



**Public – To be published on the Trust external website**

# **Procedure for the application of Recruitment and Retention Premia**

**Ref: HR-0053-v2**

**Status: Approved**

**Document type: Procedure**

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## 1 Introduction

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The contents of this procedure have been developed and reviewed with Our Journey to change in mind, in particular how it will support delivery of our ambition in relation to our second goal, which is to co-create a great experience for our colleagues.

We will do this by:

- Recognising when there are significant difficulties in relation to the recruitment and retention of staff in some areas
- Adopt a process whereby an application for Recruitment and Retention Premia can be made to aid these difficulties

This procedure:

- Follows the principles as outlined in Agenda For change Terms and Conditions Handbook
- Explains how to apply for a Recruitment and Retention Premia

## 2 Purpose

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The purpose of this procedure is:

- To provide management instructions and guidance relating to the application of a recruitment and retention premia within the Trust, for those staff employed on Agenda for Change Terms and Condition.
- To ensure that the Trust operates a transparent and consistent process for the agreement of local recruitment and retention premia.

## 3 Scope

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### 3.1 Who this procedure applies to

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This procedure applies to the application of national recruitment and retention premia for those staff on Agenda for Change Terms and Conditions.

### 3.2 What this procedure applies to

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This procedure covers the application and procedure for the provision of payments of Recruitment and Retention Premia on a short term and long term basis.

### 3.3 Required agreement

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A new premium cannot be set up without the agreement of the Executive Director Group

## 4 Related documents

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This procedure must be read in conjunction with the following Trust policies, procedures and statements:

- Trusts Recruitment and Retention Procedure
- Trust's Flexible Working Procedure
- Trust's Partnership Agreement

## 5 Recruitment and Retention Premia

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- A Recruitment and Retention Premium (RRP) is an addition to the pay of an individual post or specific group of posts where market pressures would otherwise prevent the employer from being able to recruit staff to and retain staff in, sufficient numbers for the posts concerned, at the normal salary for a job of that weight.
- NHS employers may apply a recruitment and retention premium to posts of a specific class or type on either a short term or long term basis. Premiums may also be applied to individual posts where the post is unique within the organisation concerned (such as the head of a department or service).
- Recruitment and retention premia will be supplementary payments over and above the pay that post holders receive by virtue of their position on their pay band, any high cost area supplements, or any payments for unsocial hours or on-call cover and will not exceed 30% (in line with Agenda for Change)
- Where an employee moves to a different post that does not attract a recruitment and retention premium, either within the same organisation or elsewhere in the NHS, their entitlement to any previous recruitment and retention premium will cease.



Recruitment and retention premia should not be regarded as the only means of resolving recruitment and retention problems. Non-pay benefits could help, therefore, before considering an RRP, steps should be taken to ensure benefits, such as total reward statements and training and development opportunities are sufficiently well developed

## 6 Procedure

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Any new premia must be set up in accordance with the following procedure:

### 6.1 Recruitment

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- (a) All vacancies must be advertised in line with the Trust Recruitment and Retention Procedure
- (b) Where an advert has produced no suitable applicants a review of the process and outcome should be undertaken to consider/establish the reason(s). The manager and relevant People Partner input, as appropriate, from the relevant staff-side representative, should normally undertake the review

Account should be taken of:

- The number of applicants
  - Relevant national vacancy data
  - Local labour market information
  - The media and other recruitment platforms used
  - Any non-pay improvements that could be made to the employment package (e.g. training and development opportunities, awareness of total reward statement)
  - Any expected increase in the supply of suitable staff
- (c) If it could be reasonably assumed that the vacancy could be filled through, for example, advertising in a different media, recruitment fayre, leaflet drops etc. or by waiting for an expected increase in supply (for example from new trainees or student nurses, then the post should be re-advertised.
  - (d) If following the review, it is decided that the most effect way to recruit to the vacancy is only through the payment of a Recruitment and Retention Premia, the manager must make an application to pay a Recruitment and Retention Premia –



[Appendix 3](#) should be completed and submitted with a Recruitment and Retention Premia Business Case Paper (a template of which can be obtained from the People Partner for your area) by the appropriate Service or General Manager and returned to the relevant Care Group Director/Director who will present the application to the Executive People, Culture and Diversity Group

- (e) If the problem is likely to be resolved in the foreseeable future (i.e., within three years) the request should be for a short-term Recruitment and Retention Premia.
- (f) If the problem is likely to continue indefinitely (i.e., longer than three years) the request should be for long term Recruitment and Retention Premia.

## 6.2 Retention

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- (a) Before consideration is given to paying an Recruitment and Retention Premia to increase the retention of employees, managers should ensure non-pay benefits are sufficiently developed e.g. flexible working arrangements, childcare support, and training and development opportunities.
- (b) Where possible, local turnover rates should be compared to national rates.
- (c) Account should be taken of other relevant available information, such as the findings from annual staff satisfaction surveys, staff friends and family tests, exit interview and survey information and staff experience interviews.
- (d) If following the above actions, it is decided that the most effective way to retain employees is only through the payment of an Recruitment and Retention Premia, the manager must make an application for an Recruitment and Retention Premia. Appendix 1 should be completed and returned to the Director of Operations/Director who will present the application to the Executive Directors Group.

## 7.3 Application Process

- (a) All applications to pay Recruitment and Retention Premia must be made using the **pro forma at [Appendix 3](#)** with a R&R premia Business Case Paper (a template of which can be obtained from the People Partner for your area)
- (b) Managers must consider the amount they wish to be paid and have this calculated and included with in the application (**[Appendix 3](#)**) along with the reason for the requested % - support will be required from the appropriate management accountant for the area.
- (c) All requests will be submitted to the relevant Care Group Director/Director who will present the application to Executive People, Culture and Diversity Group
- (d) The Executive People, Culture and Diversity Group will consider the application and provide the Care Group Director/Director the outcome of the Recruitment and Retention Premia application (within 10 working days).
- (e) Decisions will be final unless circumstances have changed since the application was made, or new information is available that would have significantly impacted on the ability to recruit or retain staff.
- (f) Any decision to agree a Recruitment and Retention Premia application will be communicated to the Trust Joint Consultative Committee

## 7.4 Review of Recruitment and Retention Premia Payments

- (a) Annual reviews will be carried out by the Executive People, Culture and Diversity Group who will consider the need or otherwise for the continuation, adjustment or withdrawal of an Recruitment and Retention Premia
- (b) In preparation for a review, Care Group Directors will be asked to submit updated information for consideration.
- (c) The final outcome of the review will be communicated to the Care Group Director/Director in writing by the Chair of Executive People, Culture and Diversity Group within 10 working days of the meeting

## 7 Definitions

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Term	Definition
<p>Short Term Recruitment and Retention Premia</p>	<p>Short term Recruitment and Retention Premia may be awarded where labour market conditions giving rise to recruitment and retention problems, are expected to be short term and where the need for the premium is expected to disappear or reduce in the foreseeable future</p> <p style="text-align: center;">Short Term Recruitment and Retention Premia</p> <ul style="list-style-type: none"> <li>• May be awarded on a short term basis for a fixed term</li> <li>• Will have their value regularly reviewed (i.e.at least annually)</li> <li>• May be withdrawn, or have the value adjusted to notice of six months</li> <li>• Are not pensionable, or count for purposes of overtime, unsocial hour's payments or any other payments linked to basis pay.</li> </ul> <p>It is envisaged that short term Recruitment and Retention Premia's would normally only apply to problematic situations likely to last between 6 months and three years</p>
<p>Long Term Recruitment and Retention Premia</p>	<p>Long term Recruitment and Retention Premia may be awarded where labour market conditions giving rise to recruitment and retention problems are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.</p> <p style="text-align: center;">Long Term Recruitment and Retention Premia</p> <ul style="list-style-type: none"> <li>• Will be awarded on a long-term basis</li> <li>• Will have their values regularly reviewed (i.e., at lease annually)</li> <li>• May be awarded to new employees at different value to that which applies to existing staff</li> <li>• Are pensionable and will count for the purpose of overtime, unsocial hours payment and any other payments linked to basis pay</li> <li>• May be withdrawn, or have the value adjusted subject to a notice of not less than six months</li> </ul> <p>It is envisaged that long term Recruitment and Retention Premia would apply to problematic situations likely to last three years or more.</p>

## 8 How this procedure will be implemented

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- This procedure will be published on the Trust’s intranet and external website.
- The People and Culture Operational Team will advise manager of the option of Recruitment and Retention Premia and this procedure when they are facing recruitment difficulties

### 8.1 Training needs analysis

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Staff/Professional Group	Type of Training	Duration	Frequency of Training
NA			

## 9 How the implementation of this procedure will be monitored

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Number	Auditable Standard/Key Performance Indicators	Frequency/Method/Person Responsible	Where results and any Associate Action Plan will be reported to, implemented and monitored; (this will usually be via the relevant Governance Group).
1	Any Recruitment and Retention Premia cannot be put in place unless this procedure has been followed.  In line with the procedure the Executive Director Group will monitor annually any Recruitment and Retention Premia’s in place	Annual review by Executive Director Group	Executive Director Group

## 10 References

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[Agenda For Change Terms and Conditions of Service Handbook](#) (section 5)



## 11 Document control (external)

To be recorded on the policy register by Policy Coordinator

Date of approval	16 March 2023
Next review date	16 March 2026
This document replaces	HR-0053-v1 Recruitment and Retention Premia
This document was approved by	JCC 18 Oct 2022 JCC 16 Mar 2023 (Verbal update and final sign off)
This document was approved	PWG 18 Nov 2022
This document was ratified by	n/a
This document was ratified	n/a
An equality analysis was completed on this policy on	14 Oct 2022 (final EIA sign off 11 May 2023)
Document type	Public
FOI Clause (Private documents only)	n/a

### Change record

Version	Date	Amendment details	Status
2	16 Mar 2023	Transferred into new format Amended EMT to new authorisation structure Local agreement confirmed	Approved

## Appendix 1 - Equality Analysis Screening Form

Please note: [The Equality Analysis Policy and Equality Analysis Guidance can be found on the policy pages of the intranet](#)

Section 1	Scope
Name of service area/directorate/department	People and Culture
Title	Recruitment and Retention Premia
Type	Procedure
Geographical area covered	Trust Wide
Aims and objectives	<ul style="list-style-type: none"> <li>To ensure that the Trust operates a transparent and consistent process for the agreement of local recruitment and retention premia.</li> <li>To provide management instructions and guidance relating to the application of a recruitment and retention premia within the Trust, for those staff employed on Agenda for Change Terms and Condition.</li> </ul>
Start date of Equality Analysis Screening	14.10.22
End date of Equality Analysis Screening	28.2.23

Section 2	Impact
Who does the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan benefit?	The Trust/Managers who are experiencing difficulties in recruiting and retaining staff.

<p>Will the Policy, Service, Function, Strategy, Code of practice, Guidance, Project or Business plan impact negatively on any of the protected characteristic groups?</p>	<ul style="list-style-type: none"> <li>• <b>Race</b> (including Gypsy and Traveller) <b>NO</b></li> <li>• <b>Disability</b> (includes physical, learning, mental health, sensory and medical disabilities) <b>NO</b></li> <li>• <b>Sex</b> (Men, women and gender neutral etc.) <b>NO</b></li> <li>• <b>Gender reassignment</b> (Transgender and gender identity) <b>NO</b></li> <li>• <b>Sexual Orientation</b> (Lesbian, Gay, Bisexual, Heterosexual, Pansexual and Asexual etc.) <b>NO</b></li> <li>• <b>Age</b> (includes, young people, older people – people of all ages) <b>NO</b></li> <li>• <b>Religion or Belief</b> (includes faith groups, atheism and philosophical beliefs) <b>NO</b></li> <li>• <b>Pregnancy and Maternity</b> (includes pregnancy, women who are breastfeeding and women on maternity leave) <b>NO</b></li> <li>• <b>Marriage and Civil Partnership</b> (includes opposite and same sex couples who are married or civil partners) <b>NO</b></li> <li>• <b>Armed Forces</b> (includes serving armed forces personnel, reservists, veterans and their families) <b>NO</b></li> </ul>
<p>Describe any negative impacts</p>	<p>No known</p>
<p>Describe any positive impacts</p>	<ul style="list-style-type: none"> <li>• The application of Recruitment and Retention Premia, will hopefully aid any recruitment and/or retention difficulties and relieve any staff pressures for all staff within areas that are experiencing difficulty recruiting and retaining staff.</li> </ul>

<p><b>Section 3</b></p>	<p><b>Research and involvement</b></p>
<p>What sources of information have you considered? (e.g. legislation, codes of practice, best practice, nice guidelines, CQC reports or feedback etc.)</p>	<p>Agenda for Change Terms and Conditions of Service</p> <p>Joint Consultative Committee</p>

Have you engaged or consulted with service users, carers, staff and other stakeholders including people from the protected groups?	As part of JCC
If you answered Yes above, describe the engagement and involvement that has taken place	As above Policy working group and JCC
If you answered No above, describe future plans that you may have to engage and involve people from different groups	NA

<b>Section 4</b>	<b>Training needs</b>
As part of this equality analysis have any training needs/service needs been identified?	No
Describe any training needs for Trust staff	Awareness information/sessions for existing managers.
Describe any training needs for patients	N/A
Describe any training needs for contractors or other outside agencies	NA

**Check the information you have provided and ensure additional evidence can be provided if asked**

## Appendix 2 – Approval checklist

To be completed by lead and attached to any document which guides practice when submitted to the appropriate committee/group for consideration and approval.

	Title of document being reviewed:	Yes / No / Not applicable	Comments
<b>1.</b>	<b>Title</b>		
	Is the title clear and unambiguous?	Y	
	Is it clear whether the document is a guideline, policy, protocol or standard?	Y	
<b>2.</b>	<b>Rationale</b>		
	Are reasons for development of the document stated?	Y	
<b>3.</b>	<b>Development Process</b>		
	Are people involved in the development identified?	Y	
	Has relevant expertise has been sought/used?	Y	
	Is there evidence of consultation with stakeholders and users?	Y	
	Have any related documents or documents that are impacted by this change been identified and updated?	Y	
<b>4.</b>	<b>Content</b>		
	Is the objective of the document clear?	Y	
	Is the target population clear and unambiguous?	Y	
	Are the intended outcomes described?	Y	
	Are the statements clear and unambiguous?	Y	
<b>5.</b>	<b>Evidence Base</b>		
	Is the type of evidence to support the document identified explicitly?	Y	
	Are key references cited?	Y	
	Are supporting documents referenced?	Y	
<b>6.</b>	<b>Training</b>		
	Have training needs been considered?	Y	
	Are training needs included in the document?	n/a	

	Title of document being reviewed:	Yes / No / Not applicable	Comments
<b>7.</b>	<b>Implementation and monitoring</b>		
	Does the document identify how it will be implemented and monitored?	y	
<b>8.</b>	<b>Equality analysis</b>		
	Has an equality analysis been completed for the document?	y	
	Have Equality and Diversity reviewed and approved the equality analysis?	y	11/05/2023 approved
<b>9.</b>	<b>Approval</b>		
	Does the document identify which committee/group will approve it?	y	
<b>10.</b>	<b>Publication</b>		
	Has the policy been reviewed for harm?	Y	No harm
	Does the document identify whether it is private or public?	Y	Public
	If private, does the document identify which clause of the Freedom of Information Act 2000 applies?	n/a	

## Appendix 3 - Recruitment and Retention Premia Pro Forma

To be completed by the recruiting manager in conjunction with the relevant People and Culture Human Resources Manager (To accompany Recruitment and Retention Premia Business Case Proposal Paper – template can be obtained from the relevant People Partner)

### 1 Post Details

1.1	Job Title	
1.2	Grade	
1.2	Hours	
1.4	Ward/Department	
1.5	Directorate	
1.6	Site	
1.7	No of these posts in the Dir/Dept	
1.8	No of these posts in the Trust	

### 2 Request Details

2.1	Short Term / Long Term Protection	
2.2	Reason (i.e. problem with recruitment or retention or both)	
2.3	% to be paid, costs associated with this and the reason as to the level of %	5 % Costs..... reason..... 10% Costs..... reason ..... 15% Costs .....reason..... 20% Costs .....reason..... 25% Costs .....reason ..... 30% Costs.....reason .....
2.4	Effective Date: From and To	From: To:
2.5	Staff Groups/Specific posts affected	
2.6	Effect if Recruitment and Retention Premia not payable (e.g. inability to	

	meet targets, detriment to service delivery etc.)	
2.7	How do you propose to fund the Recruitment and Retention Premia	
2.8	Financial Position	Overall position as at.....(Month) £ Staff Budget total £ Staff Budget over or under spend £
2.9	Are any cost savings likely to be achieved (e.g. reduction in agency costs)	
2.10	What Measures will be taken to address the need to pay an Recruitment and Retention Premia	

### 3 Action Taken to Recruit

3.1	Date(s) Advertised	
3.2	Media Used	
3.3	Number of Enquiries	
3.4	Number of Applicants	
3.5	Reason(s) for difference between number of enquires and applicants	
3.6	Number of shortlisted applicants	
3.7	Number invited for interview	
3.8	Number Interviewed	
3.9	Number of Offers Made	
3.10	Reason(s) for difference between number invited for interview and those who turned up	
3.11	Reason(s) for declining offer	
3.12	Reason(s) for nor re-advertising	
3.13	Have non-pay benefits been highlighted in the advert, If not would this make a difference – please give reasons	



**4 Details of Recruitment/Retention Problems**

4.1	<b>Number of vacant posts of the type this request relates to within the work area and within the Trust</b>	Work Area:  Trust:
4.2	<b>Length of Time posts have been vacant and reason(s)</b>	
4.3	<b>Number of attempts recruitment activity has actively been pursued if different from above</b>	
4.4	<b>Turnover rate for these posts within the work area and within the Trust</b>	Work Area: Trust:
4.5	<b>External factors affecting recruitment e.g. lack of appropriately qualified/trained individuals, better terms and conditions offered by other Trusts/Organisations. Please give details including how terms and conditions are more favourable and how long these factors are expected to continue.</b>	

**5 Other Factors**

5.1	Average Sickness absence rate in the last 12 months	
5.2	Evidence of well-developed non-pay benefits e.g. total reward package, flexible working, training and development. Please give details	
5.3	Relevant feedback from exit interviews/surveys. Please give details	
5.4	Are there any other Recruitment and Retention Premia's currently applied? Please give details	

Signed .....



Print Name.....

Designation.....

Date .....

Please send completed application to your Director of Operations.