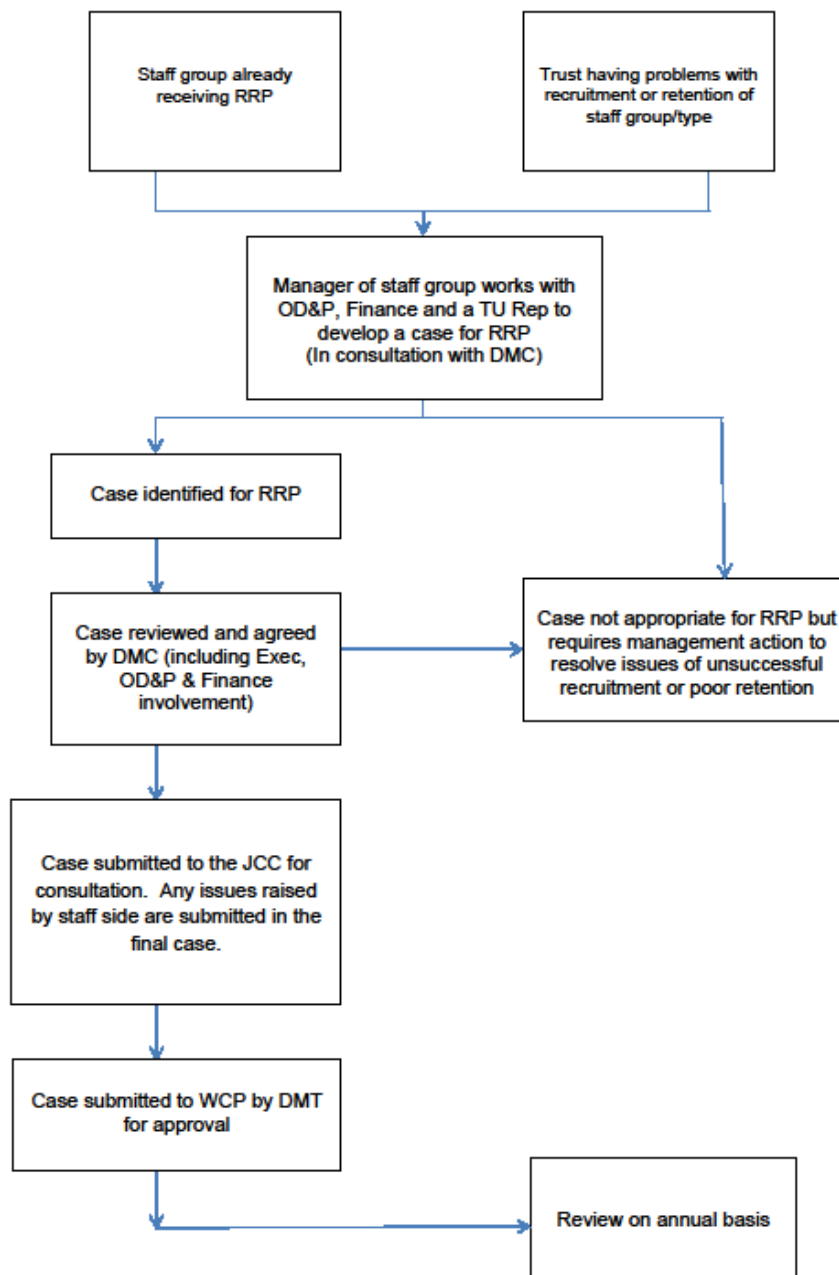


Recruitment and Retention Premia (RRP) and Welcome Payment (Golden Hello) Policy

1. Quick Reference Guide



2. Introduction

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 Trust from being able to recruit and/or retain appropriately qualified/experienced staff for the post(s) concerned at the normal salary for a job of that weight, as measured under a job evaluation system.

This policy covers the use of RRP in conjunction with the Agenda for Change (AfC) Job Evaluation Process.

The application of a Welcome Payment is applied to the vacancy where market pressures would otherwise prevent the Trust from being able to recruit qualified/experienced staff for the post concerned.

RRP and/or a welcome payment may need to be considered to improve the likelihood of being able to fill a post which is proving difficult to recruit to. Other policies which should also be reviewed in conjunction with the RRP/Welcome Payment Policy are Relocation Assistance and the Starting Salary Policy.

This policy adheres to our Trust values and behaviours: Patient Centred and Safe, Professional, Responsive, Friendly, and Progressive. Department/Line Managers and employees using this policy should ensure that such values and behaviours are followed when the policy is applied.

Version Details

Version No.	Updated by	Updated on	Description of changes
1.0	Jenny Hair	16/01/2012	Put existing policy into proper policy framework and update policy in line with AfC agreements in 2011 which eliminated National RRP
2.0	Vicki Horrill	05/09/2012	Completed new Equality Analysis at appendix C
3.0	HR Advisor	12/02/2015	Addition of values and behaviours paragraph, extension of review date, amendment to the process regarding staff side involvement
3.1	HR Advisor	31/05/18	'There are no material changes to employment legislation or practice that would make these policies invalid for the period requested, upto September 2018. Where other changes are necessary we will amend them for presentation to OMB in August for ratification/approval' May 2018 OMB
4	Head of Resourcing and Talent Management	09/09/18	Content review – No changes necessary. Grammatical / name change update undertaken
5	Head of Resourcing	16/09/2020	Content review – minor changes made to terminology and sign off process (6.3)
6	Head of Resourcing	24/05/2023	Major overhaul over policy and procedure with inclusion of welcome payment/golden hello

3. Purpose

RRP can be awarded nationally to particular groups of staff as recommended by the NHS Pay Review Bodies and/or the NHS Pay Negotiating Council. RRP can also be awarded on a local basis following evidence gathering and an appropriate level of consultation with stakeholders; primarily, other neighbouring NHS Employers, and specifically members of the local ICS.

Posts already subject to local RRP arrangements which have helped alleviate existing or former recruitment and/or retention issues which have been in place prior to the existence of this policy will be subject to an on-going annual review to ascertain whether the payment is required to maintain appropriate staffing levels.

The content of the RRP policy is compliant with relevant sections of the Agenda for Change NHS Terms and Conditions of Service Handbook. In particular, it follows the guidance as set out in Section 5, Section 46, Annex J and Annex R.

The Trust aims to ensure that the implementation of AfC and medical and dental pay scales results in pay to staff being fair and equal thus meeting the requirements of Equal Pay Legislation.

Recruitment and retention premia will apply to posts and not to people. If a member of staff moves to a different post in the Trust or moves to another position within the NHS, any premium paid to that individual by virtue of the post they hold will cease unless the new post also requires it.

4. Scope

This policy covers the use of RRP in conjunction with the Agenda for Change (AfC) Job Evaluation Process and applies to medical and dental posts within SFT.

The application of a welcome payment applies to medical and dental staff as a priority group.

5. Procedure

There are two types of RRP, **short-term** and **long-term** and the Trust has the right to determine whether to award a short-term or long-term premium to any post unless explicit guidance and/or instruction is received relating to specific posts from the Pay Review Bodies or Pay Negotiating Council.

Approved RRP attached to a post will be paid in addition to the salary received by the member of staff and highlighted as a separate pay element. Only long-term RRP is pensionable and will be used to determine rates of overtime, unsocial hours enhancements and on-call payments.

The total combined value of any nationally awarded and any locally awarded RRP for a given post shall not normally exceed 30% of basic salary. As a Foundation Trust, SFT has the authority to consider RRP payments above this level due to earned autonomy but this is expected to be in exceptional circumstances only. Any decisions to exceed 30% RRP will require approval by the Trusts Executive Team.

RRP will not be used to resolve an individual's personal dissatisfaction with their level of remuneration or incremental position on the pay band.

Short-term Recruitment and Retention Premia:

- Will be awarded if the Trust believes that problems associated with recruitment or retention are short-term and the need for a premium is expected to disappear or reduce in the foreseeable future, ie less than 12 months.
- Will be regularly reviewed (at least annually) to assess their need and level.
- May be withdrawn or have the value adjusted subject to a 6-month notice period to the postholder(s) affected.
- Will not be pensionable or count towards overtime, unsociable hours enhancements or any other payments linked to basic pay.

Long-term Recruitment and Retention Premia:

- Will be awarded if the Trust believes that problems with recruitment or retention are long-term and the need for a premium is not expected to disappear or reduce in the foreseeable future.
- Will be regularly reviewed (at least annually) to assess their need and level, the Executive Team can indicate the review period for a post on a case by case basis.
- Will be awarded on a long-term basis, ie for periods anticipated to be greater than 12 months or indefinitely.
- May be awarded to new appointees at a different value compared to existing staff, higher or lower depending on labour market conditions at that time.
- Will be pensionable and will count towards overtime, unsociable hours enhancements any other payments linked to basic pay.

6 RRP Procedure

- 6.1 In order to ensure that RRP is only paid where there is transparent evidence that it is required to prevent detriment to service delivery there will be an assessment process for each RRP. This assessment process will also ensure that the level of the payment is proportionate to the recruitment and retention/labour market issues and that there is a standard approach taken to paying all RRP's in the Trust. All RRP applications will be considered and approved by the Executive Team through the Workforce Control Panel.
- 6.2 All RRP payments applied will be subject to a review period and managers will be requested to complete the process for requesting an extension of the original RRP payment utilising the form in Appendix 2. All extension requests should be submitted to the Executive Team through the Workforce Control Panel for consideration and approval a minimum of 4 weeks before the annual review date, ie 12 months following the first RRP payment made for that position.
- 6.3 The RRP application and assessment process, where payments are to be applied to a staff group as a whole, is expected to include consultation with stakeholders, which is seen as a recognised component of the implementation of AfC. Details for the applications for group RRP payments will be shared with Staff Side colleagues for approval.
- 6.4 It is vital applications for RRP payments include the research of local information on recruitment campaigns/retention/turnover issues and considering any available analysis of national labour markets both within and outside the NHS.
- 6.5 In addition any consultation with stakeholders should be included as appropriate and feedback recorded.

7 Information/Evidence Gathering

Applications should be completed using the guidance included in Appendix 1 as a means of capturing the minimum amount of evidence/information required to support applications.

Recruitment

- 7.1 Where adverts have produced no suitable applicants, managers should liaise with the Resourcing Manager to initially ascertain the reasons for this and whether appropriate advertising media, recruitment format, application timescales and seasonal variations have influenced response rates. In addition, non-pay improvements to the employment package may be communicated more effectively such as training opportunities, flexible working and/or relocation and removal expenses. Re-advertising may result in a sufficient response rate once the above have been considered.

Information gathered from previous recruitment campaigns and staff organisations, professional journals, etc may help to support the case of need. Assumptions should not be drawn solely based upon similar job titles and details of job content should be compared in conjunction with remuneration levels.

An audit of the shortlisting process and analysis of application request/return/shortlist rates may prove useful and highlight any procedural errors rather than quality of candidate.

Other factors to be considered include:-

- Where possible, local turnover rates compared with national rates
- Consideration of impact on any other staff group
- Completion of an EIA (link to Equality Analysis template) to allow the Department/Line Manager to identify any specific Equality Groups when advertising/identifying retention problems

Where problems continue or if known recruitment difficulties exist from the outset, consideration should be given to whether a short-term or long-term RRP is an appropriate solution. This may involve consideration as to whether a supply of new trainees is expected locally or nationally.

Retention

- 7.2 Objective information should be captured from exit questionnaires/interviews which may highlight inadequacies in other areas of employment excluding remuneration and these should be considered, ie access to training opportunities, etc, particularly if availability of finance was previously cited as a barrier. Pay is only one factor in retaining staff.

Where possible, information should be obtained on turnover rates in comparison to other Trust departments. Paying RRP for retention purposes is generally not appropriate for training grades where movement is expected from individuals developing their careers within their profession.

As above, where problems continue or if known retention difficulties exist, consideration should be given to whether a short-term or long-term RRP is an appropriate solution.

8 Stakeholder Consultation

The Trust may choose to consult with stakeholders in order to:-

- Seek the informed views of other NHS organisations on our proposals.
- Gain further intelligence from our partners with respect to the post/staff group being for RRP.
- Try to avoid de-stabilisation of any part of the NHS workforce locally or otherwise where practicably possible
- Ensure a partnership approach by ensuring that staff organisations and other relevant Trust managers are involved in matters concerning RRP
- Ensure that there is robust information available on which to base decisions rather than local dissatisfaction following job evaluation outcomes or poor response to recruitment campaigns.

The organisations considered as stakeholders is dependent upon the post/staff group being considered but may include:-

- Recognised Trade Unions or professional organisations for the staff group(s) being considered for an RRP.
- NHS Improvement
- Other Acute Trusts (where applicable to the post) particularly teaching centres and those providing similar services to the post.
- Other NHS Organisations deemed to be appropriate for the post in question.
- Members of the local ICS footprint

The Trust reserves the right to seek information from a wider source in order to inform its decision-making. The Executive Team will have the authority to determine appropriate stakeholders on a case-by-case basis if required. It is recognised that information gathering needs to be on a reasonable scale from a selection of sources to avoid delays to recruitment and to reduce unnecessary administration.

In order for processes within the Trust not to be significantly delayed there would be a maximum consultation period of 4 weeks from the time stakeholders are notified of the Trust's intentions.

The People Business Partner will provide stakeholders with the details of the proposal being considered to enable the stakeholders to provide meaningful feedback. It is important to recognise, however, that while consultation is important and although the Trust aims to work in collaboration with partner organisations, stakeholders do not have a right of veto. Any objections of a stakeholder that are not addressed may obtain an explanation from the Trust.

9. Regular Review of RRP Payments

RRP will be reviewed at least annually or sooner in response to service need or labour market trends. This may involve consideration of the level of any annual pay awards applied by the Trust.

In order to allow for RRP to be included in the annual business plans and budget setting, RRP payments should be reviewed in tandem with this for premia payable from the following April.

RRP reviews will consider:-

- Whether the RRP has reduced vacancy rates and turnover.
- Whether current rates reflect need
- The likely impact on the service of increasing, reducing or removing RRP altogether for a particular post/class of posts considering financial constraints.
- Any changes in the labour market circumstances within the profession.
- Whether other developments designed to address workforce shortfalls have been considered.

Appendix 2 provides a template on which RRP review information should be captured. The OD & People Department will prompt Line Managers to submit annual reviews as appropriate.

The review will determine whether all existing RRP should be withdrawn, increased or decreased (including whether inflation rate upgrades are added) or alternatively, transfer from short-term to long term status or vice-versa.

The relevant People Business Partner will be responsible for notifying managers of the outcomes of RRP applications and reviews. Records will be held centrally within OD & People for monitoring purposes.

The Trust decision on RRP applications is final and applications should not be submitted more than once in a twelve month period for the same post.

10. Duties and Responsibilities

The Department/Line Manager is responsible for:-

- Developing the case to determine if RRP is required, seeking the facts as required.
- Consulting with the Finance Business Partner and People Business Partner.
- Informing Staff Side for information purposes.
- Completing an Equality Analysis for each case (link to Equality Analysis template).
- Submitting to the DMC for their consideration.
- Ensuring staff are paid the appropriate RRP where agreed, including informing payroll when RRP starts and ceases.
- Reviewing the RRP at the prescribed regular intervals.

The DMC is responsible for:-

- Ensuring the case is robust and has merit.
- Ensuring this process is followed.
- Discussing the case at an Exec Performance Review.
- Providing information to be discussed with staff side at JCC.
- Submitting the case to Workforce Control Panel for approval.

The Finance Business Partner is responsible for ensuring that the financial costings are accurate.

The People Business Partner is responsible for:-

- Advising the Department/Line Manager and the DMC.
- Accessing information from Trac/NHS Jobs in relation to salaries of other similar jobs and recruitment data from recent recruitment episodes.

The Head of Resourcing is responsible for:-

- Overseeing and maintaining the register of RRP and Welcome Payments applied
- Presenting quarterly reports to Workforce Control Panel for review on application of RRP and Welcome Payments

11. Application of a Welcome Payment/Golden Hello

The use of a welcome payment/golden hello may be used as part of the attraction strategy when recruiting to specific job roles. Consideration to the application of a welcome payment can only be sought for job roles that are

- *Within the medical and dental job group
- Considered to be hard to recruit (vacant for more than 6 months or more) and/or in a specialty that is in short supply or high demand

*There may be exceptional circumstances where a welcome payment can be applied to job roles within AfC.

11.1 Procedure

An application for a welcome payment should be presented by the Lead Clinician/Division to the Workforce Control Panel for approval. The case must include

- the value of the payment being requested
- evidence where other Trust's are applying a similar type of payment
- information on the recruitment activity that has been previously undertaken
- an explanation why this job role is difficult to recruit

11.2 Amount payable

Amounts payable should be no more than 25% of the starting salary.

11.3 Conditions (applicable to Welcome Payment only)

This payment would be made in addition to the offer of relocation assistance.

For payments more than £10,000 an initial payment will be made at the point the individual commences employment with the Trust and then a further payment made 12 months after the initial joining date.

With any level of welcome payment, repayment terms would be included in the offer and contract of employment as follows:-

If you leave within the first 12 months	100% to be repaid
If you leave within 12 to 24 months	60% to be repaid
If you leave within 24 to 36 months	30% to be repaid

12. References


Agenda for Change National NHS Terms and Conditions.

13. Equality Impact Assessment for Policies

Salisbury NHS Foundation Trust aims to design and implement services and policies that meet the diverse needs of its services, population and workforce, ensuring that none are placed at a disadvantage over others

This document has been assessed against the Trust's Equality Impact Assessment Tool which was presented to the ratifying committee.

Appendices

Appendix	Description	File
A	Recruitment and Retention Premia Proposal Form	 Appendix A RRP Proposal form June 2023 https://mg.salisbury.nhs.uk/media/3653/appendix-a-rrp-proposal-form-june-2023.doc

Post Holder /Author Responsible for Policy:	Head of Resourcing
Date Written:	7 February 2023
Approved By:	
Ratified by:	
Next Due for Review:	February 2026
Date effective from:	01 July 2023