

**Appendix 2 - Existing reward and recognition practices which could be utilised**

<b>Type of Reward</b>	<b>Details of scheme</b>	<b>Considerations for implementing</b>	<b>Reasons for not implementing</b>	<b>Any other comments</b>
<p><b>Additional days annual leave</b></p> <p>Existing under Green book terms and conditions for additional day at Xmas, known as the 'Sandwich Day'.</p> <p>There is also an existing scheme to allow employees to purchase additional annual leave for the following year.</p>	<p>In this situation to provide an additional day's annual leave to staff, to be used by a particular date.</p> <p>For example, giving staff 24<sup>th</sup> or 31<sup>st</sup> December the day off, though this may have to be an alternative day with a carry-over provision for those in frontline services to be determined by Managers.</p>	<p>This is likely to be popular amongst employees who value holiday, work life balance and a sense of wellbeing.</p> <p>The current Buying Additional Annual leave scheme is extremely popular so gaining an extra day for 'free' would be well received and is a fairly simple yet valued reward to give.</p> <p>It would need to also need to be considered who is eligible for the extra leave and how this is managed.</p>	<p>Current difficulties in managing existing leave requirements, especially in front line services.</p> <p>Providing additional days will only exacerbate the situation. In addition we also provide an additional day's leave for the 'Sandwich Day' at Xmas and staff have the ability to purchase additional annual leave.</p>	<p>The WTD was extended this year to allow employees to take their leave entitlement over an extended period of 2 years in recognition of the difficulties of taking leave during staff shortages (such as Sickness or shielding) and the pandemic.</p>
<p><b>Honoraria payments as a monetary reward</b></p> <p>Honoraria payments are normally paid for employees undertaking additional duties such as a project.</p>	<p>Honoraria payments can be made under our Additional and Exceptional Duty Payments</p>		<p>We are still very much in the middle of the pandemic so payment at this stage may seem premature as efforts of staff are on-going. An honoraria payment would not be appropriate as the pandemic is not a project so this would not fall within the remit of the policy.</p> <p>Additionally the council is facing a significant loss of income and increasing costs in dealing with the pandemic. Any further costs to services on already stretched</p>	<p>The merit of any monetary value will be significantly different for each employee. Therefore it may act as a disincentive if the value is deemed too low by the employee compared to what they perceive as the amount of effort/commitment that has been made on their part.</p>

			budgets may seem perverse especially if the Council has to cease or reduce services or make staff redundant.	
<b>Flexible working arrangements</b>	Home working, managers granting longer lunch periods/finishing earlier/later without having to make the time up.	<p>This provides staff with greater work-life balance and can help to reduce stress. This is being utilised to varying degrees at the moment due to the restrictions in numbers able to work in the offices in order to be Covid-Safe.</p> <p>There has been significant financial investment to enable staff to have the necessary equipment, tools and software to enable them to work from home.</p> <p>This can provide greater flexibility and enables Managers to 'award' as and when appropriate making this a timely response.</p>	The ability to use this will be more limited for those working on a rota basis or in frontline services where particular staffing levels are required, but could be applied with more forethought and planning.	<p>Making working from home a more acceptable way of working enables employees to have a 'choice' on how best to achieve work-life balance. It enables those who prefer an office environment to access this and those who prefer and whose jobs can accommodate it, the ability to work from home.</p> <p>Increasing flexibility also enables staff to balance personal needs with work and gives them a sense of 'control' and responsibility.</p>
<b>My Rewards Platform</b>	Online portal to access discounts and vouchers from a number of retailers and hospitality venues.	Regular reminders of what staff can access are sent out through the corporate communications channels 'In the know'.		
<b>Training schemes to aid personal and career progression</b>	<p>A range of in-house courses and apprenticeships, for example Leadership MBA.</p> <p>Useful free resources through Bookboon.</p>			
<b>Staff engagement via staff forums</b>	The staff survey on working practices issued early on in the pandemic.			

<b>Employee well-being initiatives</b>	Such as free eye tests, subsidised gym and leisure facilities, employee assistance programme	Regular all staff emails reminding staff of what they are able to access are regularly sent out.		
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How are other local authorities rewarding/recognising staff:

- **Hertfordshire County Council** are offering an additional days' annual leave on 24<sup>th</sup> December.
- **Warwickshire County Council** are offering an additional days' leave to be taken in this current financial year. This is to recognise staff efforts and promote well-being and avoid confusion over funding.
- **Test Valley District Council** paid some of their staff (36% of their total workforce) a monetary reward. Out of their total headcount of 508.75 FTE, 124 employees received £200, and a further 58 received £300 - these payments were made across different levels of staff, the higher value was not just paid to Managers and were made to those Officers who went above and beyond their normal duties to respond to the pandemic. The criteria for these payments is not known as HR were not involved.
- **Stoke-on-Trent City Council** employs in the region of 5,000 staff. They decided to pay some of their staff in Adult Social Care honoraria payments depending on whether they were providing hands on care or domestic care from April - June. The initial honorarium payment was for £200 per month based on the Covid monies that they had at that time as well as the staffing levels. Tax implications was also a consideration which is ultimately how the £200 was determined as the payment. The honorarium payment of £200 was paid in full to anyone over 18.5 hours as our Personal Wellbeing Assistants (PWAs) mostly have 21 hour contracts. It was then pro-rata for anyone under 18.5 hours per week. Staff on tax benefits were offered the option to take the equivalent in Annual Leave so that the payment wouldn't affect any benefit payments, with 3 or 4 employees taking this option. From July it was acknowledged that the position had changed albeit with an element of risk and so a sliding scale reduction was implemented over the following three months. The sliding scale payments were:

July – PWA = £150; Domestic = £75

August - PWA = £100; Domestic = £50

September - PWA = £50; Domestic = £25