

# **NHS Cheshire CCG Agenda for Change Rebanding Policy**

**NHS Cheshire CCG Agenda for Change Rebanding Policy  
Effective from 03 July 2020**

**This version supersedes previous versions of this policy published by NHS Cheshire CCG or the following former CCGs: NHS Eastern CCG, NHS South Cheshire CCG, NHS Vale Royal CCG and NHS West Cheshire CCG.**

**Applies to all employees of NHS Cheshire CCG.**

This document should be read in conjunction with:

- Equality & Diversity Policy

<b>Policy Revisions and Amendments</b>		
<b>Section</b>	<b>Reason for Change</b>	<b>Approved By</b>

<b>POLICY OBSOLETE</b>		
<b>Date</b>	<b>Reason</b>	<b>Approved By</b>

## Contents

1. Introduction .....	4
2. Policy Statement .....	4
3. Scope.....	5
4. Responsibilities .....	5
4.1 Responsibilities of the CCG .....	5
4.2 Responsibilities of Human Resources .....	5
4.3 Responsibilities of Managers .....	5
5. Rebanding on a Substantive Basis.....	6
6. Rebanding on a Temporary Basis .....	6
6.1 Taking on additional responsibilities within the same banding: .....	7
6.2 Taking on additional responsibilities within a higher banding: .....	7
7. Appeals Procedure.....	7
8. Equality and Diversity.....	7
9. Monitoring .....	7
Appendix 1 - Application for Rebanding .....	8
Governance Backpage.....	12

## **1. Introduction**

This policy gives clarity on the procedure for rebanding posts that fall within the scope of Agenda for Change (excluding medical, dental and those on local terms and conditions and on very senior manager / Governing Body contracts), either on a substantive or temporary basis.

By far the majority of roles include some elements of higher and lower banded work so any small variation in this, such as covering for colleagues in roles a higher or lower band, is not normally related to a permanent review of banding. On occasion, staff may be given opportunities to 'act up' into vacancies at a higher level; in these cases, there should be a selection process related to the appointments process.

It is important to note that applications for rebanding should be based on the requirements of the post, not the actual skills and experience of the post holder.

It should also be noted that undertaking a greater volume of work at the same band does not normally constitute grounds for rebanding.

If an employee is to be given additional responsibilities the line manager must ensure that if there is more than one post holder who could assume responsibility for those duties then a restricted competitive process is followed.

It is important to consider that rebanding requests are an area which can often create anxiety for staff. It is important that good people management skills are employed across the CCG to avoid disappointment for staff who feel their contribution is not being fairly rewarded and as such the following points should be routinely taken into consideration by line managers:

- Ensure staff have a current, accurate job description, which is reviewed on discussion with them
- Ensure that staff are not routinely expected to perform duties beyond the remit of their job description and level of remuneration
- If it becomes necessary to extend an individual's duties and responsibilities this should not be done unless managers can identify funding to support it. The CCG has an established level of funding against an established mix of staff. Any enhancement of the overall establishment need to be funded by appropriate service development funding or internal restructuring that identifies the necessary resources.

## **2. Policy Statement**

It is recognised that posts often change and evolve over time, or new posts are developed as a requirement of service or organisational change. This policy has been prepared as part of the Agenda for Change (AfC) partnership working model to provide a mechanism whereby posts can be subject to the AfC matching/evaluation procedure to recognise essential role changes.

Only significant changes within a job role are likely to affect matching or evaluation. These changes must be based on increased responsibility and not normally increased volume of work or length of service. When a job is identified as having changed significantly a decision needs to be made by the panel as to whether it is likely to match a national profile.

It should be recognised that a corporate perspective must be maintained at all times in relation to requests for matching. The initial response to a post holder requesting their post to be matched is for their line manager to clarify their role as per the existing job description and not agree to a rebanding request until all the facts have been considered. Advice can be obtained from Human Resources.

Only essential service or organisational change should be considered as grounds to allow a job role to change.

This policy applies to both temporary and permanent changes to posts.

It is also recognised that on occasion a post may change less significantly, perhaps where additional responsibilities are allocated, however, change is not a significant enough to warrant a change to pay band.

A revised job description cannot be processed unless it is fully supported by the postholder, line manager and relevant director. It is imperative that the revised job description presented is reflective of the individual post to be matched.

Best practice dictates that when specialist professional roles are being considered the professional lead should be consulted regarding the content of the job description and person specification (i.e. Nursing, Finance etc.)

As any potential cost effect of the job matching process will be met from the relevant director's budget and consideration of the financial impact in line with current agreed staffing establishments will need to form a major part of the consideration in agreeing a role can develop outside its existing pay band.

Services/departments may not progress a matching request that would impact upon similar jobs in other services across the CCG without undertaking full consultation and benchmarking with the other affected service directors. This process must involve oversight and consultation with Human Resources and be evidenced in the supporting documentation.

### **3. Scope**

This policy will apply to all employees of the CCG covered by the Agenda for Change Terms and Conditions.

### **4. Responsibilities**

#### **4.1 Responsibilities of the CCG**

The responsibility for the monitoring and provision of this policy initially rests with the Governing Body of the CCG

#### **4.2 Responsibilities of Human Resources**

Human Resources are responsible for providing advice, guidance and support to line managers when considering rebanding requests and for the eventual submission of requests to the panel process.

#### **4.3 Responsibilities of Managers**

Managers are responsible for:

- ensuring all requests are dealt with in a fair, equitable and consistent manner and in line with the policy.
- making fair and informed decisions in line with policy, legislative and regulative requirements.
- ensuring that job descriptions are maintained and updated as requested so that they accurately reflect the current reality of the duties.

## **5. Rebanding on a Substantive Basis**

The following process must be applied when assessing a post in respect of a rebanding on a substantive basis:

Applicants will be required to complete the Application for Rebanding proforma (appendix 1) providing an explanation/supporting information on the factors within their current post that have changed the previous AfC banding outcome to assist in decision making.

The agreed completed rebanding proforma should be returned via email to Human Resources together with a track changed version of the current job description highlighting the agreed changes including any changes to the organisations chart.

Both documents will be submitted to a Panel (made up of at least 3 JME [Job Matching Evaluation] Practitioners that will include representation from both management side and staff side).

The panel will consider the request in accordance with the nationally agreed procedures and any locally adapted agreements. The panel will attempt to “match” the post holder to a nation profile or determine if a Job Evaluation is required. The postholder(s) and/or manager are not required to attend the Panel.

A flowchart of this procedure is at the end of the policy.

If a block application for rebanding is to be made from a group of staff on the same band, with the same job title and job description, then only one job description/ person specification should be submitted on behalf of the whole group.

The outcome of the panel review will be notified to Human Resources and all relevant parties.

Following the panel decision, the applicant and their manager will be informed of the outcome in writing.

If the applicant’s appeal is unsuccessful they have no further recourse – see section 7 – Appeals.

Rebanding applications will be backdated as identified in section1 of appendix 1.

## **6. Rebanding on a Temporary Basis**

Agenda for Change Terms and Conditions do not allow for acting up within a banding. An employee taking on a temporary additional responsibility would need to have a temporary role assessed to determine whether it was necessary to reband it on a temporary basis to a higher band. To ensure a consistent approach, when employees are given additional responsibilities on a temporary basis, the following principles apply:-

Any temporary arrangement must last at least one month and up to a maximum of 6 months, unless there are exceptional circumstances.

**6.1 Taking on additional responsibilities within the same banding:** If an employee agrees to undertake someone else's job, they will remain within the same banding. There will be no incremental credit, however, this will be seen as an opportunity for development. Employees taking on another role should be assessed against that post outline to identify any skills and knowledge areas for development.

**6.2 Taking on additional responsibilities within a higher banding:** If an employee is required to undertake someone else's job, in full, within a higher band they will be required to work to that job description and the grade of the post i.e. give the same higher banding. They will be put on a pay point that is the nearest above their existing salary. This will be a temporary rebanding (not acting up) in accordance with AfC Terms and Conditions of Employment.

## **7. Appeals Procedure**

Should the post holder remain dissatisfied they have the right of appeal. They must notify their relevant director in writing, stating the reasons for appeal and with the completed section 5 of appendix 1 within 10 days of the date of the outcome letter.

Human Resources will arrange for an appeal panel to be convened at the earliest opportunity which will comprise a new matching panel and they will consider the original matching outcomes based on the information provided on the completed Appeal section of appendix 1 completed by the post holder.

The decision of the appeal panel will be final.

A member of staff has the right to invoke the Grievance Procedure if they are dissatisfied with the application of this procedure but not to request further panel considerations.

## **8. Equality and Diversity**

The Agenda for Change Rebanding Policy should be read in conjunction with the CCG's Equality and Diversity policy.

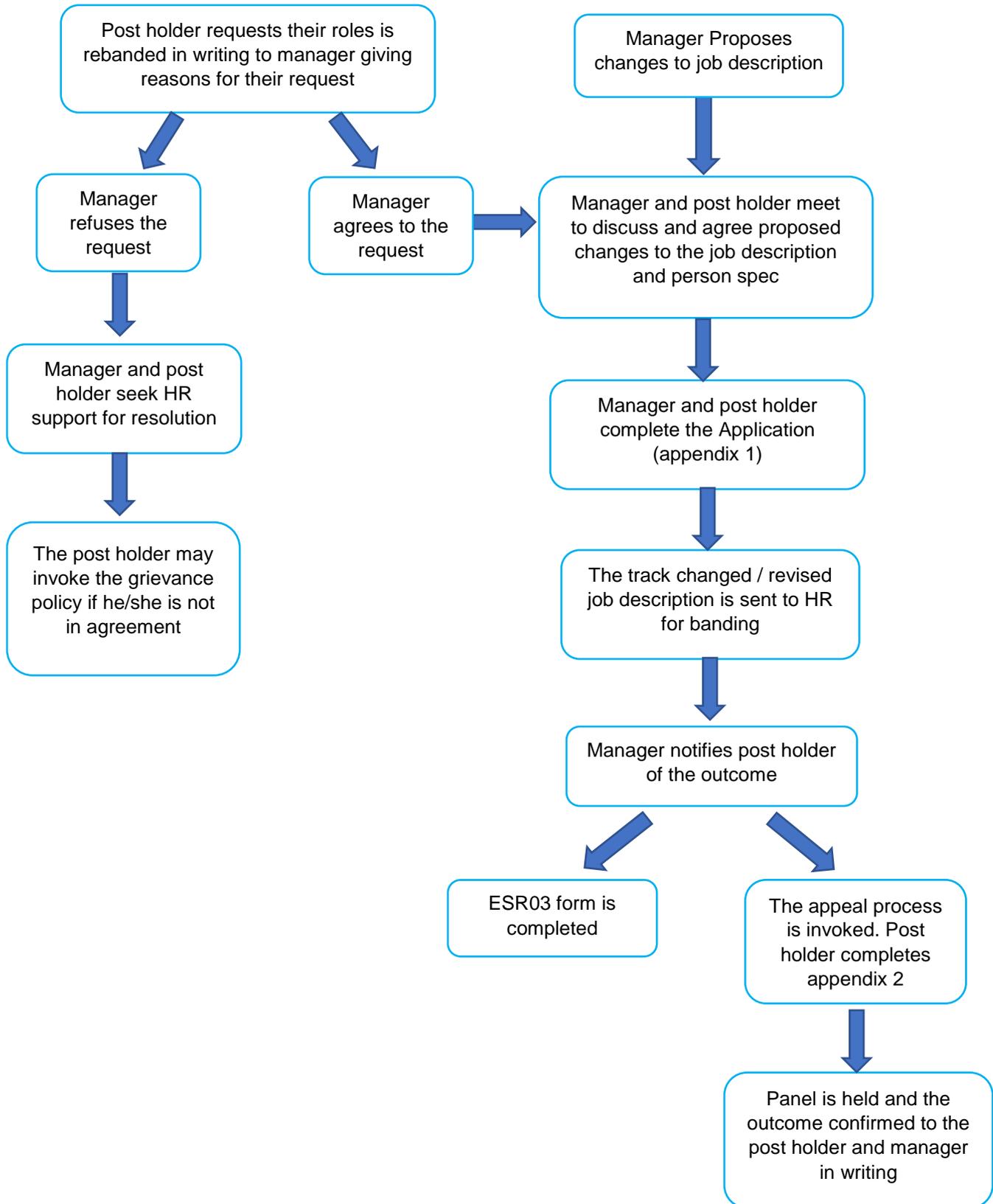
In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, those with carer responsibilities or any other personal characteristic.

Promoting diversity embodies the principles of fair treatment for all and will, as a result, improve the retention of staff. The CCG values the diversity of its workforce and aims to ensure that all staff understand this commitment and adhere to the required standards.

## **9. Monitoring**

This policy and procedure will be reviewed periodically by Human Resources in conjunction with the CCG and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

## 10. Rebanding Process Flowchart



## Appendix 1 - Application for Rebanding

To be completed by the Employee and Line Manager

**Please ensure a track changed copy of the job description including any changes to the organisation chart is attached to this application when it is submitted to HR**

Section 1 – Post Details			
Name		Post Title	
Band		Pay Point	
Directorate		Department	
Post Holder Contact Details			
Email		Telephone	
Line Manager Details			
Email		Telephone	
Section 2 – Revised Post Details			
How has the post changed and when did the changes take effect from or when are they proposed to take effect from?			
Is this a permanent or temporary change?		Permanent	Temporary
If temporary please specify an end date and reason			
Are the proposed changes to the post essential to effective service deliver? If yes, please explain:			
Has the post holder been assessed as meeting the full outline for their existing post prior to consideration being given to a reband?			
How long has the current post holder been employed in their current post?			
How has the effect on other posts within your service / area of work been considered?			

How has the effect on similar posts within the organisation been considered?			
What consideration has been given to the financial impact of this proposed change?			
Please include any other relevant information to this application			
<b>Employee</b>			
Signature		Date	
Print Name			
<b>Line Manager</b>			
Signature		Date	
Print Name			
<b>Director</b>			
Signature		Date	
Print Name			
<b>Section 3 – Financial Approval</b>			
Finance available to fund proposed rebanding?	Yes		No
Comments			
Signature		Date	
Print Name			
<b>Section 4 – Matching / Evaluation Process</b>			
Date Matching Outcome Received			
Outcome of Matching	Score		Band
Evaluation Required	Yes		No
Date of Evaluation			
Outcome of Evaluation	Score		Band
Date outcome given to post holder and Manager in writing			
<b>Section 5 – Appeal Process</b>			
Date meeting requested		Date Meeting held with	

by post holder		Manager	
Name of Attendees			
Date Appeal Requested			
Date of Appeal Hearing			
Outcome of Appeal			

## Governance Backpage

<b>Version:</b> This is version 1.0.
<b>Date Issued:</b> NHS Cheshire CCG: July 2020
<b>Date Approved:</b> NHS Cheshire CCG: 03 July 2020 Executive Committee Meeting
<b>Approved by:</b> NHS Cheshire CCG: CCG Chief Officer
<b>Review Date:</b> NHS Cheshire CCG: 1 <sup>st</sup> July 2022
<b>Author:</b> Midlands and Lancashire Commissioning Support Unit (MLCSU)