

STAFF REWARD SCHEME

1 SUMMARY

- 1.1 This report considers the means by which the Council demonstrates, as a caring employer, recognition of exceptional effort or performance of its staff and appreciation for long service.

2 INTRODUCTION

- 2.1 In July 2002 this Committee resolved to trial a staff reward scheme for 12 months. This report updates Members on the progress made and effectiveness of the scheme within this period.
- 2.2 Taking the provision of management training as a separate issue to be reported in the autumn, the reward scheme is in three parts comprising reward for achievement, reward for long service and reward for attendance.

3 REWARD FOR ACHIEVEMENT

- 3.1 The Head of Paid Service has delegated authority to award staff an honoraria up to the value of £250 for exceptional performance, effort or achievement. The award is not intended as a payment but rather a tangible token of the Council's appreciation
- 3.2 During the course of the year, Heads of Service were invited to nominate staff for reward on the basis of the following criteria
- Performance and/or effort over and above the call of duty (e.g. a particular body of work carried out in own time)
 - Performance and/or effort which showed initiative and had a positive impact on the Authority
 - Consistent good performance and/or effort and/or achievement over a long period of time

As a rule of thumb, the level of the award was then based on the number of the above criteria met with a maximum award of £250 based on exceptional circumstances and merit.

- 3.3 The following awards were made:

Criteria met	No. of Awards	Value	Total Cost
1 or more	13	£100	£1300
2 or more	4	£200	£800
3+	nil	-	-
		Total Cost	£2100

- 3.4 This part of the scheme appeared to work well and staff who have received an award have appreciated the acknowledgement of the special effort they have made on the Council's behalf.

4 REWARD FOR LONG SERVICE

- 4.1 It is becoming increasingly less likely that staff remain in the employ of a single employer for a significant period of years. It was therefore decided to acknowledge loyalty to the authority by a gift presented by the Chairman of the Council on the anniversary of 10, 20, 30 or 40 years service occurring during the course of the year. Employees reaching these landmark dates were invited to choose a gift up to a value of £100 for each decade of service. Although appearing the most straightforward of the proposals, difficulties have arisen because the reward marks a specific anniversary rather than length of service and is intended to replace the existing long service scheme.
- 4.2 The new arrangement clearly benefits those staff approaching 10 years service with the Council. However, many employees have passed the landmark anniversaries, some by only weeks or months in the case of the trial period, and they felt aggrieved that their contribution to the authority was not acknowledged. For example, an employee with 10 years service during the year received an award but one reaching 11 or even 31 years did not. In addition, some employees of over 20 or 30 years standing, likely to reach retirement age before 30 or 40 years service, felt they would be overlooked altogether.
- 4.3 It would have been possible to make an award to all staff with over 10 years service at the commencement of the scheme. This might have been fairest but the cost was prohibitive. On the basis that such a scheme had to begin somewhere, it was decided that, for the trial, an award would be made only to those actually reaching a landmark anniversary. Between July 2002 and July 2003 this amounted to 8 employees broken down as follows;

Years Service	No. of Employees	Total Cost
10	3	£300
20	4	£800
30	1	£300
40	-	
	Total Cost	£1400

- 4.4 The number of employees currently between landmark dates with the cost to make an award to all of them at this point in time is as follows:

Years Service	No. of Employees	Total Cost
0 – 10	144	Nil
10 – 20	68	£6800
20 – 30	12	£2400
30 – 40	4	£1200
40+	2	£800
	Total Cost	£11200

- 4.5 Clearly it is not intended to discriminate against any section of the workforce. It is therefore proposed that this scheme should continue but, for the avoidance of doubt, any employee leaving, having completed 10 years service or more without the benefit of an award should receive a gift to a value equivalent to that of their last landmark anniversary. This should ensure that everyone completing more than 10 years service will receive an award at some point.

5 REWARD FOR 100% ATTENDANCE

- 5.1 The purpose of this reward is to improve efficiency and productivity by reducing days lost through sickness. An honoraria of £100 or one additional days leave was paid on the achievement of 100% attendance over a leave year. Because the scheme commenced part way through the leave year, it is difficult to objectively judge its success. However, the award has raised staff awareness in this area considerably and the benefit in financial terms alone probably outweighs the cost to the Council. In continuing the scheme it should be possible to reduce absence even further. A day's sickness currently costs the Council between £48 and £208 approximately, depending on grade.
- 5.2 41 employees (18.5%) qualified for this reward, all but one opting for payment rather than additional leave.
- 5.3 It is proposed that this award should continue and on a pro rata basis for part-time employees.

6 UNISON

- 6.1 The staff side have been consulted through their recognised trade union, Unison, and subject to the amendment suggested to the long service award are in favour of continuing with the reward scheme.

7 RESOURCE IMPLICATIONS

- 7.1 The cost of the Staff Reward Scheme in the trial period was as follows:

Achievement	£2100
Long Service	£1400
100% Attendance	£4000 + one additional day's leave.

- 7.2 It is expected that the scheme will continue to operate at around this level of cost but with benefits to the organisation as described in the report.

8 RECOMMENDATION

- 8.1 It is proposed that the Committee **RESOLVES**

to confirm the Council's Staff Reward Scheme subject to the addition that any employee leaving the authority having completed 10 years or more service without the benefit of a long service award should receive a gift to a value equivalent to that of their last landmark anniversary.

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Background Papers:

None

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