

Incremental Pay Policy

Target Audience	CCG Staff
Approving Committee	CCG Chief Officer
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Policy Author	CCG HR Business Partner
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The CCG is committed to an environment that promotes equality, embraces diversity and respects human rights both within our workforce and in service delivery. This document should be implemented with due regard to this commitment.

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Version Control Sheet

Version	Date	Reviewed By	Comment
Draft v0.1	July 2015	Staff Forum	Comments received to be incorporated into the draft prior to submission to CO
Draft v0.1	Dec 15	CCG Chief Officer	Final sign off.
Draft	March 19	CCG HR Business Partner	Changes proposed to current policy
Final	June 19	CCG CO CCG Staff Forum	Agreed to proposed changes for cascading to line managers and staff outlining new process from November 19.

1. Policy Statement

- 1.1 This Policy sets out the principles and objectives of Incremental Pay and links these objectives to pay progression within the Agenda for Change pay framework.
- 1.2 An organisation wide appraisal process, that focuses in performance and personal development, and links to the organisational priorities and values helps deliver this.
- 1.3 The CCG is committed to supporting staff to perform their role to the best of their ability through the following principles and will ensure that they:
 - Have a clear understanding of their role and the part they play in their team and organisation.
 - Have an agreed set of priorities and objectives for their work.
 - Possess and apply the knowledge and skills they need to perform that role effectively and to achieve their objectives.
- 1.4 The CCG will always aim to ensure that employees are fully supported to achieve and maintain a high standard of performance in their work. Managers must therefore ensure that acceptable standards are established and communicated, individual performance is regularly monitored and employees are given appropriate training and support to meet these standards.
- 1.5 The policy also sets out the principles and approach for incremental pay progression as required by Section 6a (England) and Annex W (England) of Agenda for Change and applies to all staff on agenda for change terms and conditions.
- 1.6 This policy should be read in conjunction with the CCG's PDP guidelines and appraisal documentation.

2. Principles

- 2.1 All CCG staff should meet with their Manager to have a performance appraisal and development review at least once a year and this should form part of an ongoing relationship between the member of staff and their Manager.
- 2.2 Effective appraisals are an essential part of good employment practices; leading to improved staff performance, higher satisfaction and better organisation and ultimately patient outcomes. The NHS Constitution also commits the NHS to providing staff with clear roles and responsibilities, and personal development and line management support to succeed.
- 2.3 Managers are expected to promote such a culture through their own values and behaviours and the application of the policies of the organisation in a consistent and equitable manner across their areas of responsibility.
- 2.4 Incremental Pay Progression for all pay points will be conditional upon individuals demonstrating that they have the requisite knowledge and skills/competencies for their role and that they have demonstrated the required level of performance and delivery.

- 2.5 In accordance with the AFC terms and conditions of service, staff in bands 8C, 8D and 9, pay progression into the last two points in a band will become annually earned, and only retained where the required level of performance and delivery is achieved via a formal performance appraisal.
- 2.6 In order to benefit from pay progression through pay bands, all staff will be able to meet the following criteria
- Up to date with any statutory or mandatory training
 - Do not have a live disciplinary warning at the time they are due to progress
 - Are not subject to a formal performance management process
 - Have had a satisfactory appraisal within agreed appraisal timescales
 - For staff who are line managers – they will need to be up to date with all appraisals they are responsible for
- Staff at the top of their pay band are required to engage in the appraisal process to ensure that they set objectives that are in line with organisational objectives and that they are measured against such objectives.
- 2.7 Where an individual has not met the above criteria they will not be entitled to progress up the pay band until they have met the criteria.
- 2.8 The CCG appraisal form should be used to record the appraisal meeting.
- 2.9 Pay Progression will not be deferred unless there has been prior discussion between the individual and the person undertaking their review (which should be recorded) about the knowledge and skills, competencies and values that the individual needs to demonstrate develop and apply and the member of staff has been given the opportunity to improve their performance. Organisational objectives over which an individual has no control would not form part of a discussion regarding an individual's performance. Managers should schedule regular one to one meetings with their staff and should also plan in a half yearly review to formally review progress against objectives set.
- 2.10 Performance throughout the year will need to be considered in the performance appraisal and development review process, so that undue influence of experiences close to the review is avoided. Timely recognition of accomplishment (or feedback about poor performance) is more effective. Managers and staff will need to build a picture of performance during the course of the review period.
- 2.11 In assessing an individual's performance, Line Managers should be mindful of factors that have been outside the control of individual staff.
- 2.12 Individuals will have the right to seek a review of any decision where the required level of performance has not been met.
- 2.13 Every Manager undertaking appraisal should have access to appropriate training and development in relation to undertaking appraisal and their equality responsibilities.

- 2.14 If there is no notification of deferral to the next increment will happen automatically. This will change in April 2021 when ESR will not update incremental progression automatically.
- 2.15 Employees have the right to representation by a trade union representative or a colleague at any Review Meetings but not at appraisal meetings.

Process

The HR Service will provide a monthly report to the CCG identifying any staff with a pay step due in the next 3 months and identifying any staff who have previously had their pay step stopped. Reminders will be sent to line managers by the CCG admin support team.

Managers should ensure they either arrange a pay step meeting or include the matter for discussion at the employees one to one in order to review whether the requirements for pay progression have been met. Employees can access a record of their mandatory training via Moodle and can screen shot this to take to their pay review meeting.

The manager should complete the pay step review form (Appendix 1) and submit this to the CCHHR@boltonft.nhs.uk email box.

Where the above criteria have not been met, the line manager should confirm this by email and advise the individual of their right to request a review. In addition the line manager and the individual should develop a plan to ensure that the required standard for pay progression are met as soon as possible.

A further pay step meeting should be arranged to review progress. Where the criteria have now been met the line manager should email the CCGHR inbox with an updated pay step review form to request that the pay change is made and confirming the effective date of change. Future dates for pay step review will remain as the original date the employee was due to progress.

3 Responsibilities

3.1 Managers Responsibilities

- To ensure that the employee is clear about the standards required of them and their objectives in their role.
- Provide information on the CCG and vision, aims and strategic objectives.
- To promote organisational values through their own actions and behaviours.
- To ensure that employees have an annual appraisal within the agreed appraisal cycle.
- To meet at regular intervals throughout the review year to monitor employees performance against agreed objectives/indicators and to advise them of any shortfalls in performance at the earliest possible stage.

- Maintain written records of all meetings to discuss performance against agreed objectives/ appraisal. A copy of the annual appraisal meeting and decision about pay progression should be kept on the employees personal file held securely by the CCG.
- For delivering effective feedback on performance.
- To act in a fair and consistent manner.
- To submit any pay decisions to CCGHR in box in a timely manner.
- To access any appropriate training and support to assist them in conducting effective performance reviews/ appraisals.

3.2 Employee Responsibilities

- Be familiar with the CCG vision, aims and strategic objectives.
- To participate and engage in the appraisal and pay step review process.
- To undertake work in a competent manner.
- Ensure that they attend and complete any training required including mandatory training and to provide evidence of mandatory training at the pay step review meeting
- Accept and engage in any appropriate development opportunities, reviews or support that is provided to them.
- To highlight to their Manager any areas of underperformance at an appropriate stage of the review cycle and not at the end.

4. Ad Hoc Circumstances

- 4.1 Employees on maternity/adoption/shared parental/long term sick leave will be entitled to receive incremental pay progression without participating in pay step review meeting so long as their Line Manager had no concerns with their performance and all other criteria have been met and mandatory training was up to date prior to the start date of their leave. However, if practicable it would be good practice for the line manager to undertake an appraisal with the individual prior to commencement of leave.
- 4.2 Employees on a career break will not be eligible for pay progression and will have to wait until the incremental date following their return for their next incremental pay rise dependant on them demonstrating that they have achieved their objectives and performance requirements.

- 4.3 Where employees have a live disciplinary or performance related warning when their pay step review is due their pay step review should be arranged for the point at which the live warning is due to expire.
- 4.4 Where an employee is suspended when their pay step review is due they will be entitled to receive incremental pay progression without participating in an appraisal/ performance review meeting so long as their Line Manager had no concerns with their performance and all other criteria have been met and mandatory training was up to date prior to the start date of their suspension.

5. Equality Statement

- 5.1 In applying this policy, the CCG 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 or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.
- 5.2 An Equality Analysis has been carried out on this policy and can be viewed in Human Resources.

6. Monitoring and Review

- 6.1 The policy and procedure will be reviewed periodically by CCG Executive Team and Staff Forum. Where review is necessary due to legislative change, this will happen immediately.

7. Right to request a review

- 7.1 An employee has the right of one review against the decision to defer their pay progression. Any appeal must be made in writing to the manager immediately senior to the manager making the pay deferral decision and must state the reason why the employee disagrees with the original decision. This should be received within seven calendar days of the date on which the decision was confirmed by the Manager in writing.
- 7.2 An employee has the right to be represented by a trade union representative or colleague at the review meeting.
- 7.3 The review meeting should be convened within a reasonable timeframe of the appeal being submitted. (normally 14 days).
- 7.4 It may not be possible to give an outcome on the day of the appeal, however the decision to either uphold or not uphold the appeal should be given in writing as soon as practicably possible after the hearing.

7.5 Decisions at the review stage may include:

- Decision to overturn the original decision and confirm that the employee is eligible for pay progression – pay progression will then be effective from the date the pay progression was originally due to take place
- Decision to uphold the original decision and confirm that pay progression will be deferred.

7.6 The decision of the review meeting is final and there is no further right of appeal.

Appendix 1- Incremental Pay Progression Record

Incremental Pay Progression Review Record

Employee Name:	
Department:	
Date next increment due:	
Date of review:	

Pay Progression Criteria	
Is all mandatory/statutory training up to date?	Yes/No
Will the employee have a live disciplinary warning at the time they are due to progress	Yes/No
Is the employee subject to a formal performance management process at the time they are due to progress	Yes/No
Has the employee had a satisfactory appraisal within agreed appraisal timescales	Yes/No
Line managers only – are they up to date with all appraisals they are responsible for	Yes/No

Outcome of Review	
Progression to the next pay increment?	Yes/ No
Additional Information/ Justification	
Signed:	
Print Name	
Date:	

Please complete and save a copy of the employee's personal file and email a copy to CCGHR@boltonft.nhs.uk