Torbay and South Devon NHS Foundation Trust

RECRUITMENT & RETENTION PREMIA (H26)

If you require a copy of this policy in an alternative format (for example large print, easy read) or would like any assistance in relation to the content of this policy, please contact the Equality and Diversity team on 01803 656680.

Torbay and South Devon NHS Foundation Trust

This is a controlled document. It should not be altered in any way without the express permission of the author or their representative. On receipt of a new version, please destroy all previous versions.

Date of Issue:	April 2016	**Next Review Date:**	July 2023
Version:	1.2	**Last Review Date:**	July 2021
Author:	People Hub		
Directorate:	People Directorate		
Approval Route			
Approved By:		**Date Approved:**	
Management & Staff Side		April 2016	
Links or overlaps with other policies:			

Amendment History

Issue	Status	Date	Reason for Change	Authorised
1	Approved	April 2016	Applicable to the new Torbay & South Devon NHS Foundation Trust	
1.1	Approved	19 Jan 2019	General review and audit	HR Advisor
1.2	Approved	July 2021	Updated wording around People Hub Team & People Directorate / contact details / logo / Version / date	People Hub

Torbay and South Devon NHS Foundation Trust

Rapid Equality Impact Assessment

Policy Title (and number)	Recruitment & Retention Premia				
Policy Author	HR Directorate				
Version and Date (of EIA)	Version 1 April 2016				
Associated documents (if applicable)					
RELEVANCE: Does the aim/purpose of the policy relate to each of the aims of the Public Sector Equality Duty?					
• **Eliminate unlawful discrimination or other conduct prohibited by the Equality Act 2010**					**Yes** ☐ No☐
• **Advance equality of opportunity between people from different groups**					Yes ☐ **No**☐
• **Foster good relations between people from different groups**					Yes ☐ **No**☐
SIGNIFICANCE AND IMPACT: Consider the nature and extent of the impact, not the number of people affected.					
Does the policy affect service users, employees or the wider community? (if no, proceed to sign off)					**Yes** ☐ No☐
Does the policy affect service delivery or business processes?					Yes ☐ **No**☐
Does the policy relate to an area with known inequalities (deprivation/unemployed/homeless)?					Yes ☐ **No**☐
EQUALITY ANALYSIS: How well do people from protected groups fare in relation to the general population? ***PLEASE NOTE: Any 'Yes' answers may trigger a full EIA and must be referred to the equality leads below***					
Is it likely that the policy/procedure could treat people from protected groups less favorably than the general population? (see below)					
Age	Yes ☐ **No**☐	Disability	Yes ☐ **No**☐	Sexual Orientation	Yes ☐ **No**☐
Race	Yes ☐ **No**☐	Gender	Yes ☐ **No**☐	Religion/Belief (non)	Yes ☐ **No**☐
Gender Reassignment	Yes ☐ **No**☐	Pregnancy/ Maternity	Yes ☐ **No**☐	Marriage/ Civil Partnership	Yes ☐ **No**☐
Is it likely that the policy/procedure could affect particular 'Inclusion Health' groups less favorably than the general population? (substance misuse; teenage mums; carers; travellers; homeless; convictions; social isolation; refugees)					Yes ☐ **No**☐
Please provide details for each protected group where you have indicated 'Yes'.					
What if any, is the potential for interference with individual human rights? (consider the FREDA principles of Fairness/ Respect/ Equality/ Dignity/ Autonomy)					
N/A					
RESEARCH AND CONSULTATION					
What is the reason for writing this policy? (What evidence/ legislation is there?)					
Process for applying RRP					
Who was consulted when drafting this policy/procedure? What were the recommendations/suggestions?					
JCNC					
ACTION PLAN: Please list all actions identified to address any impacts					
Action			**Person responsible**		**Completion date**
AUTHORISATION					
Name of person completing the form	HR Manager		**Signature**		
Validated by (line manager)			**Signature**		

Torbay and South Devon NHS Foundation Trust

Contents

1 Policy Statement 5
2 Purpose 5
3 Scope 5
4 Definition 5
5 Equality and Diversity Statement 5
6 Roles and Responsibilities 5
7 Types of Recruitment & Retention Premia 6
8 Determining the Need for Recruitment & Retention Premia 6
9. Consultation Process 7
9 Amount of RRP Payable 7
10 Reviewing RRP Arrangements 8
11 Training and Awareness 8
12 References 8
13 Contact Details 8
14 Monitoring, Audit and Review Procedures 8
15 Appendix 1 – Application for Recruitment & Retention Premia 9

1 Policy Statement

1.1 The NHS pay system is predicated on the basis that employees will receive equal pay for work of equal value. However, it is accepted that market forces will apply to some jobs and some geographical areas. These market forces can be addressed by the payment of a Recruitment and Retention Premia (RRP).

1.2 The principles and rules in respect of the payment of a RRP are laid down in Section 5 of the NHS Terms & Conditions Handbook. Reference should also be made to Annexes 10 and 11 of the NHS Terms & Conditions Handbook.

2 Purpose

2.1 The aim of this policy is to set out the procedure and application of Recruitment and Retention Premia for applying local, short or long term premia and national premia requiring local agreement.

2.2 It is intended to give information, advice and guidance on the process for determining RRP and the process for consulting on the proposed premia prior to implementation.

3 Scope

3.1 This policy applies to all staff employed by Torbay & South Devon NHS Foundation Trust, together with those on a joint contract with the organisation and another employer.

4 Definition

4.1 Recruitment and Retention premia are additions to the pay of a post or group of similar posts where market pressures would otherwise prevent the Trust from being able to recruit or retain staff in sufficient numbers at the normal salary for jobs of that weight.

5 Equality and Diversity Statement

5.1 The Trust is committed to preventing discrimination, valuing diversity and achieving equality of opportunity. No person (staff, patient or public) will receive less favourable treatment on the grounds of the nine protected characteristics (as governed by the Equality Act 2010): sexual orientation; gender; age; gender re-assignment; pregnancy and maternity; disability; religion or belief; race; marriage and civil partnership. In addition to these nine, the Trust will not discriminate on the grounds of domestic circumstances, social-economic status, political affiliation or trade union membership.

5.2 The Trust is committed to ensuring all services, policies, projects and strategies undergo equality analysis.

6 Roles and Responsibilities

6.1 Management Responsibilities

- To provide evidence of the need for a RRP as detailed in section 8.

- To consult with relevant parties on the intention to introduce a RRP
- To complete the RRP application providing all necessary information to enable an informed decision about the application of RRP to be reached.

6.2 Recruitment & Retention Premia Group

- To ensure that all available information is made available to them upon which to reach a decision regarding RRP.
- To ensure that both the internal and external consultation processes have been completed prior to a decision being reached.
- To communicate their decision including reasons why that particular decision was reached to the relevant manager.

7 Types of Recruitment & Retention Premia

7.1 There are two broad types of Recruitment and Retention Premia:

- Locally agreed long-term RRP
- Locally agreed short-term RRP

7.2 Short term RRP will apply where the 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.

7.3 Long term RRP will apply where the relevant labour market conditions are more deep-rooted and the need for the premium is not expected to vary significantly in the foreseeable future.

7.4 The terms under which short and long term recruitment and retention premia can be allocated are defined in Section 5 of the NHS Terms & Conditions of Service Handbook.

8 Determining the Need for Recruitment & Retention Premia

8.1 The case for payment of a RRP must be robust enough to resist the challenge of an equal pay/equal value claim.

8.2 The main factors that will indicate a prima-facie case for consideration of RRP are a repeated failure to recruit to a specific post(s) and/or a high level of staff turnover in a specific post(s). Thus in determining whether a RRP is appropriate, the following evidence should be gathered:

- Evidence that all the new vacancies have been advertised in relevant local, regional, national and/or professional media.
- Evidence that recent adverts have produced insufficient applications to fill all vacancies.

8.3 Where recent adverts have produced insufficient suitable applications. The following information should be ascertained:

- The media used
- Number of application packs requested.

- Number of applications returned.
- Reasons why those who applied were not suitable.
- The quality of the recruitment documentation (advert, Job Description, Person Specification etc) should be scrutinized.
- Where an applicant(s) was offered a position but rejected the offer, the reasons for not accepting the position.
- Relevant national vacancy data.
- Local labour market information, where appropriate.
- Any expected increase in the supply of staff suitable for the post (e.g. new trainees).
- The turnover rates for the staff group concerned.
- The stability index for the staff group concerned (has turnover risen sharply recently after a long period of stability? Is it only recently appointed staff who leave etc?)
- Where possible, local turnover rates should be compared with national rates.
- The position of neighbouring Trusts in relation recruitment and/or retention of the staff group concerned.

8.4 Evidence should be provided against all the key bullet points above or if it is not possible to provide evidence an explanation as to why it is not possible to supply evidence should be documented (e.g. it is not possible to detail turnover rates because it is a newly developed post or role etc).

8.5 Where an application for RRP is presented, the People Directorate Director will establish a RRP Group constituted of Trade Union Representatives, People Hub team Representatives and Management Representative, to review the evidence gathered and determine whether RRP is appropriate and if so the type of RRP needed (short term or long term) together with the level of any such premia as defined in Section 5 of the Terms and Conditions of Service Handbook.

9. Consultation Process

9.1 Once the Trust has decided that a recruitment and/or retention problem can best be resolved through payment of a RRP, there is an expectation to consult with neighbouring employers (i.e. all the NHS organisations within the Peninsula), staff side organisations, and other stakeholders, before implementing any premium.

9.2 When the Trust considers payment of a RRP the pro-forma (Appendix 1) should be completed, outlining the case and evidence base for the premia.

9.3 At the end of the consultation period, the RRP Group constituted to consider the RRP will be re-convened to review the RRP in light of the comments received. If any changes are made to the RRP, the Trust will inform those party to the consultation of the final decision.

9 Amount of RRP Payable

9.1 The combined value of any nationally awarded and any locally awarded RRP for a given post should not normally exceed 30% of basic salary.

10 Reviewing RRP Arrangements

10.2 Recruitment and Retention premia should be reviewed every 2 years to determine whether the premia is still required. The review should consider the same evidence as described in section 8 and this information should be considered by the RRP Group to ensure an informed decision is reached.

10.3 The review should include engaging with neighbouring employers and other stakeholders to advise of the continuation or cessation of the RRP together with any changes (other than cost of living adjustments) to the level of the premia.

11 Training and Awareness

11.1 Advice and support will be provided by the People Hub team to support staff and managers in adhering to this policy and their understanding of dealing with Recruitment & Retention Premia.

11.2 The People Hub team will raise awareness of this policy through the publication of information on ICON and to advise staff of changes to the policy through the staff bulletin and ratification processes.

12 References

12.1 This policy should be read in conjunction with Section 5 of the NHS Terms and Conditions of Service Handbook.

13 Contact Details

13.1 Any queries regarding this policy should be directed to the People Hub Team within the People Directorate.

- People Hub Advice Line – 01803 655754 (ext. 55754) or
- Email - tsdft.humanresources@nhs.net

14 Monitoring, Audit and Review Procedures

14.1 This policy will be monitored and audited on a regular basis. A full review will take place every two years by the People Directorate unless legislative changes determine otherwise.

Torbay and South Devon NHS Foundation Trust

15 Appendix 1 – Application for Recruitment & Retention Premia

SECTION 1

Dept…… Staff Group ……..

Title of Post(s) Affected:

1.
2.
3.

Number of Post(s) Affected ……..

Number of Staff Affected WTE …….

SECTION 2

RRP Proposed – tick as appropriate

New RRP ☐ Review of Existing RRP ☐

Short Term RRP ☐ Length of Time …….

Long Term RRP ☐ Nationally Agreed RRP (where this exceeds the minimum) ☐

Proposed Value…….

Is this due to:

Difficulties in Recruiting ☐ Difficulties in retaining staff ☐ Both ☐

SECTION 3 : Evidence to Support Application (refer to section 8 of RRP policy)

You may attach as a separate sheet.

Section 4: Summary of Measures already Considered

e.g. flexible working, recruitment initiatives, training.

Section 5: Evidence that RRP will be successful
Explain what evidence you have that suggests RRP will improve recruitment and retention.
Section 6: Impact on other staff groups and the wider health community
Please describe any potential impact on other staff groups within the Trust if RRP is approved. Please confirm the names of stakeholders consulted with.
Section 7
Dept. Manager Signature …….. Name……. Date…….. Service Unit Manager Signature…….. Name…….. Date……
Section 8: Terms & Condition Group
New RRP approved ☐ **Continue Existing RRP** ☐ **Stop RRP** ☐ **Detail Reasons……..……** **…… ……..……** **Change Existing RRP** ☐ **Detail of Change ……..** **Director of People Directorate Signature ……** **Staff Side Representative Signature……..** **Management Representative Signature ……** **Finance Director Signature ……** **Date……**