

## SCOTTISH TERMS AND CONDITIONS COMMITTEE (STAC)

### AFC PAY REFORM

#### 1. Introduction

Following agreement by STAC at its meeting on 17<sup>th</sup> August 2018 to the Three Year AFC deal effective from 1st April 2018 it was agreed that we would take forward 4 areas of reform which would refresh Agenda for Change in order to maximise our capacity and capability to recruit and retain staff whilst improving organisational performance. The four areas are:

- Promoting attendance
- Organisational change and protection of earnings
- Utilisation and application of TOIL
- Appraisal and incremental progression.

It was agreed that work on the four areas of reform should be completed and presented to the full STAC meeting on 3rd December 2018 to enable agreed policies and procedures to be in place for 1st April 2019.

#### 2. Progress to Date

To take forward the work, sub groups of STAC were established with Joint Chairs who have developed and agreed their remit, membership and work programme. A number of meetings with the groups have taken place over the last few months and all sides have worked together to review existing arrangements, discuss and develop proposals for reform and improvement taking into account current practice, policies and procedures. This has been done within the context of achieving best value, transformational change and the sustainability of high quality care in NHS Scotland. All members of the sub groups have prioritised this work in order to meet the designated deadlines and the Joint Chairs have appreciated this has been undertaken in addition to their normal workload.

#### 3. Outcomes

Apart from the Organisational Change Group all Groups have recommendations and full reports for STAC to consider which will enable consultation arrangements to proceed. The Recommendations are as follows:

##### 3.1 Appraisal and Incremental Progression (Full Report Annex 1)

1. That we continue the cultural journey of focusing on meaningful discussions rather than focusing on KSF paperwork.
2. In that journey we need to ensure that all NHSScotland staff are engaged in an appraisal dialogue on at least an annual basis.
3. Statutory/mandatory training is anchored within the appraisal process.
4. There needs to be a uniform and consistent approach to statutory and mandatory training across NHSScotland in order to meet our Staff Governance Standards and by adopting a Once for Scotland approach, staff will be able to transfer their training records between employers.

5. Incremental pay progression will be automatic in all but exceptional circumstances, this will be when:
  - an employee is within a formal capability process at stage 2 or beyond;
  - through employee choice, required statutory/mandatory training has not been completed within agreed guidelines;
  - through employee choice, appraisal has not been completed within agreed guidelines.

### 3.2 Toil (Full Report Annex 2)

That the agreed policy guidelines are implemented, these include:

- \* TOIL is given for 15 minutes or more worked at beginning or end of rostered shift;
- \* No more than 15 hours TOIL should be accrued in a calendar month;
- \* TOIL must be authorised by appropriate manager;
- \* Staff member must ensure that TOIL accrued and taken back is authorised.
- \* That an approved electronic system is used to record when TOIL is accrued, taken back or paid.
- \* That Boards include TOIL data in their local workforce metrics and report on its use.

### 3.3 Promoting Attendance (Full Report Annex 3)

That the points and recommendations in the proposed agreement are embedded in the Once for Scotland Promoting Attendance policy. These include:

- \* A paper based appeal at the first formal stage of the process;
- \* Trigger for having first formal discussion is either 4 absences or 8 days sick leave;
- \* A target reduction of 0.5% per annum for 3 years is agreed;
- \* Boards undertake training on managing absence and this becomes essential learning;
- \* Boards are required to monitor compliance with the processes;
- \* Boards monitor sickness absence levels on an annual basis.

## 4. **Organisational Change**

The group have requested an 8 week extension to work through their proposals in further detail.

## 5. **Conclusion**

STAC now require to confirm their support to the recommendations in order to advise the Cabinet Secretary on progress.

**December 2018**