

Pay Progression Policy

The CCG has developed a [Pay Progression Policy](#) which will be implemented from 1st April 2022. This policy applies to all NCL CCG employees on Agenda for Change terms and conditions of employment.

- In 2018, the NHS Staff Council agreed to reform the NHS pay structure. Key changes included removal of pay band overlaps, fewer pay points and significant pay increases on average at each pay-step point.
- Alongside this reform, a new pay progression framework (replacing the previous automatic annual increment progression) was introduced to ensure it was underpinned by a mandatory annual appraisal process and a manager & staff pay step submission process as a pre-cursor to any individual pay steps (or increments) being achieved.
- By establishing this link between pay and performance, the importance of good appraisals, line management and staff development will be strengthened allowing greater staff engagement and a tighter focus on the training and skills employees need to deliver high quality patient care

Pay Progression Pay Step points

All pay bands will have either 1 or 2 pay step points with specified minimum periods before staff become eligible to progress to the next pay step. An employee's pay step point is set in relation to their start date in that pay band and those who meet the required standards at their pay step date will progress to their next pay step point.

- Where pay steps will fall following years of progression

Pay Band/Number of Years progression	1yr	2yrs	3yrs	4yrs	5yrs	5yrs+
Band 2						
Band 3						
Band 4						
Band 5						
Band 6						
Band 7						
Band 8a						
Band 8b						
Band 8c						*
Band 8d						*
Band 9						*

Key

Intermediate step-point-pay review meeting due	
Top step point-pay review meeting due	
Discretionary annual re-earnable pay point	* (currently on HOLD)

Pay Progression Standards

Staff will progress to their pay step point, on their pay step date where the following standards can be demonstrated:

- The appraisal process has been completed within the last 12 months and outcomes are in line with the organisation's standards (i.e. performance, as measured through achievement of objectives and competencies is judged to have met the required level).
- There is no formal capability process in place.
- There is no formal disciplinary sanction live on the staff member's record.
- Statutory and/or mandatory training has been completed.
- Staff have demonstrated the [CCGs values](#)
- For line managers only - appraisals have been completed for all their staff as required.

Remember...

- Managers and Staff should ensure they are having regular conversation outside of the appraisal cycle and pay progression review meetings about performance so there are no surprises for staff if there are concerns that may mean appraisal objectives and therefore pay progression standards are not met.

Pay Progression Review Meetings

- Staff and Managers will only hold 1 or 2 pay review meetings during the time they remain in a particular pay band.
- The workforce HR team will generate monthly notifications to line managers (for their direct reports) advising a pay step is due, within the next two months.
- These notifications are to prompt managers to initiate the pay progression review meeting to review whether the standards for progression have been met.
- The review meeting can be held up to six weeks in advance of the pay step date and will draw on the most recent appraisal outcome. It is not necessary to schedule appraisals to coincide with the pay step dates.
- Once the pay progression review meeting has been completed, the line manager must record the decision outcome via the submission of the [Pay Progression Review Form](#)

Re-earnable Pay Process for Bands 8c-9

- The policy describes the principles of pay progression for staff who have reached the top of their pay band in Bands 8c-9. At this point, 5% or 10% of basic salary will become re-earnable. The CCG with support from staff side colleagues have agreed to put a hold on this section of the policy/process until NHS Employers provide further guidance on what constitutes a 5% or 10% deduction where standard are not met.

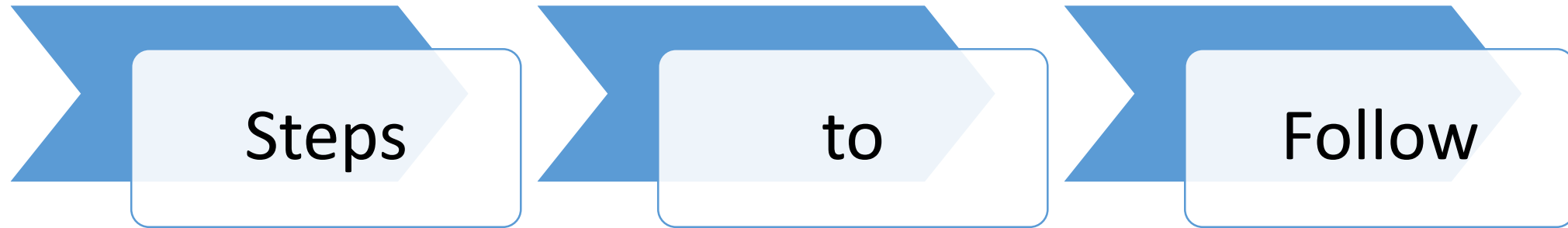
Confirming Pay Progression

- Following the pay step review meetings the [Pay Progression Review Form](#) must be completed and signed by the staff member, line manager and approved by a senior manager if the pay step is to be deferred.
- This information will be used as the basis for confirmation of movement or non- movement to the next pay step point for the individual.
- Once the pay progression review meeting has been completed, the line manager must record the decision outcome via the HR payroll team to open the pay-step point. This is done via the submission of the [Pay Progression Review Form](#). This will need to be done by the payroll cut-off date, to ensure the staff member receives their pay progression in the month it is due.

Pay Progression Appeal Process

- Individuals may appeal a decision not to approve their pay progression, if they consider they have demonstrated their ability to meet the pay progression standards.

Pay Progression Flow Chart



[Pay progression flow chart](#)

Further Guidance

- Pay Progression Policy -Further guidance on the full process can be found in the CCGs pay progression policy. The appraisal policy can be found on the intranet [here](#)
- Pay Progression Process Flow Chart can be found [here](#)
- Pay Progression Review Meeting Form– can be found [here](#)
- HR Drop in session: HR Drop in sessions have are being scheduled throughout April and May. Staff and managers can look out for these dates using the link [here](#)
- HR Business Partnering Team - If you have any questions or would like any further information please contact a member of the HR Business Partnering Team:

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