be located from the NHS Lothian intranet Corporate A – Z list. User ID, passwords and PIN numbers will be issued via the Staff Bank systems team on submission of a completed request authorised by an appropriate manager. Where substantive staff have approved authority to request bank staff, their name should be on the NHS Lothian Authorised Signatory Database (ASD) with the appropriate level of authorisation to order temporary staffing.

The Staff Bank will keep users up to date on current bank issues and changes on the intranet and / or by email on a quarterly basis, 'Staff Bank User Updates' and will also hold a number of road shows on main hospital sites and at the Staff Bank office on an annual basis (Subject to any restrictions).

Users will have an identified link manager (appendix 1) who will make themselves available to attend (or link in via MS Teams) Professional Forums, Departmental and Service meetings on a monthly basis as or more frequently if required. The link manager is one of the Supplementary Staffing Managers and will be the point of contact for users raising concerns (professional/conduct/competence/attendance) about bank staff.

The Staff Bank Duty Team Lead is the first point of contact for any issues arising from the day-to-day administrative processes of the Staff Bank service, i.e. Booking/cancelling/DNA's of shifts and other administrative issues.

The Staff Bank will communicate with bank staff via a regular newsletter 'Bank Chat' issued bi-monthly and is available on the Staff Bank intranet page.

The Staff Bank will close for 2 hours each month for in house staff development activities.

## Recruitment

The Staff Bank Recruitment team will follow NHS Lothian recruitment guidance. All recruits who are new to NHS Lothian will complete the appropriate induction programme, mandatory training and be supplied with uniforms and ID badges. All pre-employment checks are carried out according to current NHS Lothian requirements.

The continued recruitment to the Staff Bank relies on service side colleagues and Staff Bank participation in a regular interview schedule. Specific nominations to fulfil the commitment from each division / H&SCP's will be negotiated annually.

An appropriate service side representative and a Staff Bank Representative will interview external applicants jointly.

Internal applicants (i.e. staff with concurrent substantive employment in the same job family) will not require an interview and should follow the internal application process. However, written line manager support must be received (reference) before a formal offer to join the Staff Bank can be issued, and before any shifts are booked. Local areas pre booking staff will

be required to arrange payment locally (extra basic hours or overtime) for shifts worked if the formal offer of engagement from the Staff Bank is issued.

Recruitment onto the Staff Bank results in a 'Contract for Services' being issued. There is no obligation for a bank worker to accept or for the Staff Bank to offer shifts to a Bank worker.

**There is no mutuality of obligation.**

### Employee Capability / Conduct / Attendance

Line management responsibility for bank workers is via the Supplementary Staffing Managers. Where the bank worker has concurrent substantive employment, the Supplementary Staffing Manager will liaise with the substantive manager as appropriate.

Service staff should provide local induction, orientation and supervision. Issues that arise which are routinely managed informally for substantive staff will be identified to bank workers by the local supervisor at the time they occur. The Staff Bank should be notified of the actions taken locally by way of a 'Feedback Form' that can be accessed [here](#) or obtained on the Staff Bank site on the intranet.

The Staff Bank will offer Bank workers opportunities to update their knowledge and skills throughout the time of their Bank contract for services. Bank workers are expected to complete NHS Lothian mandatory update programmes and any/all requirements of their regulatory body for those on a health professions register. Substantive staff with Bank contracts should update and continue to complete their mandatory updates and advise the Staff Bank upon completion.

Users may report concerns of any nature to the Staff Bank using the 'Feedback Form', [here](#). This should be done within 3 working days of any concern arising. Incidents / allegations of a serious nature **should be made** directly to the General Manager or Duty manager [staffbank.dutymanager@nhslothian.scot.nhs.uk](mailto:staffbank.dutymanager@nhslothian.scot.nhs.uk) within **24** hours.

Users of the service will co-operate with the Staff Bank in the investigation of any allegations or situation by providing statements within **5** working days of the request from a Supplementary Staffing Manager. Where a member of staff is not available to provide a statement, the date of their intended return should be made known to the Supplementary Staffing Manager requesting the statement. Failure to adhere to these timelines may impede the progress of a formal investigation and may ultimately result in abandonment of proceedings owing to a lack of information.

The Employee 'Once for Scotland' Workforce Policies (Capability / Conduct / Attendance) apply equally to bank staff as to substantive staff and bank staff will be managed under the auspices of the appropriate policy where formal intervention is required.

Exclusion of a member of bank staff from a specific area is **not** permissible except in situations where for substantive staff formal suspension would be appropriate. Suspension from duty must be notified to the Staff Bank Duty manager [staffbank.dutymanager@nhslothian.scot.nhs.uk](mailto:staffbank.dutymanager@nhslothian.scot.nhs.uk) and **is only applicable until the next working day** at which point the Supplementary Staffing Manager will take over the ongoing management.

## **Incident Management**

The users of the service will undertake to provide reports to the Staff Bank in relation to incidents / accidents involving bank staff (including medication errors) within **24** hours of the incident occurring. Where Datix is in use the incident report must incorporate the words “Staff Bank” in the subject entry. Users of the Staff Bank service will co-operate with subsequent investigations in line with section 6.

In the event of a significant adverse event, the appropriate service manager will lead the local investigation. A link manager will be identified by the Staff Bank to take forward any subsequent action relating to any bank staff involved.

## **Reporting**

The Staff Bank intranet site will provide users with a suite of reports that can be accessed as required.

The Staff Bank will make detailed reports available to finance in line with the recharge information. The detailed finance reports will subsequently be made available to local managers via their management accountants. Information contained within these detailed finance reports is of a confidential nature and must be treated as such while in use and upon disposal. This detailed finance information should not be cascaded beyond the local manager for the relevant area.

Users requiring additional ad hoc reports should make a request via email to the General Manager **or** discuss their requirement directly with the Supplementary Staffing Manager who will indicate whether or not the request can be met and the timescale.

## **Operational Specification**

The detailed operational processes / requirements in relation to the booking process, cancellations, changes to requests, orientation, authorisation, performance monitoring, concurrent employment are all detailed in the attached appendix 3 (User Information). This document is available on the Staff Bank intranet site.

We recommend that local induction / orientation for newly appointed managers includes a session with the Staff Bank when this information can be explained on a 1:1 basis.

## **Authorised Signatories**

An authorised signatory is a substantive member of staff who has authority for one, two or all of the following levels:

- authority to request temporary staff
- authority to confirm attendance of temporary staff
- authority to view Staff Bank Live

For staff who are not already an authorised signatory, an Authorised Signatory Form (available on our intranet site) should be completed and returned to the Staff Bank office. After entering the details on Staff Bank Live, for staff authorised to request temporary staffing the form will be forwarded to NHS Lothian finance department for inclusion in the Authorised Signatory Database.

When an authorised signatory is no longer required to request temporary staff or confirm attendance for a cost centre, it is the responsibility of their manager to email [staffbank.systemsupport@nhslothian.scot.nhs.uk](mailto:staffbank.systemsupport@nhslothian.scot.nhs.uk) to request their database access level be reduced. (The manager should also request the finance department to amend the authorised signatory database)

### **Adding New User**

New areas wishing to access supplementary staffing must provide comprehensive details to enable the database entry to be constructed. Details should be submitted by email, by an authorised signatory for the cost centre (or by a senior manager within the area for new cost centres not yet appearing on the authorised signatory database) to [staffbank.systemsupport@nhslothian.scot.nhs.uk](mailto:staffbank.systemsupport@nhslothian.scot.nhs.uk)

### **Bookings**

The minimum duration of any request will be a period of **4** hours. Once a request is submitted to the Staff Bank a local booking (Direct booking with bank worker) should not be made without prior discussion with the Staff Bank (to prevent double booking). Where a bank booking has been made this stands unless it is possible to reallocate the booked member of staff to alternate duties.

Bank Staff can book shifts up to 37.5 hours per week **or** 150 hours per 4-week roster period. Hours booked in excess of this accrue overtime payments, in line with AfC terms and conditions all requests for overtime must be requested and agreed by a Supplementary Staffing Manager prior to being worked.

Bank staff should book shifts through their EOL accounts or on occasion booked directly by an area. Booking Bank Staff directly should be a last resort or in emergency situations. The Supplementary Staffing Managers can coordinate short-term placements – up to 12 weeks to support vacancy gaps or to support areas in need of continuity of service delivery.

All booking of agency staff should come via the Staff Bank, liaison and direct booking of agency staff is not permitted unless in an emergency situation or out of hours when the bank office is closed. Any such bookings are in breach of the standing financial instruction and consequently alternative mechanism for payment may be sought.

## Retrospective Bookings

Under **NO CIRCUMSTANCES** (out with a Major Incident), should shifts be booked and advised to the Staff Bank retrospectively.

If a bank worker has worked a shift that has not been booked through due process, alternative arrangements for payment should be sought. If the Bank worker has a substantive post, payment should be made via this route as either extra or over time hours. It is not the responsibility of the Staff Bank to process payments.

Requesting retrospective shifts is in breach of the standing financial instructions, should such a request be made to the Staff Bank, the request will be escalated to the Site Director/Joint Director for approval of their recognition of breach of financial instruction.

## Cancellations

Where a request is no longer required, it may be cancelled by the area. This can be actioned via the intranet if the shift has not been filled and it is more than 12 hours to the shift start time. At less than 12 hours' notice, or if the shift is filled, the cancellation must be made with the Staff Bank office.

The Staff Bank will actively pursue resource to meet an unfilled request; up to the time a shift is due to start. If staffing needs are met by the ward by whatever route e.g. a substantive member of staff agreeing to work extra hours and a bank member of staff is no longer required, the shift will be marked as 'ward cancelled'. If the shift remains unfilled at time of shift start, the shift will be marked as 'Unable to Fill'.

- Full payment will be made to staff whose work is cancelled within 4 hours of the start time if no alternate duties can be found. \*
- Half payment to staff whose work is cancelled within 12 hours of the start time if no alternate duties can be found. \*

\*Bank staff are expected to move within the parameters of their individual competence. In the event the individual refuses alternate duties that match the individual's skill set and usage location then no payment will be awarded.

## Provision of Equipment

Users are expected to make the appropriate equipment available to bank and agency staff for the duration of the shift / placement to ensure the safe undertaking of the duties allocated. This includes, where appropriate, personal attack alarm, passkey, mobile phone, protective gloves, district nursing supplies / dressings / equipment. This list is indicative, not exhaustive.

Bank staff who require access to specific systems (TRAK / HEPMA) will have their access organised by a Supplementary Staffing Manager. IT access forms will be processed and requested in line with organisational policy.

## Performance Monitoring – Targets

For requests submitted with **more than 48 hours'** notice the Staff Bank aims to

- Fill 90% of the total demand requested
- Fill 80% of the total cancellations by bank staff
- Ensure bank staff fulfil 95% of their bookings

## Staff with Concurrent Employment

Users are required to liaise with the Staff Bank where substantive employees with concurrent bank contracts are referred for OHS (for a condition, which may equally affect their capacity for bank work) or are suspended / dismissed from employment. There is an onus on NHS Lothian / Borders as an employer to ensure that staff do not work excessive hours, that may impact on their health and have a detrimental effect on the quality of patient care. It may be appropriate to restrict work on the bank for an appropriate period after the employee's return to work. See the 'Once for Scotland' Promoting Attendance Policy and Procedure for further guidance.

To manage any risk to the organisation, if a member of staff is suspended or dismissed the local manager must liaise with the Supplementary Staffing Manager or General Manager regarding continued employment within the Staff Bank and potential employment via an agency.

## Finance

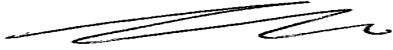
The Staff Bank operates a zero-based budget. The single system finance team will process recharges in line with the financial timetable. The Staff Bank provide detailed recharging information to finance. The recharges include all associated costs including travelling costs, overtime etc.

On an annual basis, the overhead charge for the administration of the Staff Bank will be agreed with the Deputy Director of Nursing at the EMT or some other board level forum.

## Fraud

The Staff Bank will investigate any suspicions of fraud and will co-operate with NSS Counter Fraud Services in any action taken against the perpetrators of fraud.

Signed on behalf of	NHS Lothian Supplementary Staffing Service
By	Catherine Crombie
Designation	General Manager

Signature	
Date	

Reviewed & Updated: 14<sup>th</sup> February 2022

Review Date: February 2024

Appendix 1

NHS Lothian Supplementary Staffing Link Managers

Area	Manager	Specific Sites
<b>NHS Lothian</b>		
• Nursing & Midwifery	Julie Ann Farrer	Acute sites RIE & WGH
• Nursing & Midwifery	Julie Basden	Acute Sites: STJ & REAS
• AHP, Non & Other Clinical	Natalie McIntosh (Int)*	Pan Lothian
• Medical Locums	Jane Boyle	Pan Lothian
• Interpretation & Translation	Matthew Bird	Pan Lothian
<b>NHS Borders</b>		
• Nursing & Facilities	Kenny Solway (Int)*	NHS Borders
<b>Health &amp; Social Care Partnerships</b>		
• NHS Lothian	Gillian Fleming	HSCP & Care Homes
• NHS Borders	Kenny Solway (Int)*	
<b>Hospices</b>	Julie Ann Farrer	
• Marie Curie		
<b>Learning Disability Units</b>	Julie Basden	
• Kikliston		
• City Park Corstorphine		
• Midlothian Community		
<b>HMP</b>	Julie Basden	
• St Leonards Police Station		
• HMP Addiewell		
• HMP Edinburgh		
	Int* = Interim Post	