

## **STAFF REWARD SCHEME**

### **1 SUMMARY**

- 1.1 At the request of Members this report proposes possible means by which the Council could demonstrate that as a caring employer, it appreciates long service and recognises exceptional effort or performance of its staff.

### **2 INTRODUCTION**

- 2.1 Showing appreciation and providing recognition are known to be key means of maintaining morale and improving motivation. It is currently expected that line managers will ensure that due appreciation is shown of staff efforts and achievements. The Council's Performance and Development Review (PDR) Scheme is intended to provide a formal opportunity for managers to ensure that staff positive achievements are not overlooked and that good performance is acknowledged and praised. The current pay structure does not differentiate between staff who provide an exceptional as opposed to a merely adequate level of performance. There are currently no tangible rewards offered for exceptional effort or performance.
- 2.2 The Council has a Long Service Scheme which provides that on retirement staff with 20 or more years' continuous service receive a gift to the value of £10 for each completed year, presented by the Chairman.

### **3 DETAILED CONSIDERATIONS**

#### **Management Training**

- 3.1 In order to ensure that managers take seriously their role in ensuring staff are given appropriate feedback and encouragement Members will wish to be advised that increased opportunities for management training are being offered to supervisors and managers at all levels. A National Examining Board for Supervision and Management Introductory Certificate in Management programme ran successfully last year involving 6 supervisors/managers from this Council together with 6 staff from Maldon & Castle Point Councils. This programme is to be offered again this year together with the more ambitious Institute of Leadership and Management 1 year Certificate in Management Studies programme. It is again anticipated that staff from Maldon & Castle Point Councils will participate. It is felt that improving the quality of management skills will have a knock-on effect on staff motivation. In keeping with the spirit of this report is intended that staff success in these qualification programmes will be recognised by an 'award ceremony'.

- 3.2 The role of training in motivating staff generally is well understood and many more opportunities are being made available to staff.

### **Honoraria**

- 3.3 The PDR Scheme provides the ideal means for managers to consistently appraise the performance of all staff. The Scheme provides for the setting of challenging annual objectives together with a half year and year end review of achievement. Where managers become aware of exceptional performance, effort or achievement through this route it is proposed that this be brought to the attention of the Head of Paid Service for consideration of the award of a small honoraria. The honoraria could take the form of a small sum of money, a gift voucher, granting an added day of leave etc together with a letter of thanks.
- 3.4 Exceptional performance in individual terms is easier to recognise than to define and therefore some flexibility would be necessary for the Head of Paid Service to exercise judgement in the matter. Examples might be, exceeding the objectives set, maintaining good performance when covering for a sick colleague or vacancy while recruitment is taking place, coping with an unforeseen demand or rising to a difficult personal challenge.
- 3.5 The financial value of an honoraria need not be substantial, it is not intended to be a payment merely a tangible token of the Council's appreciation. It is suggested that the Head of Paid Service be given delegated authority to make honoraria awards up to the value of £250 to staff, funded from staff savings. Awards made could be given publicity on the staff intranet.

### **Long Service**

- 3.6 It is becoming unusual for staff to remain in the employ of a single employer for a significant period of years. Where such loyalty is demonstrated it is increasingly the norm for long service to be marked by a gift on landmark anniversaries such as 10, 20, 30 and 40 years.
- 3.7 It is proposed that the Council revise the long service scheme to recognise each passing decade of service with a gift. For example £100 on the 10<sup>th</sup> anniversary, £200 on the 20<sup>th</sup>, £300 on 30<sup>th</sup> and so on, rather than wait until eventual retirement and mark this with a single gift. The Chairman at an appropriate event, could present long service gifts to staff.

**100% Annual Attendance**

- 3.8 All Council's are targeted by the Government to reduce sickness absence levels. A day of sickness absence costs the Council between £46 and £202 depending on the grading level of the employee. Providing a small financial reward to recognise the efforts of staff who maintain a 100% attendance is likely to be cost effective and to encourage others. Making a small honoraria award in the sum of £100 or the grant of an additional day or two of leave is suggested.

**4 RESOURCE IMPLICATIONS**

- 4.1 It is not possible to quantify the cost of any improved long service gift scheme, annual attendance initiative or honoraria scheme with any accuracy but it is felt that these could be trialed for a 12 month period, to be funded from savings on the staffing budget. No retrospection is proposed in respect of long service gifts. However, before implementation, the tax implications of rewards would need to be worked through, with the intention being that staff would receive the amount that is shown in the report.

**5 RECOMMENDATION**

It is proposed that the Committee **RESOLVES**

- (1) To delegate to the Head of Paid Service authority to make honoraria awards of up to £250.
- (2) To amend the Long Service Scheme as described in the report.
- (3) To introduce a 100% annual attendance honoraria of £100 or additional leave.
- (4) That arrangements be trialled for 12 months with the outcome reported back to Committee.

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