

Proposal	Description of proposal	How does this differ from current arrangements	Why is this being proposed?
Welcome Payments	Introduce a 'welcome payment' of up to £5,000 for all posts designated as hard to fill. Payment to be made on the 6 month anniversary of joining the council. Repayable if the employee leaves the council within 2 years. If the employee moves to another hard to fill post within the council within that 2 years, the need to repay may be waived.	The council's current welcome payment limit is £5,000 and is payable to externally recruited, experienced social workers only. The proposal is to extend this provision to all posts designated as 'hard to fill'. Not available for internal appointments	The market for hard to fill roles can change rapidly and particularly as other organisations respond to their pressures to recruit. The proposal allows us to be equally fleet of foot in response
Retention Payments	Introduce a taxable cash payment of up to £5,000 for posts which are designated as hard to fill. This will be payable after 3 years continuous service with Herefordshire Council	There is no current payment of this type in place at the moment. Previously the council paid a retention payment of £3,000 to newly qualified social workers only and the agreement to pay this expired on 31 March 2016.	Recent peer reviews highlighted the need to balance recruitment activity with retention. There is some evidence to suggest that staff are leaving for higher salaries with neighbouring authorities. Retaining people is more cost effective and leads to better continuity of service.
Relocation package	Increase the relocation payment for those appointed to hard to fill roles to £10k. This will be subject to the same criteria for eligibility as now. The payments for other roles will not change.	The current level is £5k for roles up to HC13 and £7k for HoS2 and above.	£5k does not cover the average costs of relocation. The value is based on hierarchy not the difficulty of recruitment or the relative value/risk of the vacancy To reflect the costs to recruit and to recognise our issues in recruiting mean encouraging

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			relocation for relatively lower graded staff the change is recommended.
Additional annual leave	Award an additional 10 days paid day's leave, as a one off incentive in the leave year, after three years' service with Herefordshire Council and again after five years' further service in hard to fill roles	There are no current incentives of this kind.	For many people the chance to 'take time out' to recuperate is seen as valuable. This approach represents a relatively low cost option for the organisation. It will also aid retention
Finder's fee	To offer our employees who recommend someone to work here, in a hard to recruit role, who is subsequently employed and stays for a minimum of 6 months a one off net payment of £500	There are no current payments of this kind.	Other authorities have found this to have two benefits. It incentivises employees to make the recommendation – at a cost far lower than using an external agency. It shows our employees we are actively working and committed to addressing issues around recruitment. In addition it is often our own staff who know people in the same profession and are therefore trusted advocates for the organisation.
On-call payments	Increase the payments made to staff for being on call when they are working in hard to recruit to role and where market conditions warrant it.	The standard payment is £10 per day spent on call. There are some exceptions which have been determined locally.	The council has a variety of officers on call at any one time. The rate paid is generally sufficient but in some posts which are hard to recruit to and where the council has a statutory duty to provide 24/7 access to services, there is a risk that the current

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			payment is insufficient to recruit and retain staff in these roles, Agreeing to this change would formalise the process for determining which roles can move away from the standard £10 rate.