

Cover Sheet

Trust Board Meeting in Public: Wednesday 9 March 2022

TB2022.022

Title: **Duty Manager and Duty Director On-Call Framework**

Status: **For Decision**

History: Clinical Operational Forum (02 December 2021)
Trust Management Executive (10 February 2022)

Board Lead: **Chief People Officer**

Author: **Adam Kirton, Assistant Director of Workforce – Pay, Policy &
Reward**

Confidential: **No**

Key Purpose: **Policy**

Executive Summary

1. This paper consolidates existing interim payment arrangements for employees on NHS Terms and Conditions of Service (Agenda for Change) and on the Duty Manager or Duty Director on-call rotas.
2. The Duty Manager and Duty Director On-Call Framework has been developed to ensure that staff are paid fairly and appropriately for on-call and in line with NHS Terms and Conditions of Service. Currently, payment arrangements for these staff are covered under an interim policy document which has expired.
3. It is anticipated that arrangements for the payment of on-call participation on the Duty Manager and Duty Director rotas will be incorporated into a wider Trustwide policy with harmonised processes across all departments and all staff groups on NHS Terms and Conditions of Service.
4. This framework will replace the expired interim policy document and will ensure that participants on these rotas are clear of the payment arrangements that apply to them.
5. The framework was presented to the Trust Management Executive who endorsed it to go to Trust Board for approval.

Recommendations

6. The Trust Board is asked to withdraw the Interim Duty Manager On-Call Payment Policy and approve the Duty Manager and Duty Director On-Call Framework to replace it.

Duty Manager and Duty Director On-Call Framework

1. Purpose

- 1.1. This paper consolidates existing interim payment arrangements for employees on NHS Terms and Conditions of Service (Agenda for Change) and on the Duty Manager or Duty Director on-call rotas.
- 1.2. The Duty Manager and Duty Director On-Call Framework has been developed to ensure that staff are paid fairly and appropriately for on-call and in line with NHS Terms and Conditions of Service. Currently, payment arrangements for these staff are covered under an interim policy document which has expired.
- 1.3. It is anticipated that arrangements for the payment of on-call participation on the Duty Manager and Duty Director rotas will be incorporated into a wider Trustwide policy with harmonised processes across all departments and all staff groups on NHS Terms and Conditions of Service.
- 1.4. This framework will replace the expired interim policy document, and will ensure that participants on these rotas are clear of the payment arrangements that apply to them.

2. Background

- 2.1. The NHS Terms and Conditions of Service (Agenda for Change) sets out broad principles which need to be adhered to and specific provisions for on-call arrangements, with some areas left to the discretion of local NHS organisations.
- 2.2. The guiding principles have all been adopted and are unchanged from the preceding interim document. The following provisions are all required to be adhered to:
 - 2.2.1. Equal pay arrangements;
 - 2.2.2. Providing payment in recognition of the employee's availability for being called out and the frequency of that requirement, with national provisions for all frequencies at 1:12 or above, and anything lower by local agreement;
 - 2.2.3. Providing payment for work done during the call out period;
 - 2.2.4. The provision to take time off in lieu (TOIL) instead of being paid;
 - 2.2.5. Ensuring that the Working Time Regulations are followed for compensatory rest (separate from any TOIL provisions as set out above); and

- 2.2.6. Payment requirements for public holidays.
- 2.3. The following provisions are subject to local agreement, within the guiding principles, and are all set out in the new framework:
 - 2.3.1. The percentage enhancement for being available for work;
 - 2.3.2. Payment for any travel to work time; and
 - 2.3.3. Clarification on pensionable pay.

3. Feedback from Trust Management Executive

- 3.1. The Trust Management Executive queried whether a flat rate of payment for staff on each rota would be more appropriate to recognise that work undertaken during an on-call shift was broadly equivalent for all rota participants, regardless of substantive salary.
- 3.2. Specific advice was sought from NHS Employers on this point, to ensure that the proposed framework adhered to equal pay arrangements.
- 3.3. Advice received stated that there must be consistent payments to staff at the same pay band but that schemes may adopt a flat rate for all staff or a flat rate by grade if supported by an equality impact assessment.
- 3.4. The proposed pay framework has an approved equality impact assessment and does not present any equal pay issues. Therefore, it adheres to the guiding principles in paragraph 2.2.

4. Conclusions

- 4.1. There are no cost implications resulting from this new framework, as the underlying payment principles are unchanged from the previous interim document.
- 4.2. All staff currently on the Duty Manager or Duty Director on-call rotas and within the scope of this framework have had the opportunity to contribute to its development.
- 4.3. It is recommended that this framework is implemented at the start of the next on-call rota period and will be communicated to all participants by the Assistant Director of Workforce – Pay, Policy & Reward and the Chief Operating Officer's Office.

5. Recommendations

- 5.1. The Trust Board is asked to withdraw the Interim Duty Manager On-Call Payment Policy and approve the Duty Manager and Duty Director On-Call Framework to replace it.

Duty Manager and Duty Director On-Call Framework

Category:	Framework
Summary:	This framework has been developed to ensure that staff on NHS Terms and Conditions of Service (Agenda for Change) are paid fairly and appropriately for participation on the Duty Manager or Duty Director on-call rotas.
Equality Impact Assessment undertaken:	December 2021
Valid From:	Insert the date the policy will be valid from, i.e. the day after approval.
Date of Next Review:	Three years. Until such time as the review is completed and the successor document approved by the relevant committee this policy will remain valid.
Approval via:	Trust Board
Distribution:	Trustwide
Related Documents:	Payment of Expenses Procedure Working Time Regulations Policy
Author(s):	Assistant Director of Workforce - Pay, Policy & Reward
Further Information:	Duty Manager Handbook Duty Director Handbook NHS Terms and Conditions of Service (Annex 29)
This Document replaces:	Interim Duty Manager On-Call Payment Policy

Lead Director: Chief Operating Officer

Issue Date: Dd month year

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Introduction

1. Oxford University Hospitals NHS Foundation Trust (“the Trust”) is committed to ensuring the provision of senior management and Director support to staff providing services outside of normal working hours.
2. The operation of 24-hour services can sometimes require the support of senior managers for reporting/authorisation purposes and when incidents occur, which may be outside the capability or authority of staff on duty.
3. At all times, there will be an operational manager working on site in the hospital. In-hours they are supported by the Duty Director. During assigned out-of-hours periods they are supported by a designated on-call Duty Manager and on-call Duty Director.
4. The assigned on-call periods for the Duty Manager and Duty Director rotas are 18:00 - 08:00 Monday to Friday, and 08:00 - 08:00 on Saturdays and Sundays, plus public holidays.
5. This framework outlines payment arrangements for those employees on NHS Terms and Conditions of Service (Agenda for Change) and on the Duty Manager or Duty Director rotas.
6. This framework has been developed to ensure that staff are paid fairly and appropriately for on-call and in line with NHS Terms and Conditions of Service.
7. It is anticipated that arrangements for the payment of on-call for participation on the Duty Manager and Duty Director rotas will be incorporated into a wider Trustwide policy with harmonised processes across all departments and all staff groups on NHS Terms and Conditions of Service.

Scope

8. This framework applies to employees on NHS Terms and Conditions of Service (Agenda for Change) only. It does not apply to staff on very senior manager (VSM) contracts, including Chief Officers, whose on-call responsibilities and payments are incorporated within their job roles. This framework does not apply to staff on medical and dental contracts.
9. This framework does not routinely apply to interim staff, unless explicitly approved by the Chief Operating Officer.

Aim

10. The aim of this framework is to provide guidance on on-call processes and set out the provisions for on-call payments to staff on the Duty Manager or Duty Director rotas, including the underlying principles, when payments are due, the amount to be paid, and the administration of the rotas. The roles of the Duty Manager and Duty Director are provided in Appendices 2 and 3.

Definitions

11. The following technical terms and abbreviations are used within this framework:
 - 11.1. Availability payment – a pay enhancement to recognise participation in the rota.
 - 11.2. Compensatory rest – time off in lieu (TOIL) for on-call working time worked on site.
 - 11.3. On-call – a member of staff is on-call when, as part of an established arrangement, they are available outside their normal working hours, either at the workplace, at home or elsewhere, to work as and when required.
 - 11.4. Out of hours – any assigned periods when the on-call rota operates (18:00 – 08:00 Monday to Friday, and 08:00 – 08:00 on Saturdays and Sundays, plus public holidays).
 - 11.5. TOIL – time off in lieu – paid time off work received instead of getting paid for additional hours worked as part of the on-call rota.

- 11.6. Travel time – a maximum of 30 minutes to and from work that staff are eligible to claim when required to attend the hospital site during an on-call period.

Responsibilities

12. The **Chief Operating Officer** has delegated authority from the Chief Executive Officer for the implementation of this framework, and they are responsible for:
- 12.1. ensuring the safe operation of the Trust at all times; and
 - 12.2. in line with this Framework, authorising requests for payment from the on-call Duty Director when required to undertake remote work or when called into work during an on-call period.
13. **Line Managers** of staff on the on-call rota are responsible for:
- 13.1. ensuring their staff are aware of the framework, and that the framework is correctly interpreted and applied;
 - 13.2. authorising payments as appropriate; and
 - 13.3. monitoring the implementation of the framework.
14. **Duty Managers and Duty Directors** are responsible for:
- 14.1. participating in the on-call rota and undertaking the duties as outlined in the Duty Manager or Duty Director Role Description (Appendix 2 and 3);
 - 14.2. ensuring at the beginning of their on-call period they notify Switchboard and the Operations Team how they are to be contacted and remain contactable at all times for the duration of their on-call period;
 - 14.3. ensuring they remain within 60 minutes travelling time of Oxford (as driven at an out-of-hours' time, not during the daytime);
 - 14.4. arranging cover when they are unable to participate in the on-call rota and notifying relevant individuals of changes;
 - 14.5. attending any relevant training;
 - 14.6. completing any relevant documentation required; and
 - 14.7. submitting requests for payment within four months of the shift when required to undertake remote work or when called into work during an on-call period (where the individual is entitled to payment in line with this Framework).
15. In addition to Paragraph 14, and in line with this Framework, the on-call **Duty Director** is responsible for authorising requests for payment from the Duty Manager when required to undertake remote work or when called into work during an on-call period.
16. The **Assistant Director of Workforce – Pay, Policy & Reward** is responsible for providing advice and guidance in relation to this framework.

Guiding principles

17. A member of staff is on-call when, as part of an established arrangement, they are available outside their normal working hours, either at the workplace, at home or elsewhere, to work as and when required.
18. Employees who are required to be available to provide on-call cover outside their normal working hours will be entitled to receive a pay enhancement. This enhancement recognises both their availability to provide cover and any advice given by telephone during periods of on-call availability.
19. The on-call enhancement will be based on the proportion of on-call periods in the rota when on-call cover is required. The on-call period in each week should be divided into nine

periods of at least 12 hours. The enhancement for an individual staff member will be based on the proportion of these periods in which they are required to be on-call.

20. In addition to the on-call enhancement, employees are also entitled to payment or time off in lieu when they are called into work during an on-call period.
21. Staff required to be on-call on a public holiday are entitled to equivalent time to be taken off in lieu at plain time rates, in addition to the appropriate payment for any work undertaken.

On-call rota participants

22. Only substantive employees will participate in the on-call rota. Interim staff, including those acting up or on secondment, will not participate in the rota, unless explicitly approved by the Chief Operating Officer.
23. The Duty Director rota will consist of:
 - Chief Digital and Partnership Officer
 - Chief Finance Officer
 - Chief Medical Officer
 - Chief Nursing Officer
 - Chief Operating Officer
 - Chief People Officer
 - Director of Clinical Services
 - Director of Nursing / Deputy Chief Nursing Officer
 - Divisional Directors (x4)
24. The Duty Manager rota will consist of:
 - Divisional Directors of Nursing (x4)
 - Divisional Directors of Operations (x4)
 - Director of Nursing – Education
 - Director of Regulatory Compliance Assurance
 - Deputy Director of Urgent Care
 - Deputy Director of Elective Care
 - Deputy Divisional Heads of Nursing (x3)
 - Deputy Divisional Heads of Operations (x3)
 - Nursing Program Lead
 - Lead Nurse for Infection Prevention and Control
25. The Chief Operating Officer will agree if there are any temporary exceptions to participating in the rota, e.g. for specific personal or medical reasons, on a case by case basis.
26. Participation on the rota will be reviewed at least annually by the Chief Operating Officer, and participants may be varied to ensure the safe operation of the Trust at all times.

Pay enhancements for on-call cover

27. All participants on the Duty Manager or Duty Director on-call rota employed on NHS Terms and Conditions of Service (Agenda for Change) will receive a pay enhancement to recognise their participation in the rota. The pay enhancement is dependent on the frequency of the rota.

28. For these purposes, the average availability required will be measured over a full rota, or over a 13-week period if no standard pattern is applicable. The reference period will not include any periods when the employee is absent from work on either annual leave or sickness absence.
29. The frequency of the Duty Director rota will be one in 12, and the frequency of the Duty Manager rota will be one in 18. The frequency is the same for full time and part time staff.
30. The local agreement for this frequency is a pay enhancement of 2% of base pay. Pay enhancements must be requested by the substantive line manager via a change form.
31. Where there are gaps in the rota, there will be an expectation that colleagues will cover on a rota basis. Where this changes the level of frequency to more than one in nine, the value of the enhancement will increase in line with Annex 29 of the NHS Terms and Conditions of Service.
32. For part-time staff and other staff working other than 37.5 hours a week excluding meal breaks, the percentage added to basic pay on account of on-call availability will be adjusted to ensure that they are paid a fair percentage enhancement of salary for on-call working. This will be done by adjusting the payment in proportion to their part-time salary so that they receive the same payment for the same length of availability on-call as full-time staff.

Work undertaken during an on-call period

33. Many issues referred to the on-call Duty Manager will be able to be handled remotely and will not require attendance on site. Where a situation requires the Duty Manager to attend the hospital site, they should notify the Duty Director as soon as practicable.
34. The Duty Director will attend the hospital site when they believe the prevailing operational conditions require their presence in person.
35. All participants on the Duty Manager or Duty Director on-call rota employed on NHS Terms and Conditions of Service (Agenda for Change) will receive a payment for any period they are required to attend the workplace.
36. Duty Managers and Duty Directors employed on NHS Terms and Conditions of Service (Agenda for Change) attending the workplace will receive payment for the period they are required to attend, including travel time (see *Travel time and expenses* section).
37. The Trust's Working Time Regulations Policy states that staff who are on-call, i.e. available to work if called upon, will be regarded as working from the time they are required to undertake any work-related activity, including any travel time to and from site, subject to the provisions of the *Travel time and expenses* section).
38. In accordance with Paragraph 18, the pay enhancement recognises employees' availability to provide cover and any advice given by telephone during periods of on-call availability. However, the Trust recognises that on occasion such telephone advice can be provided over an extended period and could be classified as remote work. Therefore, where the cumulative total of telephone advice during an on-call shift is in excess of one hour, the Duty Manager or Duty Director will receive a payment for any period they are required to provide advice.
39. Duty Managers and Duty Directors employed on NHS Terms and Conditions of Service (Agenda for Change) undertaking remote work (i.e. teleconferences, email exchanges, etc.) directly related to their on-call duties will receive a payment for any period they are required to undertake such work.
40. Under no circumstances must Duty Managers or Duty Directors make a claim for payment for any work that is not directly related to their on-call duties (i.e. responding to routine emails or completing work related to their substantive role).

41. As an alternative to receiving payment, staff may choose to take time off in lieu. However, if for operational reasons time off in lieu cannot be taken within three months, the hours worked must be paid for.
42. For work (including travel time) as a result of being called out, or being required to undertake remote work, the employee will receive a payment at time and a half, with the exception of work on general public holidays which will be at double time. Time off in lieu should be at plain time. There is no disqualification from this payment for bands 8 and 9 as a result of being called out.
43. Duty Managers and Duty Directors should receive compensatory rest in the form of time off in lieu (TOIL) for on-call working time worked on site (including travel time). Ideally this should be taken within the subsequent 24 hours. Compensatory rest arrangements are set out in the Trust's Working Time Regulations Policy.
44. Working Time Regulations state that all staff should have a rest period of not less than 11 hours in each 24-hour period. Where this is not practicable because of the needs of the service, daily rest may be less than 11 hours.

Travel time and expenses

45. All staff who live off site, or in hospital accommodation on a site other than that which they work at, will be entitled to a maximum of 30 minutes travel time to and from work if called in. Staff who live in hospital accommodation on their work base site or use an on-call bedroom will not be entitled to travel time.
46. Individuals are entitled to claim for travel expenses necessarily incurred during their on-call period, i.e., return mileage for attending the hospital outside of core working hours. Any such claims for expenses will be submitted for payment in accordance with the Trust's Payment of Expenses Procedure. Only expenses incurred for authorised attendance at work during an on-call period are reimbursable. The employee's substantive line manager will act as the authorised signatory for expenses claims.
47. Staff using their own vehicle for call-outs during an on-call period should be aware that this is deemed as business use for car insurance purposes. Therefore, in line with the Trust's Payment of Expenses Procedure, only staff providing evidence of business cover on their car insurance policy will be able to claim travel expenses.

Administration of the rota and payments

48. The rota will be administered by the Chief Operating Officer's Office. It should be published at least three months in advance.
49. Staff can swap on-call periods on a like-for-like basis where both parties agree. They must inform the rota administrator of the swap and the administrator will confirm the change where agreed, including ensuring that the change has been noted with the Switchboard and the Operational Management Team.
50. The rota will aim to ensure that there is equity amongst participants regarding the balance between the respective number of duties undertaken on weekdays, weekends, and public holidays.
51. Whilst every effort will be made to accommodate specific on call requests, there will need to balance these requests with the needs of the Trust.
52. On-call duties before an annual leave day will be kept to a minimum, however there may be times where this is unavoidable.
53. Pay enhancements will be automatically paid via payroll and must not be claimed via HealthRoster. All requests for payment when required to work during an on-call period must be submitted via a claim form within four months of the shift. The claim form is provided at Appendix 4.

54. Where staff are entitled to payment under this framework, claim forms for Duty Managers will be approved by the relevant Duty Director who was on-call at the same time. Claim forms for Duty Directors will be approved by the Chief Operating Officer. Claim forms should be approved promptly to avoid delays to payment.
55. For members of the NHS Pension Scheme, the on-call pay availability payment (pay enhancement) is pensionable. Any payments as a result of being called out are non-pensionable.

Training

56. Training will be required for all users in the use of HealthRoster when the Duty Manager and Duty Director on-call rotas are available via this system.

Monitoring Compliance

57. Compliance with this policy will be monitored in the following ways:

Aspect of compliance or effectiveness being monitored	Monitoring method	Responsibility for monitoring (job title)	Frequency of monitoring	Group or Committee that will review the findings and monitor completion of any resulting action plan
Payments being made in accordance with the Policy.	Audit	Assistant Director of Workforce – Pay, Policy & Reward	Annually	Chief Operating Officer
Confirming at least nine people remain on the rota (see paragraph 31).	Continuous review	Chief Operating Officer's Office	Upon creation of each roster	Assistant Director of Workforce – Pay, Policy & Reward

58. In addition to the monitoring arrangements described above, the Trust may undertake additional monitoring of this procedure as a response to the identification of any gaps or as a result of the identification of risks arising from the procedure prompted by incident review, external reviews, or other sources of information and advice. This monitoring could include:
- 58.1. Commissioned audits and reviews;
 - 58.2. Detailed data analysis; and/or
 - 58.3. Other focussed studies.

Review

59. This policy will be reviewed after three years. Until such time as the review is completed and the successor document approved by the relevant committee this policy will remain valid.

References

60. [NHS Terms and Conditions of Service Handbook](#)

Equality Impact Assessment

61. As part of its development, this procedure and its impact on equality has been reviewed. The purpose of the assessment is to minimise and if possible remove any disproportionate impact on the grounds of race, gender, disability, age, sexual orientation, religion or belief, gender reassignment, marriage and civil partnership and pregnancy and maternity. The completed Equality Impact Assessment can be found at Appendix 1.

Appendix 1: Equality Impact Assessment

1. Information about the policy, service or function

What is being assessed	Existing Policy / Procedure
Job title of staff member completing assessment	Assistant Director of Workforce – Pay, Policy & Reward
Name of policy / service / function:	Duty Manager and Duty Director On-Call Framework
Details about the policy / service / function	This framework has been developed to ensure that staff on NHS Terms and Conditions of Service (Agenda for Change) are paid fairly and appropriately for participation on the Duty Manager or Duty Director on-call rotas.
Is this document compliant with the Web Content Accessibility Guidelines?	Yes
Review Date	December 2024
Date assessment completed	13/12/2021
Signature of staff member completing assessment	<i>A. Kirton</i>
Signature of staff member approving assessment	

2. Screening Stage

Who benefits from this policy, service or function? Who is the target audience?

Staff

Does the policy, service or function involve direct engagement with the target audience?

Yes

3. Research Stage

Notes:

- If there is a neutral impact for a particular group or characteristic, mention this in the ‘Reasoning’ column and refer to evidence where applicable.
- Where there may be more than one impact for a characteristic (e.g. both positive and negative impact), identify this in the relevant columns and explain why in the ‘Reasoning’ column.
- The Characteristics include a wide range of groupings and the breakdown within characteristics is not exhaustive, but is used to give an indication of groups that should be considered. Where applicable please detail in the ‘Reasoning’ column where specific groups within categories are affected, for example, under Race the impact may only be upon certain ethnic groups.

Impact Assessment

The following text applies to all protected characteristics: The purpose of this Policy is to provide a framework for managing payments for on-call for a specific group of staff. The implementation of this policy will enable a consistent and fair method of payment to all those affected.

Characteristic	Positive Impact	Negative Impact	Neutral Impact	Not enough information	Reasoning
Sex and Gender Re-assignment – men (including trans men), women (including trans women) and non-binary people.			X		Part-time workers could be impacted by the policy, and this could indirectly impact negatively on women as the number of women who work part-time is generally greater than the number of men. This has been addressed in the policy by ensuring that, for part-time staff and other staff working other than 37.5 hours a week excluding meal breaks, the percentage added to basic pay on account of on-call availability is adjusted. This will be done by adjusting the payment in proportion to their part-time salary so that they receive the same payment for the same length of availability on-call as full-time staff. This will ensure that they are paid a fair percentage enhancement of salary for on-call working. The rate of payment for work undertaken when called out is the same for all staff, regardless of whether they are part time or full time.

Characteristic	Positive Impact	Negative Impact	Neutral Impact	Not enough information	Reasoning
Race - Asian or Asian British; Black or Black British; Mixed Race; White British; White Other; and Other			X		The on-call framework applies equally to all roles identified within the framework, regardless of the postholder's race.
Disability - disabled people and carers			X		Carers may be affected by working part-time – see Sex and Gender Re-Assignment section above.
Age			X		The on-call framework applies equally to all roles identified within the framework, regardless of the postholder's age.
Sexual Orientation			X		The on-call framework applies equally to all roles identified within the framework, regardless of the postholder's sexual orientation.
Religion or Belief			X		The on-call framework applies equally to all roles identified within the framework, regardless of the postholder's religion or belief. Staff on the rota can swap on-call periods with each other on a like-for-like basis so that dates that are religiously significant for them can be swapped with another colleague on the rota.
Pregnancy and Maternity			X		See the points raised above concerning part-time workers in the Sex and Gender Re-Assignment section. The Chief Operating Officer will agree if there are any temporary exceptions to participating on the on-call rota on a case-by-case basis, for example for medical reasons or pregnancy.
Marriage or Civil Partnership			X		The on-call framework applies equally to all roles identified within the framework, regardless of the postholder's marital status (including civil partnership).

Characteristic	Positive Impact	Negative Impact	Neutral Impact	Not enough information	Reasoning
Other Groups / Characteristics - for example, homeless people, sex workers, rural isolation.			X		Not applicable.

Sources of information

None.

Consultation with protected groups

None.

Consultation with others

- All current individuals on the Duty Manager rota, including those recently added, were consulted about the draft interim policy. All were supported and their comments were considered in the revised version.
- The Unison Convenor was consulted about the draft interim policy and was supportive of the arrangements.

4. Summary stage

Outcome Measures

Key benefits:

- Consistency of approach
- Fairness
- In line with Agenda for Change arrangements/good practice.

There could be a potential impact for staff who work part-time. In general terms, part-time work is dominated by women, often due to caring responsibilities. The payment arrangement for part-time workers has been adjusted within the policy to take this into account. There should be no adverse impact of the policy on any protected groups if it is implemented appropriately. When an on-call Duty Manager or Duty Director covered by this framework is called into work they are paid the same hourly rate, regardless of whether they are part-time or full-time.

Positive Impact

The key positive impacts of this policy are:

- Fairness
- Consistency
- Improved morale with the implementation of a new pay framework.

Unjustifiable Adverse Effects

None identified.

Justifiable Adverse Effects

See above concerning part-time workers and the mitigation put in place.

Equality Impact Assessment Action Plan

Identified risk	Recommended actions	Lead	Review date	Completion date
Potential unfairness for part time workers	Adjustment already made to payment mechanism within the policy to mitigate impact	Assistant Director of Workforce – Pay, Policy & Reward	As part of overall policy review.	

Appendix 2: Duty Manager Role Description

The following role description should be read in conjunction with the Duty Manager Handbook.

The role of the Duty Manager

1. The assigned on-call Duty Manager will be contactable at all times via their mobile/landline during out-of-hours periods. The role of the Duty Manager will be to enable effective decision-making and effective operational functioning during this out-of-hours period, including dealing with incidents and unusual issues that arise.
2. It should be emphasised that the role of the on-call Duty Manager is primarily one of making decisions, reviewing and authorising actions and facilitating others. The actions from these decisions are normally carried out by other Trust staff.
3. During the out-of-hours period operational management issues will be dealt with by the duty Operational Manager. The Operational Manager will contact the on-call Duty Manager where they require support or do not have the accountability/authority to make the decisions that are required to be made. Where decisions are necessary that can only be made by a Director, the on-call Duty Manager will contact the on-call Duty Director.

Duty Manager Role Description

4. On a rotational basis to act as the on-call Duty Manager for the Trust during set out-of-hours periods, taking decisions on and dealing with issues referred by the Operational Management Team to ensure the effective and safe functioning of the hospital and most effective use of resources.
5. Primary responsibility for bed management rests with the Operational Management Team; however, it is important that the on-call Duty Manager remains aware of the prevailing access and capacity management issues during their period of duty.
6. To be immediately contactable at all times throughout the on-call period and respond quickly and appropriately to requests from Switchboard or the Operational Management Team. To determine whether issues can be dealt with from home or require travelling into the hospital.
7. To deal with issues presented, making appropriate decisions on allocation of staff and management of resources. To facilitate actions to ensure that all patients are dealt with within the four hours emergency standard.
8. To contact the on-call Duty Director for decisions requiring a higher level of authority.
9. To ensure that all key decisions are recorded by the Operational Management Team so that there is an audit trail where necessary.
10. To follow all Trust policies and procedures.

Undertaking duties as on-call Duty Manager

11. The assigned on-call Duty Manager is required to be on-call and able to respond immediately to issues referred to them. The on-call Duty Manager will be contactable at all times during the on-call period and within 60 minutes' drive of the hospital site (as driven at an out-of-hours' time, not during the daytime).

12. The on-call Duty Manager will commence on-call at the start of their assigned shift and will advise Switchboard and the Operational Management Team of how they are to be contacted.
13. During the on-call/out-of-hours period Operational Management issues will normally be dealt with by the Operational Manager. The Operational Manager and switchboard will only refer issues to the on-call Duty Manager that the Operational Manager is unable to deal with and require senior manager input and/or decision-making or support.
14. Normally issues referred to the on-call Duty Manager should be able to be dealt with remotely by phone etc.; however, there will be situations in which it will be necessary for the on-call Duty Manager to come into the hospital to resolve them.
15. The on-call Duty Manager will make sure that decisions are made in line with Trust policies and procedures.
16. Where decisions are necessary that can only be made by a Director then the on-call Duty Manager will contact the on-call Duty Director.
17. The Duty Manager will submit requests for payment within four months of the shift when required to undertake remote work or when called into work during an on-call period (where the individual is entitled to payment in line with this Framework).

Briefing of the on-call Duty Director

18. In order for the on-call Duty Director to effectively support the on-call Duty Manager, there must be routine communication between the two. The frequency of this communication will largely be dependent on the prevailing operational status of the hospital and upon any particular issues arising during the course of the on-call period.
19. Where the on-call Duty Manager is in any doubt concerning the correct handling or management of the situation or issue, they should always contact the on-call Duty Director for advice. Similarly, the on-call Duty Director should receive confirmation that a situation/issue has been resolved and be apprised of the outcome.

Handover

20. At the start of the Duty period, the Duty Manager on-call will receive a handover from the previous Duty Manager detailing any outstanding issues. The handover does not usually require attendance on site and will most likely be conducted by telephone or via email.
21. At the end of their on-call period the on-call Duty Manager is responsible for conducting a handover to the next Duty Manager and to the on-call Duty Director, to include details of any outstanding issues. The handover does not usually require attendance on site and will most likely be conducted by telephone or via email.

Accountability

22. The on-call Duty Manager is accountable to the on-call Duty Director for the period of their Duty commitment. At the discretion of the on-call Duty Manager, the on-call Duty Director should be informed of any emergency incidents that require the on-call Duty Director's attention and/or for which the on-call Duty Director's advice/guidance/instruction is required.
23. The Duty Managers are accountable to the Chief Operating Officer maintaining their availability to participate in the on-call Duty Manager's rota.

Appendix 3: Duty Director Role Summary

The following role summary should be read in conjunction with the Duty Director Handbook.

1. Primarily this role is to provide support to the Duty Manager who will take the lead on all operational issues.
2. The Duty Director has a specific role in the following:
 - 2.1. Major incidents;
 - 2.2. Police and press enquires / statements;
 - 2.3. Internal emergencies; and
 - 2.4. Serious disciplinary issues.
3. Duty Directors may also be contacted regarding system wide issues, affecting the whole health system, where Director-level input is requested.
4. Duty Directors are responsible for authorising requests for payment from the Duty Manager when required to undertake remote work or when called into work during an on-call period (where the individual is entitled to payment).
5. The Duty Director will submit requests for payment within four months of the shift when required to undertake remote work or when called into work during an on-call period (where the individual is entitled to payment in line with this Framework).
6. Full details of the Duty Director role are provided in the Duty Director Handbook.

