



Shift Incentive Procedure

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1 Statement of Aims and Objectives

- 1.1. South East Coast Ambulance Service NHS Foundation Trust (the Trust) recognises that sometimes, in order to fill shifts, we may have to offer additional remuneration beyond the contractual entitlements of employees and workers. This is likely to be during periods of exceptional demand when capacity is low or when specialist skills are needed but not available in order to ensure the smooth and safe running of the service. This document is not contractual but is intended to set out some of the principles around how the Trust may decide to offer additional incentives to fill shifts.

2. Scope

2.1. Eligibility for Shift Incentive Payments

- 2.1.1. This Policy applies to all colleagues employed by the Trust and Bank Colleagues operating under NHS National terms and conditions.
- 2.1.2. Senior Managers paid under bands 8a-9, or Very Senior Managers (VSM) scale, are not entitled to additional/ overtime payments in these pay bands , except in the event of on-call call-out, for which the principles of Annex 29 of the [National Terms and Conditions Handbook](#) will apply.

3. Principles

- 3.1. In certain circumstances there may be a staffing shortfall in particular shifts at certain days or times or because of a lack of required specialist skills. In these circumstances, the Trust may be required to find individuals to cover these shifts at relatively short notice.
- 3.2. The Trust has determined that where exceptionally additional shifts are offered, they will attract a pay premium (over and above payment due on a contractual basis to the worker). These shifts will be known as "incentive shifts".
- 3.3. Incentive shifts will be advertised by the Trust as and when the need for them arises and will be open to acceptance by any colleague at the Trust, provided they match the role profile of the individual required to cover the shift. Incentive shifts will also be offered to bank colleagues in the same way. Individuals are not obliged to accept any incentive shift offered in this way.



- 3.4. These incentive shifts are offered at the absolute discretion of the Trust and there is no obligation on the Trust to offer any incentive shifts. The Trust will not guarantee the number or availability of incentive shifts in any given week.
- 3.5. To ensure that colleagues are not working excessive hours, which may result in an adverse effect upon their health, wellbeing or ability to practice safely in their role with the Working Time Regulations, incentive shifts may be restricted in line with the Trust's [Overtime policy](#), where applicable and the [Working Time Directive Policy](#). For these purposes, hours worked will include any secondary employment or voluntary duties.

4. Responsibilities

- 4.1. The Director of HR & OD will be accountable for the effective implementation and monitoring of this policy.
- 4.2. The Chief Finance Officer and Director of HR & OD will be jointly responsible for authorising each incentive shift package and the time periods that this will cover, including any extensions.

5. Employee Responsibilities

- 5.1. All colleagues must have due regard for their own health and safety and ensure they do not work excessive hours which could result in a negative impact on their health, well-being or performance at work. All colleagues should also ensure they do not place themselves at risk of breaching the European Working Time Regulations, as outlined in the Trust's [Working Time Directive Policy](#). As per the Trust's [Declarations of Interests, Gifts, Hospitality and Incentives Policy](#), employees must complete a declaration and notify their line manager if they intend to take on additional paid secondary employments.
- 5.2. Colleagues must enter the details of the incentive shift onto their timesheet/ e-timesheet, as applicable.
- 5.3. **Scheduling**
- 5.3.1. It is the responsibility of the scheduling departments to forecast the anticipated number of unit hours required for each operational area and ensure resources match this requirement.
- 5.3.2. To authorise all operational incentive shifts.
- 5.4. **Line Managers**



- 5.4.1. It is the responsibility of the relevant line manager to authorise an incentive shift within all non- operational departments and ensure that the Working Time Regulations are not contravened by their colleagues, providing evidence of non-compliance, as required.
- 5.4.2. To consider alternatives to incentive shifts, such as, flexible working.
- 5.4.3. To take action in accordance with the Trust's [Working Time Directive Policy](#) where it is identified that an individual is working excessive hours.
- 5.4.4. To ensure that all eligible colleagues are given an equal opportunity to work any available incentive shift.
- 5.4.5. Must satisfy themselves that incentive hours claimed are correct.
- 5.4.6. Submit authorised timesheets/claim forms to the HR Service Centre

5.5. **Approval of Incentive Shift Package**

- 5.5.1. All incentive shift packages, including extensions must be requested via the Incentive Shift Requisition and Approval Form, see appendix A.
- 5.5.2. Incentive packages may not be advertised without evidence that the required 5.2. approvals are in place. Non-adherence may result in an investigation under the Trust's [Disciplinary](#) or [Capability Policy](#)

5.6. **Advertising Incentive Shifts**

- 5.6.1. Incentive shifts will be advertised to all Trust employees and bank colleagues in the same way that the Trust advertises other shifts currently. Employees and bank colleagues should check these sources regularly for new incentive shifts.
- 5.6.2. Whenever possible, the Trust will aim to advertise any incentive shift at least 7 calendar days before the date and time the individual is needed to work. Such notice will not always be possible, and the Trust may advertise incentive shifts at shorter notice (up to and including only giving a few hours' notice).

5.7. **When the Trust advertises an incentive shift, this will include:**

- The date, time, and duration of the incentive shift;
- The remuneration for the incentive shift;
- The location of the incentive shift;



- The role profile / banding of the individual(s) required for the incentive shift; and
- The contact details of the Scheduling Department/ manager to whom applications are to be sent, with a deadline for applications.

5.8. **Applying for Incentive Shifts**

- 5.8.1. The Trust has the absolute discretion to accept or refuse any application to work an incentive shift made by an employee or a member of the bank colleagues. There is no obligation on the Trust to accept an application to work an incentive shift nor does it need to provide any reason for appointing/ not appointing anyone to an incentive shift.
- 5.8.2. If there is more than one applicant for any given incentive shift, the Trust will allocate that shift to the first suitable applicant. No employee or member of the bank colleagues will be permitted to work an incentive shift without having received prior authorisation from Clinical Scheduling or the named manager, as applicable.
- 5.8.3. Confirmation of acceptance to work an incentive shift will be sent to the successful individual by Clinical Scheduling or the named manager, as applicable. If an individual is granted an incentive shift but is subsequently unable to work that shift, they should inform the Clinical Scheduling or the named manager as soon as possible and the incentive shift will be re-advertised.
- 5.8.4. No individual will be permitted to work an incentive shift if their working hours would then exceed 48 hours per week averaged over a 17-week reference period, unless they have signed an opt-out agreement. If an individual is in any doubt as to whether their working time may exceed the 48-hour limit, it is their duty to notify the named manager so appropriate checks can be made.

5.9. **Pay for Incentive Shifts**

- 5.9.1. Pay for any incentive shift will be paid at the rate identified in the Trust advertisement for the incentive shift. Such remuneration will be over and above the normal remuneration due for that shift under the individual's employment contract or bank agreement. The level of remuneration for an advertised incentive shift does not set any precedent for any subsequently advertised shifts.
- 5.9.2. For the avoidance of doubt, any entitlement an employee or member of bank colleagues may have for enhancements based on working unsocial hours or working in a high cost area will continue to apply to pay received for incentive shifts.



- 5.9.3. Payment for an incentive shift will be made one month in arrears in the usual way and on the usual pay date for the employee or the member of bank colleagues working the shift.
- 5.9.4. To be eligible for an incentive shift payment, the agreed shift must be worked. A breach to these terms would result in the non-application of the incentive payment for the period of the breach.

6. Fraud

- 6.1. Falsification of information (including the exaggeration or falsification of incentive claims) provided to the Trust by a colleague in relation to their hours of work will be investigated and dealt with through the Trust's [Disciplinary Procedure](#) and / or the [Anti- Fraud and Bribery Policy](#). If the breach is so serious as to amount to a dishonest act and cause a financial loss to the Trust the matter may be referred to the Local Counter Fraud Specialist for investigation, which may lead to a criminal sanction.

7. Audit and Review (evaluating effectiveness)

- 7.1. All procedures have their effectiveness audited by the HR Working Group at regular intervals, and initially six months after a new policy is approved and disseminated.
- 7.2. Effectiveness will be reviewed using the tools set out in the Trust's Policy and Procedure for the Development and Management of Trust Policies and Procedures (also known as the [Policy on Policies](#)).
- 7.3. This document will be reviewed in its entirety every three years or sooner if new legislation, codes of practice or national standards are introduced, or if feedback from employees indicates that the policy is not working effectively. All changes made to this procedure will go through the governance route for development and approval as set out in the Policy on Policies.

8. Financial Checkpoint

- 8.1. To ensure that any financial implications of changes in policy or procedure are considered in advance of document approval, document authors are required to seek approval from the Finance Team before submitting their document for final approval.
- 8.2. This document has been confirmed by Finance to have no unbudgeted financial implications.

