



PAY PROGRESSION POLICY

Policy reference – HR06

SUMMARY	This procedure applies to all CCG staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression.
AUTHOR	Human Resources
VERSION	FINAL
EFFECTIVE DATE	17 th July 2017
APPLIES TO	Single shared management policy revised, amended and applicable to all NHS Airedale, Wharfedale and Craven, Bradford City and Districts CCGs employees
APPROVAL BODY	Senior Management Team of the CCG
RELATED DOCUMENTS	All HR policies
REVIEW DATE	July 2020 and /or in accordance with Nationally agreed pay arrangements if these supersede the review date or any changes to the NHS terms and conditions of service handbook

CCGs working together

Airedale, Wharfedale and Craven CCG
Bradford City CCG
Bradford Districts CCG

THIS POLICY HAS BEEN SUBJECT TO AN INITIAL EQUALITY IMPACT ASSESSMENT

VERSION CONTROL SHEET

Version	Date	Author	Status	Comments
Final	20.01.2014	Alison Ewart	HR Lead	See attached EIA
Amended Final	29.05.14	Alison Ewart	HR Lead	Amended to reflect automatic increment payable subject to a satisfactory PDR (compliance with related matters – see section 2.1)
Final	June 2014	Alison Ewart	HR Lead	Previously approved at SMT
Review	10.06.15	Alison Ewart	HR Lead	Updated to reflect Agenda for Change National terms and condition changes
Final	02.07.15	Alison Ewart	HR Lead	Discussed at the HR Policy Sub Group on 02.07.15
Final	02.12.2015	Tazeem Hanif	HR Lead	Ratified at the Social Partnership Forum
Draft	28.06.2017	Tazeem Hanif	HR Lead	AWC CCG and Bradford City and Districts policies merged to reflect single shared management arrangements. Change in logo, front sheet, 7.1 and appendix 1 and 2 Amended policy consulted with Trade Unions at the HR Policy Workshop and comments incorporated.
Final	17.07.2017	Tazeem Hanif	HR Lead	Ratified at SMT

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INTRODUCTION

1.1. Purpose

Nationally agreed changes to Agenda for Change (AfC) were agreed by the NHS staff council in February 2013 clarifying new arrangements for staff progressing through pay bands (incremental pay progression). This procedure applies to all CCG staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression.

Pay progression should not be seen as an automatic right by staff but rather is something to be earned and is a reward that is dependent on satisfactory performance, conduct and demonstration of meeting all statutory and mandatory training requirements relevant to their role. **If the above requirements are met, automatic pay progression will take place. If the member of staff is not being progressed to the next pay increment, the line manager will need to complete Appendix 3B to ensure the increment is not paid on this occasion to the member of staff.**

The CCG has a duty to provide high quality services to our stakeholders and partners, and strives to be a high performing organisation that continuously improves quality, safety and the patient experience. It is a key part of the CCGs strategy to achieve its goals through maximising the contribution of each member of staff.

In support of this aim, and in accordance with AfC, this policy sets out the basis upon which an individual's performance drives pay progression. It is expected that employees who can demonstrate the required level of performance and conduct, who have met their objectives and are compliant as regards their statutory, mandatory training will progress annually through the increments in their salary band.

For staff in pay bands 8C, 8D and 9, pay progression into the last two points in the pay band are annually earned and therefore not subject to pay protection (with the exception of 2.3). Where staff in these pay points/bands do not meet the locally determined performance standards for a given year, one annually earned pay point may be withdrawn

Any amendments to the NHS terms and conditions of service handbook will supersede this policy as new pay arrangements are agreed.

1.2. Scope

This policy applies to all employees on Agenda for Change (AfC) terms and conditions of employment (including those on permanent and temporary contracts) and those of secondees to the CCG.

The CCG will ascertain a fair and consistent approach to applying the Pay Progression Policy and will give due consideration to employee's bespoke circumstances when considering a request for pay progression.

1.3 Definitions

- **AfC** – Agenda for Change
- **CCG** – Clinical Commissioning Group.
- **HR** - Human Resources
- **Line Manager** - For the purpose of the policy, Managers are defined as the senior person responsible for the employee's management

1.4 Equality Statement

In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. A single Equality Impact Assessment is used for all policies and procedures.

1.5 Accountability

The Chief Officer is accountable for this policy

2.0 PAY PROGRESSION PROCEDURE

- 2.1 Pay progression will be applied automatically through the Payroll Provider subject to the line manager completing the PDR/appraisal process with the member of staff – to the required satisfactory standard.

If the employee does not meet the requirements below, then automatic pay progression will not apply.

Pay progression will be conditional upon:-

- Individuals demonstrating that they have achieved the required level of competence.
- The achievement of appropriate objectives (both organisational and personal objectives).
- Satisfactory assessment against the values and behaviours of the organisation – this recording mechanism will have to be developed with the support of the Learning and Development Team and would reflect the requirements of the CCG.
- All statutory and mandatory training relevant to the employee's role is up-to-date and recorded as compliant.
- Live disciplinary warnings may be taken into account.
- Being on a formal stage of the CCGs Managing Performance Policy may be taken into account.

If the employee has failed to meet the pay progression criteria as a consequence of organisational constraints this must be documented by the line manager.

2.2 Pay progression that falls within a prolonged period of agreed or recognised leave

For employees whose Incremental date falls within a period of maternity leave, long term sickness, shared parental leave, adoption leave or during a secondment, the line manager would consider the 12 month period prior to the commencement of the current episode of leave to make a decision on pay progression.

Employees on secondment will undertake the pay progression procedure of the employing organisation. This may involve the substantive manager working in conjunction with the line manager of the partner organisation to undertake a review of performance over the previous 12 months.

In line with the Employment Break Policy, the increment of any employees on an employment break would be frozen until they return to work. If the incremental date is imminent on their return then they will progress as normal to the next incremental point within their pay band to ascertain they are not penalised. However, it is recommended that a review takes place to ascertain that their statutory and mandatory training is up-to-date and recorded as compliant. If the incremental date is 3 months or more in advance of their return the normal process set out in section 2.0 would apply.

2.3 Staff on pay bands 8C, 8D and 9

For staff who have reached the top points of 8c, 8d and 9, these staff will not drop below their current pay point. Staff already (as of 31st March 2013), on pay points 45 and 46, 49 and 50, 53 and 54, will be protected. For those staff progressing to the top points of 8c, 8d and 9 between 01.04.14 and 01.04.15 the same protection will apply.

For employees on pay bands 8C, 8D and 9, progression to the last two pay points on their pay band are annually earned in the same way as for other AfC employees. The last two pay points on their pay bands are only retained where the appropriate level of performance has been reached. For example, an employee on the second to last pay point who doesn't meet the criteria set out in 6.2.1 will drop a pay point for a 12 month period. No protection will apply. Support will be given in line with 4.0.

2.4 Employees not on AfC terms and conditions

It is expected that all employees directly employed by the organisation will be subject to the organisations appraisal procedure. Pay progression for these staff will need to be agreed in accordance with their contractual arrangements and subject to agreement at the Remuneration Committee where applicable.

3.0 APPROVING THE REQUEST FOR PAY PROGRESSION

Pay progression will be conditional upon individuals demonstrating that they have achieved the requisite criteria in Section 2.1. The line manager will review the employee's performance against the criteria for pay progression in conjunction with Section A of the Proforma (Appendix 1).

The line manager will need to ascertain that the employee has no 'live' disciplinary warnings in place at the time of the application date and are not being managed at a formal stage of the CCG's Managing Performance Policy. If a disciplinary sanction is issued to an employee between their application for pay progression and their incremental date the line manager may decline the request and contact Payroll to stop the progression.

If the employee has not actively participated in an appraisal, has failed to meet the agreed objectives or is not compliant with statutory and mandatory training applicable to their role pay progression would not be approved.

However, if the employee has failed to meet the criteria due to valid organisational constraints beyond their control pay progression would be approved. This would include any technological or practical reasons for statutory or mandatory training not being provided by the provider, or through software problems, lack of training or other issues.

If the employee has met the criteria for pay progression their request would be approved. Automatic pay progression will be applied through the Payroll provider.

4.0 DECLINING THE REQUEST FOR PAY PROGRESSION

4.1 Deferment of pay progression

At the incremental date, any employee remaining non-compliant in any of the areas identified in section 2.1 will not receive their pay progression. It is the employee's responsibility to submit their proforma in a timely manner.

Pay progression will subsequently be deferred for 12 months until the next incremental pay progression date. If at this stage the employees request for pay progression is approved, it will be paid from this date, no retrospective payments would be due for the previous 12 months.

The decision to defer pay progression must have been discussed with the employee prior to any deferment being instigated. The line manager will complete Section B of the Proforma submitted by the employee to record that incremental pay progression has been deferred for 12 months.

Any individual for whom a pay progression has been deferred must be offered the appropriate support in order that they have the fairest opportunity to meet the performance requirements in future.

5.0 THE RIGHT OF REVIEW

Where an employee disagrees with the decision made to defer pay progression, the employee has the right to request a review of the decision. To do so, they must write to their line manager within 7 calendar days of the notification of the manager's decision. They must set out the grounds on which they are requesting the review. The employee has the right to be accompanied at the meeting by a work colleague or trade union representative, provided they are not acting in a legal capacity. The review will be undertaken by a senior manager and a HR representative. The employee's manager will also attend the review to explain why they believe the request cannot be agreed.

It will be up to the review panel to decide, on the basis of the evidence provided by both the employee and the line manager, whether or not pay progression is approved.

Where a review panel considers that pay progression has been inappropriately deferred, the pay progression will be reinstated from the incremental date and retrospective payments made from that date.

The employee must be informed of the outcome of their review in writing within 7 calendar days of the date of the meeting. This is the final decision and the end of the formal procedure.

6.0 ROLES AND RESPONSIBILITIES

6.1 Employees

It is the responsibility of employees to ensure that they:

- Initiate the process by completing and submitting the Pay Progression Proforma to their line manager in line with the specified timescale
- Actively participate in the annual appraisal process and jointly agree and work towards their objectives
- Make their line manager aware of any organisational constraints that are preventing them from achieving their objectives
- Demonstrate that they have reached a satisfactory level of performance and achievement of objectives in line with the Pay Progression Policy and process within the previous 12 months
- Ensure that all statutory and mandatory training relevant to the individual's post is up to date and recorded as compliant
- Make their line manager aware of any organisational constraints that are preventing them from being compliant in statutory and mandatory training
- Have a good level of conduct in the 12 months prior to their incremental date

6.2 Line Manager

It is the responsibility of line managers to ensure that they:

- Contact Payroll via Appendix 3 B when automatic pay progression is not taking place. To ensure this is done prior to applicable payroll deadlines, thereby ensuring no overpayment takes place.
- Discuss pay progression with the employee prior to any deferment of pay and the rationale for deferment.
- Undertake annual appraisals for all members of their team, prioritising appraisals in line with incremental dates.
- Conduct an objective review of the individual's work based on feedback, examples and previous informal discussions.
- Ascertain that unsatisfactory performance is managed effectively in line with the Performance Improvement Policy and that appropriate support is provided to address the concerns.
- Ascertain the employee is encouraged and given the opportunity to undertake statutory and mandatory training.
- Demonstrate they have encouraged and supported the employee to achieve the criteria for pay progression (please refer to section 4.1)
- Make the employee aware of the right of review.

6.3 Other Support

The Human Resource representative will provide advice and support on all aspects of this policy to ensure application and support. The Learning and Development Representative will make managers aware of their team's statutory and mandatory training compliance.

The Trade Union/Staff Representatives will offer support and advice to employees as required.

Payroll will ensure that pay progression request is processed in the specified timescales to initiate pay progression. This will be an automatic process instigated by Payroll unless the manager completes Appendix 3 section B.

7.0 CONSULTATION, APPROVAL AND RATIFICATION PROCESS

7.1 Consultation

The HR Policy Workshop which is composed of management, staff side and HR representatives considers all draft HR policies and guidance. All members have the opportunity to make comments and suggestions on the document content which is debated within the group and amendments made and agreed.

The CCGs Senior Management Team and/or other relevant Committees ratify the final HR policies. The role of the Staff Partnership Forum is to discuss and minute the policies and procedures that are submitted to the HR Policy Workshop.

7.2 Publication

The policy will be published on the CCG Intranet site.

8.0 ASSOCIATED DOCUMENTATION

Performance Management Documentation within the CCG
Performance Management Policy
Disciplinary Policy
Education, Training and Development Policy

9.0 APPENDICES

Appendix 1 and 2: Appraisal Paperwork – including strengths finder
Appendix 3 (Section A – employee declaration, Section B – manager declaration)
Appendix 4: Equality Impact Assessment

Airedale, Wharfedale & Craven, Bradford City and Bradford Districts Clinical Commissioning Groups
APPRAISAL: Objective setting, mid-year and annual reviews – xxxx

Name:		Job title:		Line manager:	
Agree objectives	By 31 March xxxx	Mid year review	By 30 September xxx	Annual review	By 31 March xxx

Bradford District and Craven – The triple aim (STP)

1. Health and Wellbeing	2. Care and Quality	3. Finance and efficiency
1.1 Childhood Obesity	2.1 Reducing variation in care	3.1 Provider and commissioner efficiencies, transforming care programmes in acute and community services
1.2 Smoking prevalence	2.2 Reducing non elective admissions	3.2 Use of the sustainability and transformation funding
1.3 Supporting self-care	2.3 Develop a sustainable care market and create a sustainable model of planned and emergency/urgent care	3.3 Create the opportunity to shift additional resources into primary care
1.4 Cardiovascular	2.4 Commission seven day access to primary medical care	3.4 Further work on clinical thresholds, procedures of limited clinical value, reducing unwarranted variation and other WY opportunities
1.5 Cancer screening (breast, bowel and cervical)	2.5 Mental health liaison teams meeting core 24 standards	3.5 Mitigate pressure in social care
1.6 Mental wellbeing	2.6 Direct self-referral to psychological therapies	
	2.7 Eight-care processes for diabetes	

1. WORKING ARRANGEMENTS *(line manager to confirm agreed working arrangements, please tick / write hours in applicable box)*

Full time <i>(37.5 hours)</i>		Annual hours	
Part time <i>(please write in number of hours worked per week)</i>		Condensed hours <i>(please write in agreed working arrangement)</i>	

Term time working		Job share	
Home working			

2. WELLBEING

Capture discussion and two-way feedback (*favourable/unfavourable*) around job satisfaction, relationships, environment, culture and workplace needs (including DSE):

3. STRENGTHSFINDER – how I use my strengths in my role *(completion of this section is optional)*

My top five themes from Strengthsfinder 2.0 are:

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Capture discussion around what actions can be taken and how the identified strengths can be made the most of in an individual role, and/or as part of the team and/or as part of Airedale, Wharfedale & Craven, Bradford City and Bradford Districts CCGs:

4. PERSONAL OBJECTIVES *(to be agreed by 30th April xxx – or within 1 month of commencing in new post)*

Personal objectives (SMART) <i>(Add/delete lines as applicable)</i>	Link to STP objectives	Expected outcomes / benefits <i>(e.g. output / milestones / KPIs)</i>

4. PERSONAL OBJECTIVES (to be agreed by 30 th April xxx – or within 1 month of commencing in new post)			
Personal objectives (SMART) (Add/delete lines as applicable)		Link to STP objectives	Expected outcomes / benefits (e.g. output / milestones / KPIs)

5. KEY ACHIEVEMENTS delivered at MID YEAR REVIEW (to be discussed and documented by 30 th September xxxx)

6. KEY ACHIEVEMENTS delivered at ANNUAL REVIEW *(to be discussed and documented by 31st March xxxx)*

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7. SUMMARY COMMENTS following discussion at ANNUAL REVIEW *(to be discussed and documented by 31st March xxxx)*

Job holder summary:

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Line manager summary:

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8. PERSONAL DEVELOPMENT PLAN for 17/18 <i>(Add/delete lines as applicable)</i>		Support needed from line manager	To be achieved by	My level of commitment <i>(Scale 1-5: 1 = lowest, 5 = highest)</i>	Has this been achieved by the end of xxxx?
					Yes / No
					Yes / No
					Yes / No

9. SIGNATURES	Job holder <i>(name + signature)</i>	Date	Line manager <i>(name + signature)</i>	Date
Objective setting				
Mid-year review				
Annual review				

***Please remember to scan and submit the signed document to hrsolutions@bdct.nhs.uk

Pay Progression Proforma

Section A – Employee Declaration

To be completed for all pay progression applications

Name: _____ Employee No: _____

Job Title: _____ Band: _____ Incremental Date: _____

I can confirm that:	Yes/No/ comments
Statutory and mandatory training is up-to-date & recorded as compliant	
Achieved satisfactory appraisal & associated objectives	
Live formal disciplinary warnings	
Formal stage of the capability process	
Please note any mitigation Signed Dated Please ensure that you submit this to your line manager two months prior to the month that your incremental date is due.	

Section B - Line Manager Declaration – to be completed and sent to Payroll only when a member of staff is not going to receive automatic pay progression

Confirmation	Comments
I confirm that the employee has failed to meet the criteria for pay progression and that there are no valid organisational constraints that have prevented this therefore pay progression is declined.	
I confirm that I have made the employee aware of this decision and the right of review (if applicable).	

Name:

Position:

Signature:

Date:

Please place a copy on the employees file. If automatic pay progression is not taking place please notify Payroll using (appendix 3 B). A Change Form needs to be completed to ensure the current level of remuneration is maintained (and no increase is applied) - hrsolutions@bdct.nhs.uk

Equality Impact Assessment

Title of policy	Pay Progression Policy – HR06	
Names and roles of people completing the assessment	Alison Ewart – HR Business Partner	
DATE ASSESSMENT STARTED/COMPLETED	23.01.2014	24.01.2014

1. Outline

Give a brief summary of the policy	This procedure applies to all Bradford City and Bradford Districts Clinical Commissioning Group staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression from April 2015
What outcomes do you want to achieve	<p>An agreed and standardised process for measuring satisfactory performance amongst AfC staff in CCGs. The Pay Progression process is designed to reward good performance and to make individual employees accountable for their own performance and behaviour. It meets the needs of smaller organisations, ensuring that the skills of all employees are utilised to maximum benefit.</p> <p>Potentially motivational for employees as incremental progression is regarded as a reward for good performance rather than an automatic right irrespective of performance. Employees not able to demonstrate compliance in statutory and mandatory training, or employees who have been issued with formal warnings for conduct or placed on a formal stage of the Performance Management process may not qualify for incremental progression. Similarly employees who don't achieve set objectives or meet the agreed behaviours at appraisal (where CCGs have chosen to incorporate values and behaviours into their appraisal process) may not progress incrementally. Linking pay progression to short term sickness is a potentially contentious issue discussed at length in section 2. Analysis of Impact.</p>

2. Analysis of impact

This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	Are there any likely impacts? Are any groups going to be affected differently? Please describe.	Are these negative or positive?	What action will be taken to address any negative impacts or enhance positive ones?
Age	If formal short term sickness triggers are to be	Negative if not managed	If short term intermittent sickness is to be used then CCGs will need to

	incorporated into this policy then it may have a differential impact on this group as in some cases age can be associated with more frequent bouts of ill health.	properly. Potential negative consequence could be that staff extends their short term absence to long term to avoid formal monitoring and possible loss of incremental progression. Positive if line managers understand the links between all policies	mitigate against the potential impact of any disputed decisions. 1) The trigger point needs to be regarded as a guide rather than a definitive point and current sickness needs to be viewed in context with length of service and previous sickness records 2) Occupational health services will need to be involved in the process. 3) A paragraph may need to be added to the Absence Management policy around personal responsibility for own health and wellbeing. e.g. if individual is absent due to stress and doesn't take advantage of OH services e.g. stress management courses or staff counselling then this would be a factor included in the discussion about incremental progression. 4) Needs to link with flexible working policy to ensure that alternative working patterns and reasonable adjustments have been fully explored.
Carers	This may have a differential impact on staff who take time off sick to care for dependents	As above	As above
Disability	If formal short term sickness triggers are to be incorporated into this policy then it may have a differential impact on this group as in many cases disability can be associated with more frequent bouts of ill health	As above	As above
Sex	May have a differential impact on female employees. The largest age group in the NHS is 30 to 49 where gynaecological issues are likely to be more prevalent.	As above	As above
Race	N/A		
Religion or belief	N/A		
Sexual orientation	N/A		
Gender reassignment	N/A		
Pregnancy and maternity	N/A		
Marriage and	N/A		

civil partnership			
Other relevant group	N/A		
3. Monitoring, Review and Publication			
<p>If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.</p>	<p>Including sickness triggers on the policy as a means of measuring performance has been the subject of a recent tribunal case, where withholding increments was judged to be an unlawful deduction from wages. This was based on the view that sickness should not be used as a measure of performance.</p> <p><i>Bent and others v Central Manchester University Hospitals NHS Foundation Trust ET/2400833/11 and others</i></p> <p>If CCGs chose to implement this element of the policy they must find a way of applying this in an objective and fair way, using Occupational Health services to support their decision. Where CCGs attempt to apply this they may find themselves subject to formal reviews, and potentially legal processes.</p> <p>In making their decision CCGs need to consider if the Pay Progression process is the most appropriate way of dealing with short term sickness</p>		

3. Monitoring, Review and Publication			
How will you review/monitor the impact and effectiveness of your actions	Consultation with staff, support from Learning and Development regarding training and rolling out the appraisal process/documentation in 2014 ready for full implementation from 01.04.2015		
Lead Officer	Alison Ewart	Review date:	July 2020

4. Equality and Diversity Sign off			
Equality Lead Officer			
Lynne Carter	Supplied to Lynne Carter	Date approved:	24 th January 2014

5. Sign off			
Lead Officer	Fiona Jeffrey		
Director	Associate Director of Corporate Affairs	Date approved:	August 2015