



Appraisals

Berkshire West CCG

July 2021

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Agenda for Change Pay Progression Linking Pay and Performance Pay Steps - New Terms and Conditions 3-year pay deal ended March 2021 Pay from April 2021

What is pay progression?

A new pay system with faster progression to the top of pay bands through fewer pay step points

A system underpinned by annual appraisals and ongoing regular conversations between all staff and managers about performance and development



CCG New appraisal process – linking pay and performance

New CCG performance management cycle – set according to individual pay step date (i.e. previous increment date)

Appraisals held every 12 months

Underpinned by regular 1:1s - ongoing performance review

Objectives set within first 4 weeks in role and shortly after pay step date each year

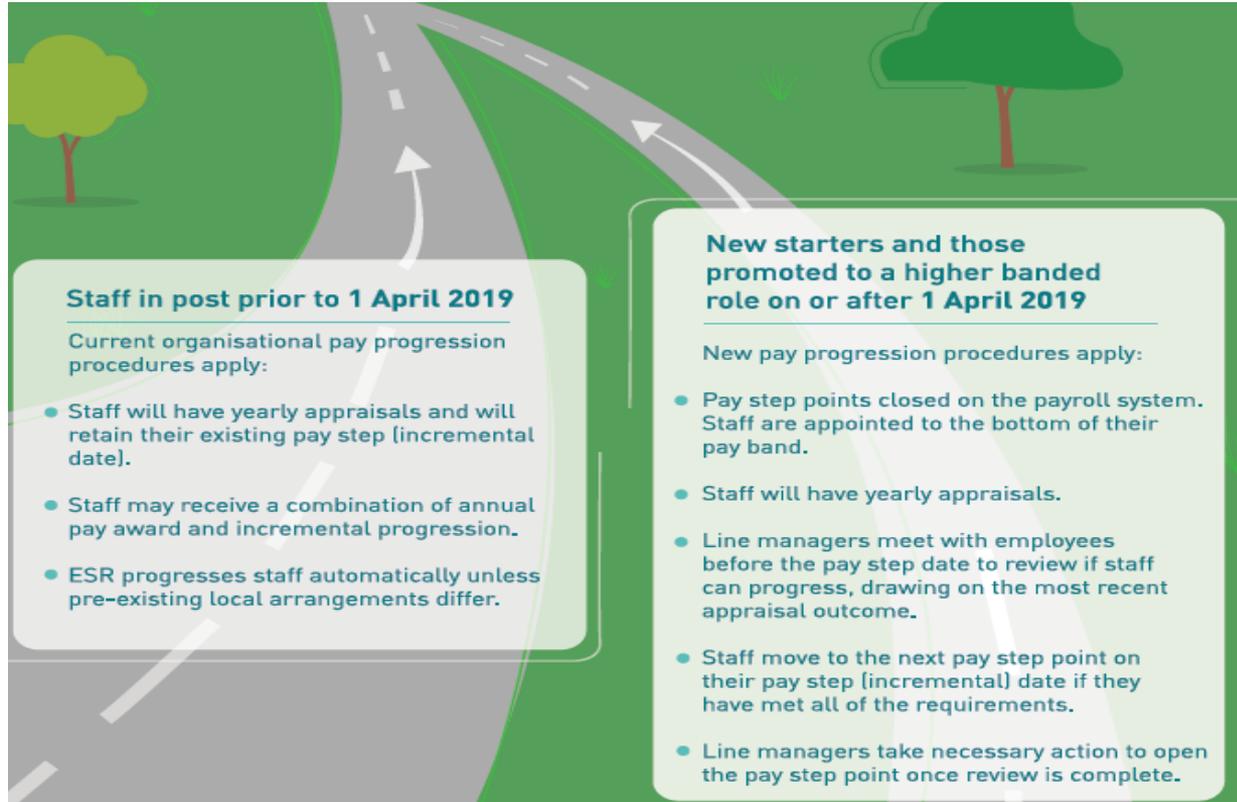
Objectives reviewed throughout year – can be adjusted – if business needs change

‘Pay Progression Meeting’ in years when pay is affected (annual appraisal plus pay decision)

‘Annual Appraisal – AFC Development Review’ when non-pay affecting year



The transition period – up to 1 April 2021 Staff in Post Prior to 1 April 2019



Staff in post prior to 1 April 2019

Current organisational pay progression procedures apply:

- Staff will have yearly appraisals and will retain their existing pay step (incremental date).
- Staff may receive a combination of annual pay award and incremental progression.
- ESR progresses staff automatically unless pre-existing local arrangements differ.

New starters and those promoted to a higher banded role on or after 1 April 2019

New pay progression procedures apply:

- Pay step points closed on the payroll system. Staff are appointed to the bottom of their pay band.
- Staff will have yearly appraisals.
- Line managers meet with employees before the pay step date to review if staff can progress, drawing on the most recent appraisal outcome.
- Staff move to the next pay step point on their pay step (incremental) date if they have met all of the requirements.
- Line managers take necessary action to open the pay step point once review is complete.

Staff joining the NHS after 1 April 2019 or promoted to a higher pay band

Staff are appointed to the bottom of their pay band.

Staff move to the next pay step point on their pay step date if they have met all of the requirements.

Staff will have yearly appraisals but pay-step dates take place after two, three or five years, depending on band.

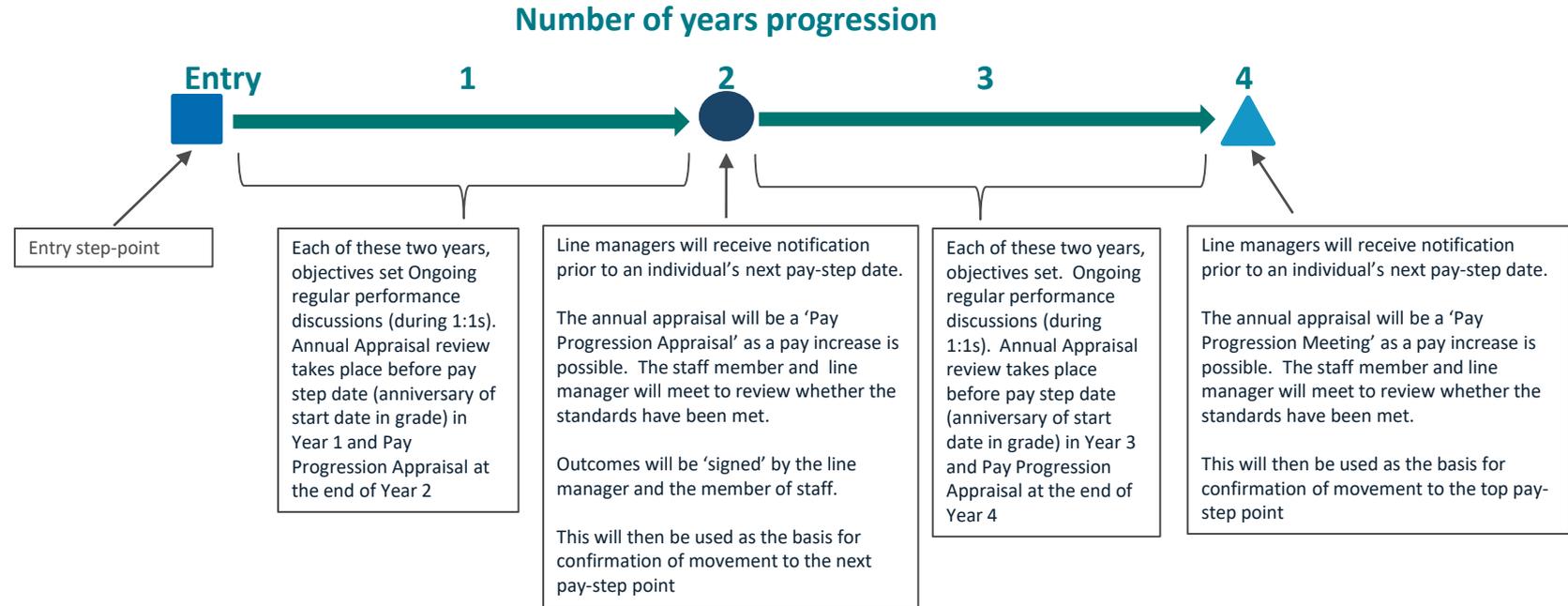
Line managers will arrange an appraisal meeting before the employee's next pay step date to review if requirements for progression have been met.

Pay step points will be closed on the payroll system. Once your pay step review has been successfully completed, your line manager will take action to open your next pay step point.



Pay progression: New staff from 1 April 2019 and All staff from 1 April 2021

Example: Band 5



Pay steps

Anniversary of the date commenced employment in current band

Permanently moved to a higher pay band, pay step date will be the anniversary of date commenced the new band

Post is re-banded to a higher band, pay step date will be the anniversary of the agreed date that new job description is deemed to have taken effect

Pay step increments do not occur every year as under the new system they are less frequent – two, three or five years, depending on band

Expectation is all staff will meet the required standards and therefore be able to progress on their pay step date



Criteria to be met to move to new pay step point

All objectives achieved satisfactorily – (deferral provision in place)

Statutory and mandatory training 100% completed – evidence required at meeting

Appraisal process previously completed within last 12 months

No formal capability process in place – (excluding sickness absence)

No formal disciplinary process in place

Line managers only – appraisals completed for all direct reports



Pay steps – Staff in post before 1 April 2019

For a member of staff in Band 6, with a pay step date in Aug, who was on Spine Point 25, and with an illustrative 0% uplift after the agreed deal.

| Start Date | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|------------|-------------------|--------------------|-------------------|--------------------|-------------------|--------------------|-----------------|-----------------|
| | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step |
| £30661 | £31121 (+£460) | £32171 (+£1050) | £32525 (+£354) | £33587 (+£1062) | £33779 (+£192) | £37890 (+£4111) | £37890 (+£0) | £37890 (+£0) |



This shows your pay journey assuming that you progress as expected through the new pay progression system.

This forecast shows basic pay only. It does not show the 1.1 per cent one off non-consolidated lump sum that you will get if you are on the top of band at 31 March 2019.



Pay steps – New starter or band after 1 April 2019

For a member of staff starting in Band 6, with a pay step date in Aug, with 0-1 years experience, and with an illustrative 0% uplift after the agreed deal.

| Start Date | 2021/22 | | 2022/23 | | 2023/24 | | 2024/25 | |
|--------------|--------------|--------------|--------------|-----------------|--------------|--------------|--------------|--------------|
| Starting Pay | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step | Apr 01 | Aug Pay Step |
| £31365 | £31365 (+£0) | £31365 (+£0) | £31365 (+£0) | £33176 (+£1811) | £33176 (+£0) | £33176 (+£0) | £33176 (+£0) | £33176 (+£0) |



This shows your pay journey assuming that you progress as expected through the new pay progression system.



Absence when Pay Step is due

If a staff member is absent from work due to sickness, parental leave etc, the principal of equal and fair treatment will apply, a meeting is held as soon as practicable therefore no detriment is suffered – this decision can be backdated

Long-term paid absence, maternity, adoption, shared parental leave, the Pay Step review can be conducted early if this is reasonable and practical allowing the Pay Step to be applied on Pay Step date

If the Pay Step review cannot be reasonably conducted prior to the Pay Step date, this should be automatically applied

If there was a live sanction on file at the point the staff member went on leave, the pay step point should be applied and effective the day after the sanction expires



Re-earnable Process Standards Bands 8c, 8d & 9 only

Principles and standards for pay progression and then re-earnable pay for bands 8c, 8d and 9 only, the same standards and principles apply as for other Agenda for Change staff

In the year after a staff member reaches the top of their band, if standards are not met 5 or 10% of their basic salary may be reduced from the Pay Step date

The staff member will only be able to restore their salary to the top of the band at the end of the following year by meeting all required standards

Unless an appeal against the decision is upheld

Line Manager to agree a plan to ensure actions are taken to enable required standards are met for the next review in 12 months' time.

To include a timescale as well as any training and support



Reform of Agenda for Change – 3 year deal and beyond

- Staff at top of pay band received pay uplift of 1.67% April 2020 bands 2 – 8c
- Staff in bands 8d and 9, pay uplift capped at level of increase of top band 8c
- Some staff saw their 2019/20 pay point deleted from April 2020
- These staff received both annual pay uplift and pay progression on 1 April 2020
- No further increase awarded, they received their pay progression early
- Other staff received pay uplift on 1 April 2020, pay progression paid on pay step date
- Pay from April 2021 NHS Employers and Trade Unions are in discussion – when agreed there will be communication shared



Guidance materials and resources – NHS Employers

The NHS Staff Council have produced a number of resources to help you understand and prepare for implementation of the pay progression framework.

These include:

- annex 23 of the terms and conditions handbook on the system
- <https://www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/2018-contract-refresh/Changes-from-1-April-2020.pdf?la=en&hash=83F992238870B2F261B6539378380EE2706DD067>
- staff guidance and checklist
- flow chart explaining the pay step submission process
- diagram showing the pay progression journey for new and existing staff
- scenarios relating to various circumstances
- Visit the [NHS Employers website](https://www.nhsemployers.org/) to view these tools <https://www.nhspay.org/>
- <https://www.nhsemployers.org/paytool>





www.scwcsu.nhs.uk