

# Agenda for change

## Early Implementers newsletter

HC/43/04

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### OPERATIONAL DATE FOR NATIONAL ROLLOUT

The operational date for moving staff onto the new terms and conditions outside the Early Implementer Sites has been put back to 1 December 2004. Pay would be backdated to 1 October.

The decision followed discussions at the Shadow Executive of the NHS Staff Council on how the timetable can best be managed in order to:

- avoid uncertainty
- give the NHS the time it needs to prepare
- respect the democratic processes of the NHS Trade Unions.

It was agreed that the key milestones are:

- i. Completion of the review of experience in the Early Implementer sites leading to publication of any agreed clarifications, guidance or amendments during July.
- ii. Confirmation of the collective position of the NHS Trades Union partners on national roll out before the end of November.

Full details of the Joint Statement are available on UNISON's Agenda for Change website at [www.unison.org.uk/healthcare/a4c](http://www.unison.org.uk/healthcare/a4c)

### BALLOT & SPECIAL CONFERENCE

The Special Conference will be held on **Thursday 7 October 2004 at 11.00am** at the Ibis Paragon Hotel, 47 Lillie Road, Earls Court, SW6 1UD and will be followed immediately by a national ballot of all health members, with a ballot result in early November.

### UNISON ANNUAL HEALTH CONFERENCE

Developments in the Early Implementer sites was the key focus of debate at UNISON's annual health conference held in late April.

A whole afternoon of conference time was given over to debate and discussion on the experiences of the EI sites. In addition to the formal debating of motions, delegates heard a detailed presentation from Paul Marks, UNISON's lead negotiator on AfC. There was also a Q&A session involving UNISON reps from the Avon & Wilts, City Hospitals Sunderland, North East Ambulance and West Kent Early Implementer Sites, plus a representative from the West Lothian pilot site. A Question and Answer Sheet is being produced from this session.

Issues that featured included enhancements for working weekends

and bank holidays, profiling and matching of administrative & clerical staff, the retention of paid meal breaks for Ambulance Staff, and the numbers of staff requiring protection.

## COMMUNICATIONS

UNISON has produced the following advice and guidance materials to assist branches in organising around Agenda for Change.

- The Agenda for Change Summary Booklet (Stock No 2184) is now revised and available in an A5 format. Copies can be ordered via the usual channels.
- Agenda for Change Recruitment Packs (available from Regions.)
- UNISON Guidance on reviewing job descriptions & person specifications (HC/30/04). This is supplemented by guidance produced by the JEW (Job Evaluation Working Party) (see HC/34/04.)
- Guide to organising for Agenda for Change (HC/122/03.)
- Guidance for branches on negotiating a facilities agreement (HC/122/03.)

All these materials are available on UNISON's Agenda for Change web pages at [www.unison.org.uk/healthcare/a4c](http://www.unison.org.uk/healthcare/a4c)

UNISON has developed a model time-off and facilities agreement for which has been supported by the staff side unions and is now being considered by the employers as a jointly endorsed document. The aim is to provide branches with a jointly supported model of good practice, which can be used as a basis for negotiating good local agreements.

The UNISON Focus Magazine will run Agenda for Change features every four weeks. These will include contributions from the Early Implementer Sites.

## AGENDA FOR CHANGE REVIEW

The Shadow Executive, which includes lead negotiators from Management Side, UNISON and other Staff Side organisations, has been meeting on a weekly basis to review information available from the 12 Early Implementer Sites. The figures available so far, show far too many staff requiring protection, although a significant number of these would not require protection after the first year.

The main reasons for staff requiring protection are:

- Unsocial hours payments.
- Problems with some profiles and interpretation of the job evaluation scheme, notably in relation to Administrative & Clerical and Senior Manager profiles.
- High Cost Area Allowances in London.

There is also clear evidence that the Early Implementer sites have found it difficult to cover shifts on Sundays and Bank Holidays.

It is difficult to assess the impact of the Agenda for Change On-call proposals, as sites have opted for the retention of existing arrangements.

## JOB EVALUATION

**Review and timetable:** The four main areas of Review work relating to Job Evaluation are well under way. These are:

**Profiles:** All published profiles are being reviewed against matching results from the EI sites and consistency checked by

the joint staff sides. The Nursing profiles have been reviewed and are subject to consultation. Reviewed profiles for the Secretarial job family are expected soon. In addition to this, a set of rules has been agreed to standardise the titles given to the job profiles – these are being applied via the profile review. Work also continues on the monitoring of the scheme and its equality implications.

A full set of profiles belonging to the Finance family (running from Bands 1 to 8d+) has been approved for consultation and these are being considered by UNISON’s national Administrative & Clerical and Senior Managers sectors.

**Factor plan:** A revised factor plan and an updated Job Matching process has been produced by the Job Evaluation Working Party. This will be released in Early Implementer sites and as part of the revised JE Handbook.

**Profile labelling:** Labelling conventions have been agreed by the Shadow Executive and are being applied via the profile review.

**Training:** Further ‘Training the Trainers’ courses are being co-ordinated by Strategic Health Authorities and will run throughout the summer. UNISON is seeking clarification on how the materials (training manuals and CD Roms) will be distributed and to whom they will be allocated.

**Published profiles:** The following profiles have been published since April:

AFC Published Profiles	
Band 2	Pharmacy Assistant
Band 3	Clinical Coding Officer
Band 3	Patient Transport Services (PTS) Patient/Carer Higher Level

Band 3	Pharmacy Assistant, Higher Level
Band 3	Pharmacy Technician, Entry Level
Band 3	Porter Supervisor
Band 4	Clinical Coding Officer Higher Level
Band 4	Pharmacy Technician
Band 4	Podiatry Technician Higher Level
Band 5	Clinical Coding Officer Team Leader
Band 5	Pharmacy Technician Higher Level
Band 6	Clinical Coding Team Manager
Band 6	Estates Operations Officer
Band 6	Specialist Biomedical Scientist
Band 6	Specialist Pharmacy Technician Team Leader
Band 7	Chief Pharmacy Technician
Band 7	Estates Operations Manager
Band 7	Highly Specialist Orthoptist
Band 7	Highly Specialist Occupational Therapist
Band 7	Highly Specialist Physiotherapist
Band 7	Highly Specialist Podiatrist
Band 7	HR/Personnel Services Manager
Band 8	Chief Pharmacist/Director of Pharmaceutical Services
Band 8	Dental Laboratory Manager
Band 8	Principal Physiotherapist

A set of generic healthcare scientist profiles are currently out for consultation. JEWP is still awaiting comments on the Mortuary Technician profiles. New profiles are due to go out for consultation on Counsellors, Hospital Play Staff and Theatre Practitioners.

JEWP will continue to work on profiles during the review period.

**UNISON priorities:** UNISON Yorkshire & Humberside Region is preparing a Higher Level Ambulance call taker Job Analysis Questionnaire (JAQ). JAQs for a Higher Level Health Care Assistant are also being sought.

Also wanted from the Early Implementer sites are

- Locally evaluated JAQs for the following posts:
  - Band 5 Medical Secretary
  - Band 3 Ward Housekeeper
  - Band 4 HCA
- Lists of all locally evaluated jobs and outcomes
- Lists of all jobs where a review has been requested

**EI site matching and evaluation panels:** EI sites were asked to volunteer to test two changes to the matching/evaluation procedure.

The first is called the “Hybrid” Procedure. This means that postholders only complete JAQs for non-matching factors. This revision is apparently proceeding well in the EI sites.

The second change being tested is called “Variance”, which is where certain factors can differ by up to two levels. It was hoped that these changes would remove the requirement for postholders to undergo a lengthy local evaluation process for procedural (rather than job content) reasons. However due to an inability of the CAJE computer system to operate two different sets of matching rules, the “variance” procedure is being referred back to the Shadow Executive for discussion.

**Feedback from local UNISON Early Implementer Leads:** Avon & Wilts have set up Focus Groups to look at Administrative & Clerical roles.

West Kent: Three new job descriptions have been agreed for Medical Secretaries, two at band 4, and one at band 3. 63 local JAQs (Job Analysis Questionnaires) have been completed out of 138; 75 are awaiting return. West Kent has agreed a pre-review procedure

to deal with misunderstandings and process issues.

East Anglian and North East Ambulance both report that all matching and evaluation has been completed in their sites.

At Central Cheshire the job evaluation process has slowed down due to capacity problems. 30 out of 130 local job evaluations have been completed. The site has agreed in principle to use the hybrid job matching method for certain posts. Central Cheshire also reports that it has set up a review group to ensure consistency in job evaluation.

All EI sites are concerned at the length of time it is taking for JAQs to be completed. Some sites reported that staff have been given time off to complete JAQs.

At Papworth 35% of staff (406) require local evaluations.

South West London & St George’s Mental Health Trust report concerns at the number of Administrative & Clerical staff that require protection.

## **KNOWLEDGE & SKILLS FRAMEWORK (KSF)**

Version 7 of the Knowledge & Skills Framework has been published. Those staff who have KSF statements based on Version 6 will retain them until their next annual review. However, if they are coming to a review at a gateway, they may choose to use the new version..

South West London reports it has no KSF Staff-Side Lead.

Avon & Wilts reports good progress on KSF and is in the process of collating the results of its KSF pilots. Avon &

Wilts has commissioned a company called Inventure to work on this issue. Other sites report slow progress on KSF.

## **TERMS & CONDITIONS**

**Meal Breaks:** At North East Ambulance Trust, 94% of UNISON members have voted in favour of industrial action on the issue of paid meal breaks. The dispute is about whether staff continue to receive a paid meal break allowance. At the time of writing a work-to-rule had just commenced.

**London Weighting / High Cost Area Allowances:** There is concern at both London sites (South West London/St Georges and Guys & St Thomas) on the number of staff that require protection because of London Weighting. However there is an inconsistency between the statistics from the UNISON branches and that provided by the NHS Shadow Executive. UNISON National Office and London Regional Officers are seeking to resolve this issue.

**Unsocial hours:** There is a consensus among all sites that unsocial hours is one of the main reasons for staff requiring protection.

At West Kent in order to ensure that all future unsocial hours payments are calculated correctly, a new spreadsheet has been developed by a UNISON Steward. It is hoped that once the calculations are corrected the number of staff that require protection will fall.

At Central Cheshire although unsocial hours is an issue, the increase in basic pay has reduced the number of staff that would otherwise require protection.

At South West London many staff are unhappy with the calculations and the

subsequent enhancement they will get for out-of-hours working.

**NHS Professional & Bank Staff:** Aintree has reached agreement for bank staff whereby their progression through the incremental structure is based on the number of hours worked per year. There are however, unresolved issues at West Kent for its staff on NHS Professionals and Bank contracts around the rate of pay for those staff who have substantive contracts with their trust, and have already worked 37.5 hours per week.

**Student Training Allowance:** Avon & Wilts has agreed to review the past three years to identify the levels of Student Training Allowance.

**MUFTI:** Central Cheshire will re-instate the Mufti Allowance both for newly assimilated staff and those from whom it had previously been removed. Avon & Wilts is continuing to look at the allowance.

**Recruitment & Retention Premia:** Papworth is considering the use of Recruitment & Retention Premia for laboratory staff.

## **ASSIMILATION & PROTECTION**

At East Anglian Ambulance 90% of staff have agreed to take-up the new Terms & Conditions. The eventual take-up is expected to be approximately 95%.

At South West London 60%, Hereford 81%, James Paget 86%, Papworth, 65% and at West Kent 66%, of staff are on Agenda for Change rates.

Forecasts on the number of staff that will require protection vary. Initial estimates show that at Guys & St. Thomas protection levels could be up to 30%,

and at South West London they could be up to 20%. The reasons for these figures are being examined. These could include London Weighting, unsocial Hours, and grade drift. At Hereford 9%, & West Kent 7.5%, of staff assimilated, currently require protection.

At James Paget there are about 1000 staff on local contracts for whom no problems are reported. Out of about 1100 staff on Whitley contracts, 86% have been identified as gaining with 14% requiring protection. The breakdown among occupational groups is as follows:

Occupational group	Gainers	Requiring Protection
Nursing	89%	11%
Administrative & Estates	71%	29%
Health Support (Ancillary) staff	84%	16%
General Payments	83%	17%

One of the main reasons for staff requiring protection has been unsocial hours. 18.5% of staff at James Paget receive less for working out-of-normal hours while 81.5% receive more.

At Papworth out of 754 staff that have so far been assimilated 24 (3%) have been identified as requiring protection.

City Hospitals Sunderland has identified a number of emerging issues which indicate that many staff will potentially be disadvantaged by the transfer to Agenda for Change. The Shadow Executive of the NHS Staff Council is working with City Hospitals Sunderland to identify the reasons as to why the outcomes from this EI site appear to be different from the other sites. While this is going on, no staff in City Hospitals Sunderland will transfer to Agenda for Change terms.

### **CAPACITY & ORGANISATION**

Avon & Wilts has expressed concern about staff who have been out of front line services while working on Agenda for Change, and the support they will be given when returning to their normal and substantive duties.

## PAY BANDS FOR STAFF IN EARLY IMPLEMENTOR SITES COVERED BY AGENDA FOR CHANGE EFFECTIVE FROM 1 APRIL 2004

Point	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Range A	Range B	Range C	Range D
1	10,762	<i>10,975*</i>										
2	11,135											
3	11,508	11,508	<i>11,668*</i>									
4	11,827	11,827										
5		12,147	<i>12,147*</i>									
6		12,520										
7		12,893	<i>12,733*</i>									
8		13,266	13,266	<i>13,479*</i>								
9		<b>13,745</b>	13,745									
10		14,278	14,278	<i>14,278*</i>								
11			14,598									
12			15,024	<i>14,811*</i>								
13			<b>15,504</b>	15,504								
14			15,877	15,877	<i>15,877*</i>							
15				16,463	<i>16,516*</i>							
16				17,049	<i>17,049*</i>							
17				17,581								
18				<b>18,114</b>	18,114							
19				18,647	18,647	<i>18,913*</i>						
20					19,180							
21					19,819	<i>19,819*</i>						
22					20,458							
23					21,044	<i>20,778*</i>						
24					<b>21,630</b>	21,630						
25					22,483	22,483	<i>22,057*</i>					
26					23,442	23,442	<i>23,442*</i>					
27						24,401						
28						25,253	<i>24,827*</i>					
29						26,106	26,106					
30						<b>26,958</b>	26,958					
31						27,917	27,917					
32						29,302	29,302					
33						30,155	<i>30,155*</i>					
34						31,114	<i>31,114*</i>					
35						<b>32,179</b>	<i>32,179*</i>					
36						33,298	33,298					
37						34,417	34,417	<i>34,417*</i>				
38							35,802	<i>35,802*</i>				
39							37,187	<i>37,187*</i>				
40							<b>38,786</b>	38,786				
41							39,958	39,958		<i>39,958*</i>		
42								41,982	<i>41,982*</i>			
43								44,326	<i>44,326*</i>			
44								<b>46,671</b>	46,671			
45								47,949	47,949	<i>47,949*</i>		
46									50,080	<i>50,080*</i>		
47									52,425	<i>52,425*</i>		
48									<b>55,941</b>	55,941		
49									57,539	57,539		
50										59,937		
51										62,867		
52										<b>66,063</b>		
53										69,260		

\*Pay rates in italic are special transitional points which apply only during assimilation to the new system in accordance with the proposed agreement on Agenda for Change.

**Application of gateways:** Gateway points occur on two places on each pay band, one after twelve months and one near the top of the band (**marked in bold**). Each member of staff is to have a personal development plan, to identify support for their development. The Knowledge and Skills Framework (KSF) is used to support this process of annual development reviews. Only after each staff member has had a personal development plan and KSF is operational will the pay gateways become operational.

**HIGH COST AREA SUPPLEMENTS  
FROM 1 APRIL 2004**

	<b>% of basic pay</b>	<b>Minimum</b>	<b>Maximum</b>
Inner London	20%	£3,197	£5,328
Outer London	15%	£2,664	£3,729
Fringe	5%	£799	£1,385

**A REMINDER OF WHERE THE EARLY IMPLEMENTER SITES ARE:**

James Paget Healthcare NHS Trust  
Guy's & St Thomas' Hospital NHS Trust  
City Hospitals Sunderland NHS Trust  
Papworth Hospital NHS Trust  
Aintree Hospitals NHS Trust  
Avon & Wiltshire Mental Health Partnership NHS Trust  
S West London & St George's Mental Health NHS Trust  
West Kent NHS & Social Care Trust  
Herefordshire NHS Primary Care Trust  
Central Cheshire Primary Care Trust  
North East Ambulance Service NHS Trust  
East Anglian Ambulance NHS Trust

**USEFUL WEBSITES:**

See the UNISON Agenda for Change web pages for regular updates, advice, guidance and information [www.unison.org.uk/healthcare/a4c](http://www.unison.org.uk/healthcare/a4c)

It's also worth checking out the following sites which provide information and guidance on the importance of adopting a Partnership approach to Agenda for Change:

NHS Modernisation Agency: [www.modern.nhs.uk](http://www.modern.nhs.uk)  
Department of Health: [www.dh.gov.uk](http://www.dh.gov.uk)  
TUC Partnership Institute: [www.tuc.org.uk](http://www.tuc.org.uk)