



EMPLOYMENT COMMITTEE - THURSDAY 5 DECEMBER 2019

RECRUITMENT AND RETENTION INCENTIVES

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to inform the Employment Committee of work that is currently underway to introduce a range of new recruitment and retention incentives for hard-to-fill posts.

Policy Framework and Previous Decisions

2. The Committee previously noted the planned initiatives for recruitment and retention at its meeting in September 2019.

Background

3. The recruitment and retention of employees is an important factor in the successful implementation of the Council's People Strategy 2017-2020. As it becomes increasingly more challenging for the Council to attract and retain employees, the need to consider the use of recruitment and retention incentives for certain hard-to-fill posts has become a necessity. Several initiatives designed to strengthen the Council's ability to recruit and retain a high performing workforce are currently being developed, one of which is the introduction of a range of new incentives for hard-to-fill posts.
4. The only recruitment incentives that have been operated to date by the Council are market premia payments and relocation expenses.
5. This is consistent with other comparator county and city councils within the East and West Midlands, except for:
 - **Derby City Council** who offer a mortgage subsidy scheme to Social Workers;
 - **Rutland County Council** who provide one-off golden hello payments for hard-to-fill posts, repayable on a sliding scale if the employee leaves;

- **Worcestershire County Council** who operate welcome payments, retention payments, and a recommend a friend scheme for hard-to-fill posts.
6. As it becomes increasingly more challenging for the Council to attract and retain employees, the need to consider the introduction of additional incentives has become a necessity.
 7. A new Recruitment and Retention Incentives Policy for Hard-to-Fill Posts has been developed (attached at Appendix A) which provides managers with the opportunity to consider, and request approval for via a robust business case, the use of a range of new incentives including:
 - Golden hello payments;
 - Retention payments;
 - Additional annual leave;
 - Payment of professional fees;
 - Subsidised private healthcare;
 - Recommend a friend scheme.
 8. These incentives are designed to complement the Council's current employment offer which is attached at Appendix B.
 9. Each incentive has a set of applicable terms and conditions which are specified within the policy. These describe which employees may qualify for the incentive as well as payment limits and repayment arrangements.
 10. Hard-to-fill posts are those where, despite various recruitment activities having been undertaken, it has not been possible to attract or recruit candidates with the necessary competencies. This may be due to a number of reasons including:
 - A local and/or national skills shortage;
 - Comparator organisations offering a higher salary and/or a more attractive benefits package.
 11. The trade unions have been consulted on the new policy and have supported its introduction.

Approval Process

12. Managers will be required to complete a business case when requesting a recruitment or retention incentive. Each request must follow the relevant approval process set out in the policy. Approvers will ensure that requests are supported by tangible evidence and that all relevant factors have been considered including whether alternative actions would be more appropriate. In the case of golden hello, retention and market supplement payments, final approval must be granted by the

Chief Executive and the Chairman or Vice Chairman of the Employment Committee.

Monitoring and Review

13. The use of recruitment and retention incentives will be reviewed on a regular basis by the Council's Strategic Human Resources Team to determine whether the recruitment and/or retention difficulties still exist. Managers will be required to provide comparative market data as part of this review process.

Recommendations

14. It is recommended that the Committee considers and notes the Recruitment and Retention Policy for Hard-to-Fill Posts.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

List of Appendices

Appendix A - Recruitment and Retention Incentives Policy for Hard-to-Fill Posts
Appendix B – Leicestershire County Council's Current Employment Offer

Equality and Human Rights Implications/Other Impact Assessments

15. An Equality and Human Rights Impact Assessment has been completed and no adverse impacts have been identified.

Officer to Contact

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