

### Appendix 1 - Existing Reward, Pay & Benefit Mechanisms

| Type of Reward   | Details of scheme  | Considerations for implementing  | Reasons for not implementing  | Any other comments  |
|--|--|--|---|---|
| <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><b>A 'sandwich day' was given by the Leader in December 2020 for thanks to staff for their hard work and commitment</b></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>Additional and Exceptional Duty Payments</b><br/> Honoraria payments as a monetary reward<br/> 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>Within the existing policy, an honoraria payment would not be appropriate as the pandemic is not a project so this would not fall within its remit.<br/> 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 budgets may seem perverse especially if the Council has to cease or reduce services or make staff redundant.</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> |
| <p><b>Overtime</b></p>   | <p>Overtime may be paid in line with the policy. Payments can be authorised up to and including Band 7. In special circumstances planned overtime can be authorised for staff in Bands 8 to 15. No payment for additional hours will be paid to staff in Bands 16 and above.</p> | <p>This provides staff with mechanism to be compensated for additional hours worked.<br/><br/> Financial implications of paying staff for overtime. All hours worked up to and including 37 per week are paid at single time irrespective of when they are worked. Additional hours undertaken by part-time staff are paid at single time until they have exceeded 37 hours</p> | <p>Need to consider the fairness of this as a method of payment in relation to gender as well as impact on part-time staff</p>   | <p>Although the decision to work additional hours is an individual decision, it will impact on work-life balance and can contribute to stress as staff are working over and above their contracted hours.</p>   |

|                                |  |  |  |  |
|--------------------------------|--|--|--|--|
|                                |  | <p>per week. Employees, who work more than 37 hours per week and are entitled to be paid overtime for those additional hours payment will be:</p> <ul style="list-style-type: none"> <li>-Monday to Saturday (7.00am-6.00pm) Single time</li> <li>-Monday to Saturday (6.01pm-6.59am) Time and a half</li> <li>-Sunday Double time Public Holiday Double time with equivalent single time off in lieu</li> </ul> |  |  |
| <b>Time off in Lieu (TOIL)</b> | <p>TOIL or flexitime can be used to reimburse a member of staff for some of the additional hours they have to work. Up to Band 7, where additional hours are authorised overtime should be paid unless the employee chooses time off in lieu (TOIL). Band 8-15, TOIL or flexitime can be used to reimburse the member of</p> | <p>Staff can choose to have this as an alternative method of compensation for additional time worked</p>   | <p>Staff may not have the time to take the TOIL or flexitime due to work pressures which contributed to them having to work the additional hours</p> |  |

|                                      |  |  |   |  |
|--------------------------------------|--|--|---|--|
|                                      | staff for some of the additional hours they have to work   |  |   |  |
| <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>                       | <p>The staff survey on working practices issued early on in the pandemic.</p>   |   |                        |  |
| <b>Employee well-being initiatives</b>                         | <p>Such as free eye tests, subsidised gym and leisure facilities, employee assistance programme</p>   | <p>Regular all staff emails reminding staff of what they are able to access are regularly sent out.</p> |                        |  |
| <b>Long Service Reward</b>                                     | <p>A certificate signed by the Lord Mayor and £290 voucher awarded to staff who have achieved 25 years' continuous service with Portsmouth City Council</p> |   | <p>Financial cost.</p> | <p>This is a long-standing award that staff have come to expect after their 25 years' service.</p> |