

ATTRACTION & RETENTION POLICY

This document applies to all Council employees except:

- Employees on Teachers' Terms & Conditions

Notes:

- This policy is advisory only for all school based employees.

This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

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INTRODUCTION

The Council recognises that at times it may be difficult to recruit new employees or retain existing staff in key and/or hard to recruit posts.

A selection of incentives, both financial and non-financial, may be used and those options selected should reflect the best package tailored to meet the individual needs of the successful candidate as part of the recruitment process and existing employees to aid retention.

OBJECTIVES

To ensure the Council has a transparent and consistent policy for managers to use to ensure the council retains and recruits staff where posts are difficult to fill.

This may be due to geographical issues, skill shortages and new responsibilities on the council or to retain highly skilled and experienced employees.

MINIMUM STANDARDS

This policy lays out the standards and discretions available to managers so that the council can meet its obligations to ensure any additional payments above the post Grade are objectively justified, transparently managed and regularly reviewed.

This policy enables managers to pay non-consolidated attraction/retention supplements in a fair, managed and time limited way which ensures compliance with relevant equal pay legislation.

RESPONSIBILITIES

DIRECTORS AND SENIOR MANAGERS

Ensuring the policy is followed and implemented

MANAGERS

Providing the evidence required as described in the procedure and applying the discretions available in the policy.

Where attraction/retention supplements are used, inform Serco Payroll Service of the payments and to whom they are to be applied.

To actively consider and implement appropriate strategies to promote attraction and retention of staff.

SERVICE MANAGER - PEOPLE

Reviewing and revising the policy.

Where attraction/retention supplements are requested, to approve such requests.

OPTIONS TO CONSIDER WHEN RECRUITING OR RETAINING STAFF

ATTRACTION/RETENTION SUPPLEMENTS

Attraction/Retention supplements may be paid in hard to recruit posts which will be in the form of a cash lump sum, based on a percentage of no more than 15% of the maximum gross annual salary of the grade for the role.

An **attraction supplement** would be paid to **new recruits**, and a **retention supplement** would be paid to **existing employees** in such cases.

Attraction/Retention supplement arrangements will be subject to regular review and normally last no longer than **two years**.

Annual pay awards should not be applied to attraction/retention supplements.

For further information see [Attraction and Retention Payments Procedure](#).

RELOCATION ALLOWANCE

Options to improve attractiveness of the relocation package available include considering using the enhanced relocation package. See document [Relocation Allowances](#).

RECRUITMENT OF GRADUATES

Cash payments may be considered towards repaying student loans, for newly employed graduates.

Options include:

- an annual payment for maximum of 3 years following satisfactory completion of probation
- paying a percentage of the total loan regardless of the amount e.g. 25% for first 2 years of employment paid on anniversary of start date
- repayment of total outstanding loan. The repayment period should equal or exceed the period of study.

SUPPORTING JOB SEARCH

Partners/family of new employees who wish to pursue employment with the County Council can view current vacancies at: www.jobs.lincolnshire.gov.uk.

BURSARY SCHEMES

Consider Implementing a Bursary scheme within the Director/Service Area.

Options include:

Sponsorship of students who have been accepted on to graduate courses by providing:

- a lump sum bursary payment at the start of each academic year
- paid work placements where required
- provision of work during holidays

The recruitment of trainees guaranteeing funding of their training through a bursary. In these circumstances, a legal agreement would be required to ensure repayment of monies, if agreement is breached.

APPRENTICESHIPS

A key objective for Lincolnshire County Council is to maximise the opportunities of the Apprenticeship Reforms, introduced in April 2017, and to meet service area and council workforce planning priorities.

As a result, the council operates a policy that refers to apprentices and covers both apprentices employed on a temporary contract specifically for the period of training and existing LCC employees undertaking apprenticeship training.

For further information, see [Apprenticeship Policy](#).

ALTERNATIVE NON-FINANCIAL STRATEGIES TO CONSIDER

Managers should actively consider and implement appropriate strategies to promote attraction and retention of staff by consideration of the following:

- Improve the outward image of the Council as an exceptional place to work and Lincolnshire as an excellent place to live (e.g. liaise with the Resourcing Team on specific wording for adverts and specific additions to the standard further particulars)
- Benefits of joining an excellent organisation
- Benefits of working with a local government organisation
- Financial and non-financial staff benefits including final salary pension schemes
- Other methods of recruitment e.g. TU sources, overseas recruitment, internal redeployment, training & development opportunities
- Improve the working environment
- Use of flexible working schemes and patterns. Home/remote working.
- Target similar or new occupational groups doing similar work
- Tap into non-traditional elements of working people e.g. older/younger people, ex-prisoners, socially disadvantaged.
- Commence or improve succession planning to foresee vacancies
- Training schemes
- University graduates

FURTHER INFORMATION

Please contact People Management for further advice.

ADDITIONAL RELEVANT POLICIES

[Attraction and Retention Payments Procedure](#)
[Relocation and Disturbance Allowances](#)
[Recruitment Policy \(including Safer Recruitment\)](#)