

HR51

Pay Policy (AfC Staff)

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1.0 Policy Statement

- 1.1 The Royal Wolverhampton NHS Trust supports the NHS Constitution, and the patient is at the centre of everything we do; and this includes having a workforce with the right skills, knowledge and competence to carry out roles in order to have the best outcome for our patients and their families. Our vision is to be an NHS organisation that continually strives to improve the outcomes and experiences for the communities we serve. In delivering this vision, everyone will uphold the Trust's values: *Safe and Effective, Kind and Caring and Exceeding Expectation*.
- 1.2 Encouraging our staff to develop new knowledge and skills on both a personal and professional level is key and having a clear process that recognises and rewards such development is important.
- 1.3 This policy sets out the local arrangements in relation to the application of Annex 23 of the NHS Terms and Conditions of Service 2018.
- 1.4 The Policy outlines the process to be followed and the principles that must be applied to determine whether to approve or defer pay progression for Agenda for Change staff.
- 1.5 This policy is intended to align with the mandatory annual appraisal process and ensure that, within each pay band, staff have the appropriate knowledge and skills and demonstrate the organisational values and behaviours they need to carry out their roles and so make the greatest possible contribution to patient care.
- 1.6 Appraisal is a fundamental part of good people management practice, and we expect regular conversations between staff and their line manager to ensure that staff have the appropriate knowledge and skills and demonstrate the organisational values and behaviours they need to carry out their roles and so make the greatest possible contribution to patient care.
- 1.7 The Trust will adopt a uniform approach in determining and maintaining pay for individual roles within the Trust.
- 1.8 The Trust will follow the nationally agreed processes for job evaluation and determining pay levels, whether on appointment or as a result of job review or management of change. (HR30 Agenda for Change Policy)
- 1.9 Only managers with designated budgetary approval as defined within the Standing Financial Instructions (SFIs) are authorised to approve pay impacting changes and the approvals are to be in line with the provisions of this policy.
- 1.10 Exceptions to the principles laid out in 1.8 will be pre-approved at Deputy Chief Operating Officer (COO) or Corporate Deputy Director level through a business case for overtime / regular requirements for additional hours.
- 1.11 Starting salaries will be determined and agreed by the budget holder in line with the Salaries, Service and Premia Procedure in [Attachment 1](#). Any exceptions to this, including decisions to appoint at a higher pay point than is applicable under AfC, must be reviewed and approved by the Chief People Officer and Chief Finance Officer – see [Appendix 1](#) and [Appendix 2](#). Approval should be sought prior to confirming a higher pay point offer to the candidate.

2.0 Definitions

- 2.1 **AfC:** Agenda for Change
TCS: NHS Terms and Conditions of Service
JNC: Joint Negotiating Committee
MPAL: Maternity/Paternity/Adoption Leave
SFIs: Standing Financial Instructions
CQC: Care Quality Commission
- 2.2 **Pay Progression:** Pay Progression is the term applied to requirement for staff to develop skills and knowledge required to carry out their role to enable progression through their pay band upon demonstration that they are meeting the required standards of their role.
- 2.3 **Pay Step:** A pay step indicates the individual pay point that a member of staff is on. Each pay step is valid for a specified period of years and to achieve the next within the relevant timeframe, a member of staff must demonstrate that they are meeting the required standards of their role.
- 2.4 **Pay Step Review:** A pay step review is required to ascertain if the member of staff is performing their role to the required standard. The review must be timely to ensure there are no delays to pay progression and may be separate to an appraisal conversation/review.
- 2.5 **Pay Progression Standards:** Staff will progress to the next pay-step point on their pay-step date where the following can be demonstrated:
- i. The appraisal process has been completed within the last 12 months and outcomes are in line with the Trust's standards and values.
 - ii. There is no formal *capability process* in place.
 - iii. There is no formal *disciplinary sanction* live on the staff member's record.
 - iv. Statutory and/or mandatory training has been completed.
 - v. For line managers – appraisals have been completed for staff as required.
- 2.6 “Capability” - paragraph 2.5 (ii) is defined as “*an employee’s ability or qualifications to perform the requirements of their job, measured according to the Trust’s legal, professional and/or value-based standards. Capability typically relates to knowledge, skills, competence, attitudes or health.*” This includes lack of competence, including professional and clinical competence, and where there has been a clear failure by an employee to achieve a satisfactory standard of work through lack of knowledge, ability or consistently poor performance. The capability process is as set out in [HR19 Capability Policy](#). Processes for dealing with absence due to ill health, are covered by the [Supporting and Managing Staff Attendance at Work policy \(HR13\)](#).
- 2.7 “Disciplinary sanctions” - paragraph 2.5 (iii) refers to sanctions in relation to conduct only.

3.0 Accountabilities

- 3.1 Overall accountability for this policy lies with the Director of Workforce.
- 3.2 All Directors and Managers are accountable for the effective application of this policy and the NHS Terms and Conditions of Service (TCS) within their areas of responsibility.

- 3.3 The Human Resources Department and Joint Staff Side have a responsibility to undertake reviews in partnership.
- 3.4 All staff will participate in an annual appraisal and review of their compliance with statutory and mandatory training. In addition, all staff covered by this policy must participate in a separate (part B) pay step review meeting at the same time, or as soon as possible after, the appraisal date in the year that their pay step progression is due to take place.

4.0 Policy Detail

4.1 Starting Salaries and Acting Up

- 4.1.1 Starting Salaries will be determined in line with the 'Salaries, Service and Premia' Procedure as set out in [Attachment 1](#).
- 4.1.2 Acting Up – any acting up arrangements must be in line with national TCS and the procedure laid out in [HR08 – Recruitment, Retention and Retirement Policy](#) and Procedures.

4.2 Pay Progression

- 4.2.1 The Royal Wolverhampton NHS Trust supports the principle of pay progression reviews in line with the National Terms and Conditions of Service (TCS) 2018. This process will be a separate part of the Appraisal process, which in itself is an important foundation for good people management and an intrinsic part of wider performance improvement.
- 4.2.2 It is acknowledged that for pay progression to work effectively within the Trust all managers must be knowledgeable, possess the skills to conduct effective and meaningful discussions and to hold effective and timely appraisal meetings with the purpose of understanding the wider concept of performance.
- 4.2.3 Line Managers must retain documented evidence that appraisals have been completed for every member of their team. For members of staff on long-term sickness or maternity, paternity, other parental leave such as adoption leave, foster carer leave, please refer to the instructions in the Appraisal policy to ensure the individual's training record is updated. For staff who remain on long-term sickness, where the pay-step review is due during this period, the review will be completed based on performance up to the point the staff member commenced their existing period of sickness absence.
- 4.2.4 Line managers must also ensure they plan resources effectively such that staff have the time and release to keep all statutory and mandatory training up to date. It is intended that the provision relating to disciplinary sanctions in 4.2.8 does not conflict with the Trust's approach to Fair Blame in line with the local agreement with staff-side; therefore pay progression deferral will only apply at Level 3 – Final Written Warning ([HR03 Disciplinary Policy](#)).
- 4.2.5 In addition, staff must understand their role in the process and understand their responsibilities in adhering to the standards set out in 4.2.8, as well as the importance of preparing for appraisal meetings and the subsequent pay progression review with their line

manager.

4.2.6 The pay step review discussion is part of meeting the Trust's Standards of Conduct relating to safe practice, satisfactory conduct and ensures the importance of the annual appraisal and performance review is recognised as an opportunity for managers to build relationships with members of their staff, to develop the individual, to help them see how they fit into the organisation as a whole and to support them to do their job. The discussion must also include, as applicable, any potential blocks on pay progression, e.g. mandatory training.

4.2.7 The pay step review discussion (part B) must take place either at the same time as, or as soon as possible after, the appraisal discussion (until such a time that the date of appraisal and pay step discussions can be aligned to take place on the same date); and the line manager will use the designated paperwork and process, for recording the outcome of the discussion and providing instructions to payroll relating to pay progression ([Appendix 3](#))

4.2.8 The appraisal is an opportunity to focus on operational, professional and personal objectives; the pay progression review is based on checking the following standards are adhered to before agreeing to pay progression, whilst considering the responsibilities individual staff have through requirements set by external regulatory and professional bodies:

- all statutory and mandatory training is up to date
- there is no formal capability process in place
- the individual has no live formal disciplinary sanction **at final written warning** on their personal file; this is to be confirmed by the line-manager [N.B. This provision is subject to a local agreement with staff-side]
- a formal appraisal has taken place within the last 12 months, and outcomes are in line with the Trust's standards and values
- **For line managers** – appraisals have been completed for staff as required

This will give staff a real understanding and focus of how they contribute to the achievement of Trust objectives.

4.2.9 The key outcome of the pay progression discussion is a documented line management decision on whether progression to the next pay step will be allowed in that financial year. This will be based on the standards outlined above.

4.2.10 Information on the individual's performance throughout the review year must be considered in the appraisal and development review process, so that undue influences of experiences close to the review are avoided. Timely recognition of accomplishment (or feedback about poor performance) is more effective / motivational.

4.2.11 The expectation is that all staff will meet the required standards and therefore be able to progress to their pay step date.

5.0 Pay-step submission process

5.1 The pay-step submission process is as follows:

- i. Line managers will receive notification before an individual's next pay-step date and initiate a meeting to review whether the requirements for progression have been met. This meeting will draw on the most recent appraisal outcome and consider the standards in paragraph 4.2.8.
 - ii. The Pay Step Review form must be used to support this process and signed by the line manager and the member of staff.
 - iii. This will then be used as the basis for confirmation of movement to the next pay-step point.
- 5.2 Pay-step points will be 'closed' on the payroll system. Once the pay-step review has been successfully completed the line manager must take the necessary action to 'open' the pay-step point, i.e. through completion of the pay step review submission form. Line managers must ensure that the pay-step submission process is completed in a timely fashion to ensure that pay-step points can be implemented in time for the staff member's pay-step date. This must take account of payroll timescales.
- 5.3 Although staff must have successfully completed their appraisal to move to their next pay-step point, the date the appraisal takes place does not have to be linked to their pay-step date.

Decisions to delay a pay-step

- 5.4 It is expected that staff will achieve the required standards at the point of their pay-step date. It is also expected that staff and their line manager should be aware of any problems in reaching the required standards before the pay-step date. This will allow time for issues to be raised and possible solutions found.
- 5.5 In situations where standards have not been met as per paragraph 4.2.8, and there are no mitigating factors sufficient to justify this, it is expected that an individual's pay-step will be delayed.
- 5.6 The line manager must use the pay-step review meeting process (paragraph 4.2.8) to discuss the standards that have not been met and review previous discussions about these, consider any mitigating factors, and record their decision. They must advise the member of staff of their right to appeal any decision where the required level of performance. If the appeal is upheld, the pay step will be backdated to the pay-step date.
- 5.7 The line manager must discuss and agree a plan with the staff member for any remedial action needed to ensure that the required standards are met; including a timescale, and how any training and support needs will be met.
- 5.8 The staff member must take all necessary steps to meet the requirements as soon as possible and the line manager must provide the necessary support.
- 5.9 A further pay-step review meeting must be arranged at an agreed date to review progress and, where satisfactory, initiate the opening of the pay-step (i.e. the individual will at this point move to the next pay step). The staff member will progress to the next pay-step effective from the date that the relevant requirements have been met (i.e. pay step progression will not be backdated). Their pay step-date for future years will remain unchanged.

- 5.10 Where a pay-step is delayed due to a live disciplinary sanction, the line manager must initiate a pay-step review meeting before the expiry of the sanction. This must be used to confirm that all other requirements have been met and to ensure that the staff member progresses to the next pay-step, effective the day after the sanction expires. The pay-step date will remain unchanged.
- 5.11 A disciplinary sanction cannot be applied retrospectively to delay a pay-step if it comes into effect after the pay-step date.

Re-earnable process for bands 8c, 8d and 9

- 5.12 The principles and standards for pay progression and the re-earnable pay for employees in bands 8c, 8d and 9 are the same as the principles and standards for all other staff.
- 5.13 Once they have reached the top of their band, the expectation is that all staff will meet the required standards and will re-earn the relevant element of pay annually. The first point at which the re-earnable element becomes relevant is 12 months after employees have passed through their pay step point to reach the top of the band.
- 5.14 In the year after the employee has reached the top of bands 8c, 8d and 9, up to 10 per cent of basic salary will become re-earnable. Subject to performance, the employee will retain their salary, or their salary will be reduced by 5 per cent or 10 per cent. The employee will be able to restore their salary at the end of the following year by achieving agreed levels of performance.
- 5.15 In accordance with Annex 23 of the national terms and conditions handbook, employees on the top two points of these bands on 31 March 2013 have reserved rights to the relevant point. This reserved right will be retained on a marked time basis. At the end of 2020/21, 5 per cent of pay will become annually earned and then, when annual increases to the top of the band add a further 5 per cent, annually earned pay will apply to 10 per cent of basic pay

Absent from work when pay-step is due

- 5.16 If a staff member is absent from work for authorised reasons (e.g. family related leave, jury service or other public leave, etc.) when a pay-step is due, the principle of equal and fair treatment will be followed so that no detriment is suffered due to the authorised absence.
- 5.17 In the case of planned long-term paid absence such as maternity, adoption and shared parental leave the pay-step review can be conducted early if appropriate, allowing the pay-step to be applied on their pay-step date in their absence.
- 5.18 If an individual is on long-term paid absence and a pay-step review cannot be conducted prior to the pay-step date, the pay-step point should be applied in the individual's absence, subject to paragraph 5.16.
- 5.19 If there was a live disciplinary sanction in place at the point the individual went on leave, the pay-step point should be applied in their absence if appropriate, effective the day after the sanction expires.

- 5.20 If there was an active formal capability process underway at the point they went on leave, the pay-step point can be delayed. The capability process must be resumed immediately upon their return. On satisfactory completion, the period of their absence must be set aside, and the pay-step point backdated to an agreed date as if they had completed the improvement process without being absent.
- 5.21 In the event of suspension from work on full pay, for example in the event of an investigation, the pay-step review will be completed based on performance up to the point of suspension.

Atypical Working Arrangements

5.22 Staff on secondment

- a) The seconding manager must ensure prior to the commencement of the secondment that the employee has an appraisal or formal review meeting and clarify when the pay step review is due.
- b) The pay step-review will continue so long as the pay step criteria set out in paragraph 4.2.8 has been met.
- c) If the employee is on secondment longer than 12 months then the performance assessment that is due must, ideally, be completed in conjunction with the external organisation to which they are seconded, in a timely manner.

5.23 Staff on an Employment Break

- a) Pay will remain static should an employee be on an employment break when their pay is due to increase, and automatically deferred for each full year of the employment break.
- b) For periods of less than 12 months managers must undertake the pay step review on the available month's performance.

6.0 Appeals Process

- 6.1 If an employee is unhappy with the decision to withhold pay progression, they can submit an appeal in writing to the line manager's manager within 10 working days of the decision being made.
- 6.2 If an appeal has been lodged, the manager should not submit the Performance Assessment until the outcome of the appeal meeting.
- 6.3 The appeal will be heard by a senior manager (usually the line manager's manager), supported by a HR representative, within 15 working days, where possible. An employee may be represented by a companion; ACAS recommends that the companion is a fellow Trust worker, a trade union representative or a trade union official. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a worker. The panel's decision will be followed up in writing within 10 working days, or as soon after as possible.
- 6.4 Where the panel upholds the employee's appeal, pay will be backdated to the date at which pay progression should have occurred.

6.5 If the decision is to not uphold the appeal, deferment will remain.

6.6 There is no further appeal after this stage.

7.0 Financial Risk Assessment

1	Does the implementation of this policy require any additional Capital resources	No
2	Does the implementation of this policy require additional revenue resources	No
3	Does the implementation of this policy require additional manpower	No
4	Does the implementation of this policy release any manpower costs through a change in practice	No
5	Are there additional staff training costs associated with implementing this policy which cannot be delivered through current training programmes or allocated training times for staff.	No
	Other comments	None

8.0 Equality Impact Assessment

The screening checklist has been completed. Reasonable efforts have been made to eliminate any possible Equality and Diversity discrimination occurring.

9.0 Maintenance

This policy will be reviewed in partnership with staff side representatives through the forum of the JNC in light of changing employment legislation and/or NHS national guidance/directives.

10.0 Communication and Training

10.1 This policy is listed under the Human Resources Policies and Procedures listing on the Trust's intranet site.

10.2 Communication of revisions to this policy will occur via Senior Manager's Briefing and the Trust Bulletin.

10.3 The HR directorate will ensure that managers are supported in the implementation of this policy.

10.4 In order to achieve the above, online pay progression training will be advertised through e-mail bulletins. Managers must be fully trained before conducting an appraisal; please seek advice from the Education and Training department if this is not the case.

11.0 Audit Process

- 11.1 Annual audits reported through Workforce and OD Committee will evaluate the effective application of this policy. Data on pay-step and re-earnable pay outcomes must be collected, audited and monitored in partnership including by protected characteristics and contract status. This must be reported to the Workforce Committee and JNC on a bi-annual basis.

12.0 References

NHS Management and Health Service Quality report, from Michael West et al

<https://www.nhsemployers.org/-/media/Employers/Documents/Pay-and-reward/2018-contract-refresh>

Part A - Document Control

To be completed when submitted to the appropriate committee for consideration/approval

Policy number and Policy version: HR51 Version 2.0	Policy Title: Pay Policy (AfC Staff)	Status: Final		Author: Head of Workforce and Organisational Development Chief Officer Sponsor: Chief People Officer
Version / Amendment History	Version	Date	Author	Reason
	1.0	March 2019	Head of Workforce & OD	New Policy
	2.0	February 2022	Head of Workforce & OD	Policy Review Cycle
Intended Recipients: All staff directly employed by The Royal Wolverhampton NHS Trust, except very senior managers (VSM) and medical staff.				
Consultation Group / Role Titles and Date: JNC 29 June 2022				
Name and date of Trust level group where reviewed		Trust Policy Group – April 2022		
Name and date of final approval committee		Trust Management Committee – July 2022		
Date of Policy issue		August 2022		
Review Date and Frequency (standard review frequency is 3 yearly unless otherwise indicated – see section 3.8.1 of Attachment 1)		April 2025		
Training and Dissemination: No further training required. Dissemination through standard policy communication route and via Resourcing Team and Divisional HR Teams.				
Publishing Requirements: Can this document be published on the Trust's public page: Yes If yes you must ensure that you have read and have fully considered it meets the requirements outlined in sections 1.9, 3.7 and 3.9 of OP01, Governance of Trust-wide Strategy/Policy/Procedure/Guidelines and Local Procedure and Guidelines , as well as considering any redactions that will be required prior to publication.				

<p>To be read in conjunction with: NHS Terms and Conditions of Service; HR03 Disciplinary Policy; HR08 Recruitment, Retention and Retirement Policy; HR13 Supporting and Managing Staff Attendance at Work Policy; HR 18 Appraisal Policy; HR19 Capability Policy; HR30 Agenda for Change Policy (Job Evaluation procedure); OP41 Induction and Mandatory Training Policy</p>	
<p>Initial Equality Impact Assessment (all policies): Completed Yes Full Equality Impact assessment (as required): Completed NA If you require this document in an alternative format e.g., larger print please contact Policy Administrator8904</p>	
<p>Monitoring arrangements and Committee</p>	<p>HR Governance Meeting - monthly People and Organisational Development Committee – bimonthly</p>
<p>Document summary/key issues covered.</p> <p>The aim of this policy is to ensure the Trust effectively and consistently manages the national 2018 Contract Refresh and Pay Deal and applies to applying pay progression fairly and consistently in line with national guidelines. The aim of the policy is to ensure pay rates and pay decisions within the Trust are effectively and consistently managed.</p> <p>The policy directs managers and staff to guidance and supporting documents relating to the pay policy and supporting processes and controls for the appropriate staff groups.</p>	
<p>Key words for intranet searching purposes</p>	<p>Pay approvals, Pay, Recruitment</p>
<p>High Risk Policy? Definition:</p> <ul style="list-style-type: none"> • Contains information in the public domain that may present additional risk to the public e.g. contains detailed images of means of strangulation. • References to individually identifiable cases. • References to commercially sensitive or confidential systems. <p>If a policy is considered to be high risk it will be the responsibility of the author and chief officer sponsor to ensure it is redacted to the requestee.</p>	<p>No</p>

Part B **Ratification Assurance Statement**

Name of document: Pay Policy (AfC Staff) – HR51

Name of author: Daniela Locke Job Title: Head of Workforce and Organisational Development

I, Daniela, the above named author confirm that:

- The Strategy/Policy/Procedure/Guidelines (please delete) presented for ratification meet all legislative, best practice and other guidance issued and known to me at the time of development of the said document.
- I am not aware of any omissions to the said document, and I will bring to the attention of the Executive Director any information which may affect the validity of the document presented as soon as this becomes known.
- The document meets the requirements as outlined in the document entitled Governance of Trust-wide Strategy/Policy/Procedure/Guidelines and Local Procedure and Guidelines(OP01).
- The document meets the requirements of the NHSLA Risk Management Standards to achieve as a minimum level 2 compliance, where applicable.
- I have undertaken appropriate and thorough consultation on this document and I have detailed the names of those individuals who responded as part of the consultation within the document. I have also fed back to responders to the consultation on the changes made to the document following consultation.
- I will send the document and signed ratification checklist to the Policy Administrator for publication at my earliest opportunity following ratification.
- I will keep this document under review and ensure that it is reviewed prior to the review date.

Signature of Author: *Daniela Locke*

Date: 11th February 2022

Name of Person Ratifying this document (Chief Officer or Nominee):

Job Title: Chief People Officer

Signature:

- I, the named Chief Officer (or their nominee) am responsible for the overall good governance and management of this document including its timely review and updates and confirming a new author should the current post-holder/author change.

To the person approving this document:

Please ensure this page has been completed correctly, then print, sign and email this page only to: The Policy Administrator

IMPLEMENTATION PLAN

To be completed when submitted to the appropriate committee for consideration/approval

Policy number and policy version	Policy Title	
Reviewing Group		Date reviewed:
Implementation lead: Print name and contact details		
Implementation Issue to be considered (add additional issues where necessary)	Action Summary	Action lead / s (Timescale for completion)
Strategy; Consider (if appropriate) <ol style="list-style-type: none"> 1. Development of a pocket guide of strategy aims for staff 2. Include responsibilities of staff in relation to strategy in pocket guide. 		
Training; Consider <ol style="list-style-type: none"> 1. Mandatory training approval process 2. Completion of mandatory training form 		
Development of Forms, leaflets etc; Consider <ol style="list-style-type: none"> 1. Any forms developed for use and retention within the clinical record MUST be approved by Health Records Group prior to roll out. 2. Type, quantity required, where they will be kept / accessed/stored when completed 		
Strategy / Policy / Procedure communication; Consider <ol style="list-style-type: none"> 1. Key communication messages from the policy / procedure, who to and how? 		
Financial cost implementation Consider Business case development		
Other specific Policy issues / actions as required e.g. Risks of failure to implement, gaps or barriers to implementation		

Attachment 1

Salaries, Service and Premia Procedure

1.0 Procedure Statement

- 1.1 This procedure is designed to assist managers in ensuring that new employees or Trust employees changing roles are remunerated fairly and in keeping with the NHS Terms and Conditions of Service 2018 (AfC) and outlines the options available to them.

2.0 Accountabilities

- 2.1 As detailed in the policy (HR 51).

3.0 Procedure Detail / Actions

3.1 Overview

- 3.2.1 When appointing new staff into the Trust who have work experience elsewhere, whether in the NHS or outside, it is important to strike a balance between rewarding transferable skills and experience correctly and maintaining parity with other substantive staff.

- 3.2.2 If managers have any concerns or are uncertain about how to remunerate new members of staff, advice must always be sought from the Resourcing Manager or the Divisional HR Manager.

3.3 Staff taking up a post within the Trust who are currently employed by the Trust or another NHS organisation on Agenda for Change terms and conditions

- 3.3.1 Staff who take up a post on the same pay band will remain on the same salary point with the same incremental date.

3.4 Pay on Promotion

- 3.4.1 For staff on Agenda for Change terms and conditions under another NHS employer and who take up a post on a higher pay band, Paragraph 6.21 'Pay on Promotion' of the 'Terms and Conditions of Service Handbook' will apply:

"Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay (by reference to basic pay plus any recruitment and retention premium, if applicable)."

The pay step date would then be the date of promotion.

3.5 Staff taking up a post with no previous NHS service

3.5.1 Staff appointed with no previous NHS service will normally commence on the minimum point of the pay band. However, relevant experience at the same level of responsibility as the new post will be taken into account in determining starting salary. For example, a newly appointed administrator will have experience at a comparable level with similar duties and responsibilities taken into account.

3.5.2 Current salary must not be used alone as a way of determining starting salary but will be a factor in deciding to take relevant previous experience into account. In exceptional circumstances where the minimum of the band would result in no pay increase, Recruiting Managers have the discretion to offer the first pay point in the band which would deliver an increase in pay.

3.5.3 Staff appointed from outside the NHS will have an incremental date of the anniversary of their appointment.

3.6 Recruitment and Retention Premia (applicable to Agenda for Change Staff Only)

3.6.1 A recruitment and retention premium is an additional payment made to a post or groups of similar posts where market pressure would otherwise prevent the Trust from being able to recruit or retain staff in sufficient numbers.

3.6.2 A recruitment and retention premium can be awarded on a:

- Short- or long-term basis
- Awarded on a local or national level

3.6.3 Short term recruitment and retention premia may be awarded by the Trust where the market conditions, giving rise to recruitment and retention problems, are expected to be short term i.e. within twelve months.

3.6.4 Long term recruitment and retention premia may be awarded by the Trust where the labour market conditions are deep rooted and the need for the premium is not expected to vary significantly in the foreseeable future.

3.6.5 A local recruitment premium will only be considered after all reasonable steps have been taken to address the issue as detailed below:

- Posts have been advertised in the relevant local or national media, more than once, as appropriate to the post and produced no suitable applicants.
- Non-pay benefits (e.g. childcare, training and development) have been sufficiently developed and applied.
- It can be demonstrated that the work cannot be undertaken in a different way (e.g. new ways of working, job redesign or training and development).
- It can be demonstrated that the individual in post has specific skills and experience required for the role that is unavailable within the marketplace.

3.6.6 Please refer to Annex 10: Recruitment and Retention Premia, Agenda for Change Terms and Conditions Handbook. No payments must be agreed without prior approval as set out in [Appendix 1](#) which includes authorisation at Director level as set out in the Trust's Standing Financial Instructions.

4.0 Equipment Required

4.1 None

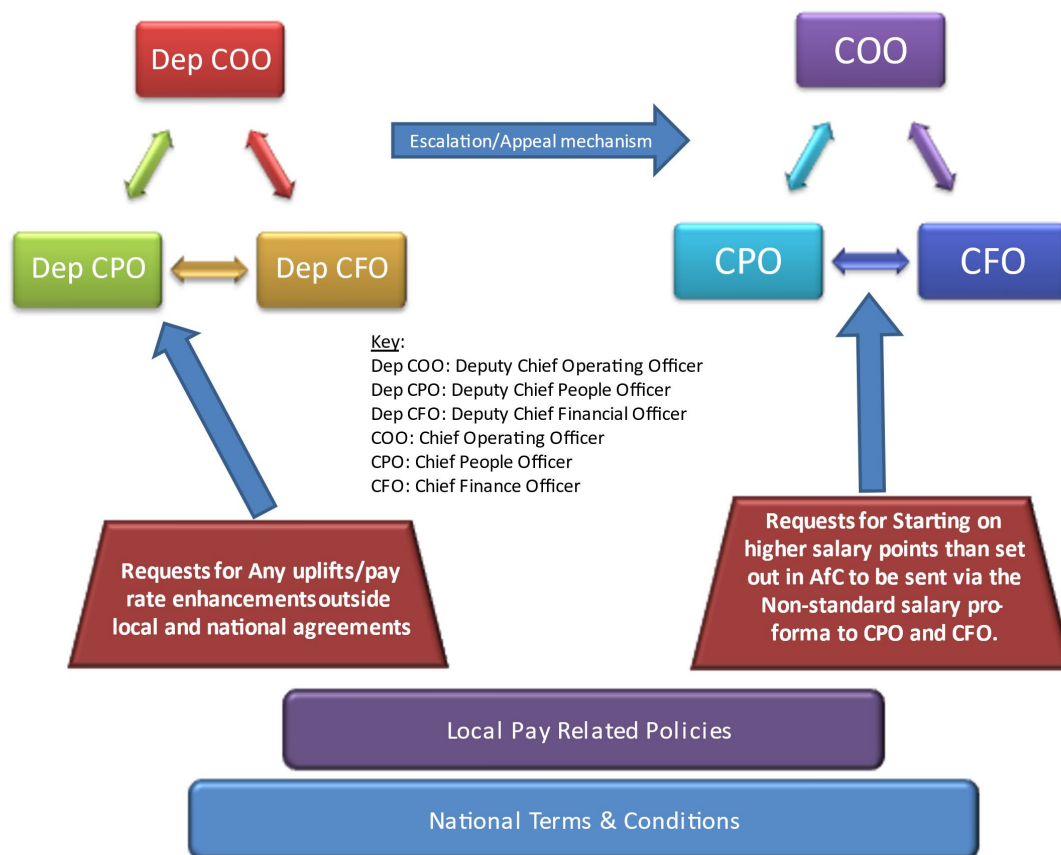
5.0 Training

5.1 There is no formal training package provided in relation to this procedure, however, advice and guidance with regards to the application of this procedure can be sought from Divisional HR representatives and the HR Resourcing Teams.

6.0 References

6.1 The NHS Staff Council, 'NHS Terms and Conditions of Service Handbook' *Amendment number 39: NHS TCS Advisory Notice 01/2018.*

Appendix 1 – Pay Escalation Mechanism



Non-Standard Salary Request – Agenda for Change

The Trust recognises that in new employees or Trust employees changing roles are remunerated fairly and in keeping with the NHS Terms and Conditions:

- Staff who take up a post on the same pay band will remain on the same salary point with the same pay step review date.
- **NHS Staff** – for taking up post on a higher pay band, pay on promotion applies. ‘Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay’
- **No NHS Experience** - Staff appointed with no previous NHS service will normally commence on the minimum point of the pay band.

In exceptional circumstances, the Trust recognises that relevant experience at the same or higher level of responsibility as the new post will be considered in determining the salary. As the recruiting manager, you must obtain approval from the Chief People Officer (Alan Duffell) and Chief Financial Officer (Kevin Stringer) to pay a new starter outside of the above parameters.

The below application must be completed and sent to both the Chief People Officer (Alan Duffell) and Chief Financial Officer (Kevin Stringer) for approval. If authorised, please email to the General Resourcing Team who will save a copy to the Trac record and provide a copy to Payroll.

Recruiting Manager completes the **Non-Standard Salary Request** form (appendix1) and emails to:

Alan Duffel (*Chief People Officer*) - a.duffell1@nhs.net
Kevin Stringer (*Chief Finance Officer*) - kevin.stringer@nhs.net

Fully approved form is return to the General Resourcing Team:
rwh-tr.staffresourcingteam@nhs.net

General Resourcing Team save request form to the Trac file and email to Employee Services (Payroll).

Non-Standard Salary Request – Agenda for Change

Role and New Starter Details	
Requesting Manager:	
Ward/ Department:	
Candidate Name:	
Candidate Job Title:	
Candidate Band:	
Candidate Current Salary:	
Length of Time in Current Role/Salary:	
Proposed Salary:	
Proposed Salary Justifications: Include evidence of external market, number of times the role was advertised etc to support your request.	
Chief People Officer	
Approved <input type="checkbox"/> Declined <input type="checkbox"/>	
Print Name:	
Date:	
Chief Finance Officer	
Approved <input type="checkbox"/> Declined <input type="checkbox"/>	
Print Name:	
Date:	

Non-Standard Salary Request – Agenda for Change

The Trust recognises that in new employees or Trust employees changing roles are remunerated fairly and in keeping with the NHS Terms and Conditions:

- Staff who take up a post on the same pay band will remain on the same salary point with the same pay step review date.
- **NHS Staff** – for taking up post on a higher pay band, pay on promotion applies. ‘Pay on promotion should be set either at the minimum of the new pay band or, if this would result in no pay increase, the first pay point in the band which would deliver an increase in pay’
- **No NHS Experience** - Staff appointed with no previous NHS service will normally commence on the minimum point of the pay band.

In exceptional circumstances, the Trust recognises that relevant experience at the same or higher level of responsibility as the new post will be considered in determining the salary. As the recruiting manager, you must obtain approval from the Chief People Officer (Alan Duffell) and Chief Financial Officer (Kevin Stringer) to pay a new starter outside of the above parameters.

The below application must be completed and sent to both the Chief People Officer (Alan Duffell) and Chief Financial Officer (Kevin Stringer) for approval. If authorised, please email to the General Resourcing Team who will save a copy to the Trac record and provide a copy to Payroll.

Recruiting Manager completes the **Non-Standard Salary Request** form (appendix1) and emails to:

Alan Duffel (*Chief People Officer*) - a.duffell1@nhs.net
Kevin Stringer (*Chief Finance Officer*) - kevin.stringer@nhs.net

Fully approved form is return to the General Resourcing Team:
rwh-tr.staffresourcingteam@nhs.net

General Resourcing Team save request form to the Trac file and email to Employee Services (Payroll).

Appendix 2

Non-Standard Salary Request – Agenda for Change

Role and New Stater Details	
Requesting Manager:	
Ward/ Department:	
Candidate Name:	
Candidate Job Title:	
Candidate Band:	
Candidate Current Salary:	
Length of Time in Current Role/Salary:	
Proposed Salary:	
Proposed Salary Justifications: Include evidence of external market, number of times the role was advertised etc to support your request.	
Chief People Officer	
Approved <input type="checkbox"/> Declined <input type="checkbox"/>	
Print Name:	
Date:	
Chief Finance Officer	
Approved <input type="checkbox"/> Declined <input type="checkbox"/>	
Print Name:	
Date:	

Appendix 3

Pay Step Review Submission

Employee name:

Employee role:

Manager name:

Date of pay step review:

Date pay step due:

Date of last appraisal:

Summary of pay-step review meeting

Employee's summary

Manager's summary

Standards for progression	Yes	No
Has the appraisal process been completed within the last 12 months and outcomes are in line with the organisation's standards?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a formal capability process in place?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a formal final written disciplinary sanction live on the staff member's record?	<input type="checkbox"/>	<input type="checkbox"/>
Has statutory and/or mandatory training been completed?	<input type="checkbox"/>	<input type="checkbox"/>
For line managers only – have appraisals been completed for all their staff as required?	<input type="checkbox"/>	<input type="checkbox"/>

Assessment of standards	Approved?	Deferred?
Is the pay-step approved or deferred	<input type="checkbox"/>	<input type="checkbox"/>
Reasons for this decision		

Signed (manager) _____ Date _____

Signed (employee) _____ Date _____

Please submit the completed form to the Workforce team by email:

rwh-tr.hrpaydeal2018@nhs.net

Employee action plan and timescales

Manager and employee to agree an action plan and timescales if the employee does not meet the required standards.