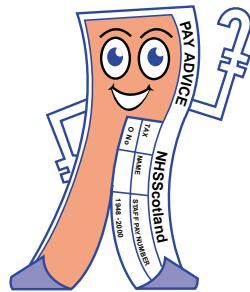


# PAY MODERNISATION

# NHSScotland PAY



The third newsletter of the Scottish Pay Reference and Implementation Group (SPRIG) was issued in March 2003 and gave information on the progress of Agenda for Change and other pay modernisation strands including the new Consultant Contract and the new General Medical Services Contract.

This fourth newsletter updates you further on progress made across all three strands of pay modernisation, and outlines next steps and plans for preparing NHSScotland (NHSS) for implementation.

## AGENDA FOR CHANGE

Considerable progress has been made on *Agenda for Change* since publication of the last newsletter and we are now in a position to advise you on:

- The outcome of the consultation exercise
- Work being done in Early Implementer sites in England
- Project sites within NHSS
- Preparation for proposed national roll-out, including NHSS, of the new pay system in October 2004.

### Consultation Exercise

Two trades unions, UNISON and Amicus, took a decision to ballot members in two stages. The first of these stages was to agree to go forward with the early implementer phase and to accept a three-year pay deal amounting to 10%. The second stage is to ballot members on full acceptance of the package and this is expected to take place in Summer 2004. The Transport and General Workers Union have deferred their ballot until more information is available. All other trades unions undertook a ballot on full acceptance of the new pay system.

The ballot results across the UK were as follows:

**Amicus (MSF)**



Voted  
Yes  
(79%)

**Amicus (AEEU)**



Voted  
Yes  
(66%)

**British Dietetic Association**



Voted  
Yes  
(84%)

**British Orthoptic Society**



Voted  
Yes  
(93%)

**Chartered Society of Physiotherapists**



Voted  
Yes  
(86%)

**Community & District Nursing Association**



Voted  
Yes  
(92%)

**Federation of Clinical Scientists**



Voted  
Yes  
(76%)

**General Municipal and Boilermakers**



Voted  
Yes  
(75%)

**Royal College of Midwives**



Voted  
Yes  
(90%)

**Royal College of Nursing**



Voted  
Yes  
(89%)

**Society of Chiropodists and Podiatrists**



Voted  
Yes  
(70%)

**Society of Radiographers**



Voted  
No  
(51%)

**Union of Construction, Allied Trades and Technicians**



Voted  
No  
(60%)

**UNISON**



Voted  
Yes  
(81.5%)

**Union of Shop Distributive and Allied Workers**



Voted  
Yes  
(82%)

The Society of Radiographers and the Union of Construction, allied Trades and Technicians are likely to ballot their members again next year.

## **UK Announcement**

On 11 June 2003 representatives of the four UK Health Departments, NHS Employers' representatives and staff side organisations approved the start of full-scale testing of the new pay system in 12 early implementer sites in England. A joint statement was issued which read:

"Modernising the NHS pay system is important, not only to ensure staff are rewarded fairly for what they do, but to help deliver fast, modern services for patients. Today we have taken one more step forward. There is much still to do. We will continue to support, encourage and promote a partnership approach to early implementation in all the selected sites. This will include monitoring progress and working constructively with them to resolve any issues."

## **Statement by the Scottish Minister for Health**

The Minister for Health and Community Care, Mr Malcolm Chisholm, reinforced this announcement in a statement which read:

"This is a good outcome for the NHS, for NHS patients and for over 120,000 NHSScotland staff. I should like to pay tribute to the NHS trades unions who have worked so hard to explain the new system to NHS staff. This is the product of four years of effective partnership working and some tough negotiations. It is a historic achievement."

*"Agenda for Change* will help to bring teams of NHS staff closer together by harmonising conditions of service and breaking down old-style demarcations. It will provide a fair pay system based on a national job evaluation scheme purposely designed to meet the needs of the NHS. It will provide better links between pay and career progression, using the new NHS Knowledge and Skills Framework."

"These new tools will provide clearer career paths and better targeted training, enabling more staff to develop their skills and roles. All this means a more transparent system, more varied and stimulating jobs for NHS staff and a better deal for patients and their care."

*"Agenda for Change* was negotiated by staff and management sides working in partnership. The application of all aspects of the new pay system will now be tested in pilot sites in Scotland, which will complement the work to be undertaken in early implementer sites in England."

## **Early Implementation Plans**

As outlined in the above statements, 12 NHS organisations within England were identified as early implementer sites and have now commenced implementation of the new pay system. The work undertaken in these sites will be closely monitored and evaluated with lessons learned and best practice being cascaded across England, Scotland, Northern Ireland and Wales.

## **NHSS Project Sites**

SPRIG recently submitted a request to the Minister for Health and Community Care that some project sites be identified in NHSScotland. This was approved and these projects will complement the work of the English early implementer sites at the same time helping to identify any issues which may be unique to NHSS. This will allow NHSScotland to address those issues and seek a resolution prior to the planned roll-out in October 2004.

Four sites have now agreed to undertake projects. These are:

- West Lothian Healthcare NHS Trust
- Highland NHS Board
- The Common Services Agency and
- Golden Jubilee National Hospital

The first of these, West Lothian, will undertake a project covering all aspects of the new pay system, involving job evaluation, the Knowledge and Skills Framework (KSF) and the new, harmonised, terms and conditions of service.

Highland NHS Board will look to highlight issues which may be specific to staff working in remote and rural areas so that any particular issues arising in that context may be addressed.

The Common Services Agency and the Golden Jubilee National Hospital will concentrate mainly on the job evaluation system involving both the job matching process and the local evaluation process. These exercises will also incorporate the new KSF, including the development of personal development plans linked to the KSF.

The work undertaken in these project sites will be supported by a national pay modernisation team currently being established on a partnership basis to support implementation of Agenda for Change across NHSS. These sites will receive some additional funding to enable the establishment of project teams and back-filling of posts of staff including trades unions (TU) representatives involved in the project.

One particular aim of the early implementer sites in England and in the project sites in Scotland will be to identify further posts which may become nationally agreed profiles for job evaluation. It is hoped that the number of available profiles will increase rapidly, thereby reducing the number of local job evaluations

that may be required as we move towards proposed full roll-out in October 2004.

Outcomes from these projects will be monitored and evaluated and will be shared with the wider NHSS as well as our colleagues in England, Northern Ireland and Wales.

## **Preparatory Work Across NHSScotland**

In addition to the work of the project sites, it is essential that the wider NHSS prepares adequately for the proposed roll-out in October 2004. A Health Department Letter (HDL) has recently been issued to all NHS Boards urging them to agree project plans in partnership with TUs (through Area Partnership Forums) and identify project teams to deliver these plans. A project paper and project framework have been issued with this HDL to assist with the project planning work and to ensure consistency of overall approach across NHSS. The national pay modernisation team will also have a supporting role and will provide technical expertise as and when required.

## **Training in the New Pay System**

### **Job Evaluation System**

Training programmes have been developed and agreed by the Job Evaluation Working Party which is the partnership group that developed the new NHS Job Evaluation System. The training is divided into two-courses, one for matching local posts to nationally agreed job profiles, which is a two-and-a-half-day course and another for carrying out full Job Evaluation/Job Analysis for posts which cannot be matched to a national profile. This is a four-day course, reduced by one day if participants have already been trained in the Matching Process.

It will be necessary for appropriate staff, both management and TU, across NHSS to be trained in the various aspects of the job evaluation system and a “training for the trainer” course is due to be agreed in order to cascade this across NHSS. In the meantime, we have agreed two courses in August in Scotland for staff within the project sites to be trained in the Matching Process. This will be followed by job evaluation/job analysis courses which should take place in the Autumn.

In order to raise awareness and start the training process for Scotland, Wales and Northern Ireland, a matching course was held in Belfast recently for representatives from each of these countries. Attending from Scotland were two members of SPRIG, Gordon Wenham of RCN and Gillian Lenaghan of RCM, together with eight staff from three of our project sites.



(Staff from NHSS at the Matching Training in Belfast).

We are aiming for the project sites to commence the Matching Process this Autumn once sufficient numbers have been trained to populate the Matching Panels. The next stage in the process will be to consider full evaluation for posts which cannot be matched to any of the national profiles.

Once training is available for the wider NHSS, these processes will be replicated across NHSS Boards.

## **Knowledge and Skills Framework (KSF)**

It is essential that project teams include the KSF and its links to personal development plans in their project plans.

Training in the use of the KSF and its use in Development Reviews will be delivered across NHSS in order that all staff have a full understanding of the KSF and its application to the pay bands.

Work will be undertaken to map local competency frameworks to the KSF and to ensure that all necessary Scottish qualifications are included in the reference section of the KSF.

## **Other Conditions of Service**

Although there is no specific training course for the new Conditions of Service, it will be necessary to ensure a consistent approach to the application and implementation of these. The national pay modernisation team in conjunction with SPRIG will work closely with project teams to interpret the technical elements of the new pay system in a consistent way across all NHSS organisations. It will be the responsibility of this team, together with NHSS employers, to identify issues requiring clarification either through SPRIG, the HR

Forum or, if required, through the national Central Negotiating Group for *Agenda for Change*.

The terms and conditions sub-group of SPRIG are currently working to identify issues which may be relevant to Scotland and these will be included in the new Terms and Conditions Handbook before it is finalised.

## **Consultant Contract**

Development work by the Scottish Executive Health Department, NHSScotland representatives and BMA Scotland on a new set of terms and conditions of service for Scotland's consultants stalled at the end of June over a legal issue on the arrangements for newly qualified consultants.

The issue has since been resolved and agreement on new terms and conditions has been reached in principle. Detailed terms and conditions will be developed by the end of August, and it is anticipated that consultants will be balloted soon thereafter.

## **GMS Contract**

General Practitioners have voted to accept a new UK contract for General Medical Services (GMS). This result, announced on Friday 20 June 2003, indicated that 79.4% voted for the new contract on a 70% turnout. Details of the new contract can be found at either the BMA website

([http://www.bma.org.uk/ap.nsf/Content\\_Hub+GPC+contract](http://www.bma.org.uk/ap.nsf/Content_Hub+GPC+contract))

or the NHS Confederation website (<http://www.nhsconfed.org/gmscontract/>).

The new GMS contract will introduce fundamental and far-reaching changes across the whole of NHSScotland, affecting the acute as well as the primary care sector. Phased

implementation of the new contract will begin as soon as possible, with the initial preparatory steps being taken in the current financial year and more significant changes rolled out from 1 April 2004, subject to primary and secondary legislation.

Planning for implementation is well underway. John Turner (ex-Chief Executive of Borders Primary Care Trust) has been appointed as Pay Modernisation Director (GMS) for NHSScotland to lead activity at national level. A National Reference Group comprising key stakeholders, including from NHSS, the relevant professions, and SEHD has been created to support this work. This has identified the need for national Working Groups to generate guidance and model templates for the Service and to share best practice on key issues arising from the contract. The remit and membership of each Working Group is currently being developed and each will produce a detailed project plan. They will address major themes such as:

- out of hours service provision
- maintenance and monitoring of the Quality and Outcomes Framework
- organisational development work required to identify and support new stakeholder functions and relationships
- service redesign to model arrangements for opting-in and opting-out of service provision
- modelling the financial flows in the new contract
- the approach to IM&T implementation
- the development and funding of practice premises.

Further information available from John Turner, Pay Modernisation Director - GMS Contract on 01324 404273. Email [john.turner@fvpc.scot.nhs.uk](mailto:john.turner@fvpc.scot.nhs.uk)

## **Scottish Executive Support**

The Scottish Executive has now released funding to NHS Boards to assist with pay modernisation implementation for Agenda for Change, the new Consultants' contract and the new General Medical Services contract. The expenditure of these funds will be decided locally by Area Partnership Forums. This funding will be used to assist in the creation of partnership project teams and allow the necessary staff – both management and trades union representatives – time off to be trained in the various aspects of the new pay system and to participate in the work of the project teams. It will be necessary to ensure that sufficient resource is also made available locally to complement this funding so that there is sufficient local capacity for implementation of the three key strands of pay modernisation.

## **National Pay Modernisation Team**

The Scottish Executive is in the process of making appointments to support implementation of all three strands of pay modernisation. The pay modernisation team working closely with SPRIG will be headed up by Pay Modernisation Directors, the post for the GMS Contract having already been filled by

John Turner, and, although supporting different strands, this national team will work closely together to ensure an integrated approach is taken.

It is essential that pay modernisation implementation ensures that staff are fairly rewarded for what they do and that NHSS delivers a fast, modern service for patients.

## **Pay Modernisation Website**

Further information on all of the above can be found on

[http://www.show.scot.nhs.uk/sehd/  
paymodernisation](http://www.show.scot.nhs.uk/sehd/paymodernisation)

This site contains some historical information on the various pay modernisation proposals as well as published documents detailing various aspects of pay modernisation. The site will continue to be updated on a regular basis.

## **YOUR VIEWS**

**We welcome your feedback on this newsletter and any aspects of NHS pay reform.**

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