

Appendix 3: Options for Reward and Recognition at PCC

The table below lists a variety of options for reward and recognition. These could be used to reward and recognise the efforts made by staff as a result of the pandemic and recovery.

Members may also be minded to explore these options to implement future reward and recognition mechanisms for staff at Portsmouth City Council.

Reward / recognition Type	Description	Pros	Cons	Financial Cost	Link to other work/ corporate priorities/ solving a problem	Link to existing policies	Other organisations that have done this
<p>Team building 'away day'</p> <p>(Team level)</p>	<p>Team building 'away days' can include various activities that are used to enhance social relations, often involving collaborative tasks.</p>	<p>-Feedback from staff through staff survey has been that they have missed interaction with their team since the pandemic. A team away day would allow teams to come together, reconnect.</p> <p>-They can also be used to refocus on their purpose and how they will achieve their future objectives.</p> <p>-Time away from the workplace can boost morale and aid staff wellbeing.</p>	<p>Time away from work may be harder for some services to achieve due to other competing priorities/requirement for cover</p>	<p>-Variable depending on location, allowance given for lunch/refres hments activities chosen</p>	<p>-Social values team building activities helping the community at the same time</p> <p>-Connectivity- support teams in hybrid working model</p> <p>- Engaging with our partners, the voluntary sector and local businesses would also aim to reinforce collaborative working and highlight the community wide response to the</p>	<p>-Travel and Subsistence policy covers a value for staff to have meals and travel expenses paid for training activities</p>	<p>-CCG</p>

					<p>covid-19 pandemic.</p> <p>-Staff wellbeing- feedback that a lot of staff are feeling fatigued and experiencing 'burn out' from the increased workload experienced as a result of the pandemic</p>		
<p>Internal recognition scheme</p> <p>(can be implemented at: -Member level -Director level -Team level -Peer level)</p>	<p>Recognition scheme that highlights and acknowledges the dedication, hard work and commitment of staff.</p> <p>Can be in the form of : -e-cards -certificates, -pins/badges -Formal reward ceremony</p>	<p>-Improve staff morale and engagement</p> <p>- Categories for recognition can be linked to objectives at organisational, team, individual level</p> <p>-Assists with cultural change and encouraging certain behaviours across the organisation</p> <p>-Minimal cost to the service and allows multiple levels of recognition to be used if required</p> <p>-Offers a non-financial mechanism to</p>	<p>-Recognition would need to be applied fairly so that it didn't demotivate those that weren't being recognised for their work</p>	<p>-Variable depending on recognition method- no cost if via an e-card, more cost if it is via pins/badges or a formal reward ceremony</p>	<p>-The reasons /categories for recognition can be linked to other corporate priorities, this will help to reinforce cultural and behavioural change</p>	N/A	<p>Cumbria County Council (launched a peer-to-peer recognition scheme that resulted in more than 1,200 messages of thanks were received by employees from their colleagues).</p> <p>Brighton and Hove CC established a programme for recognising exceptional contribution of individuals and teams through 'The Big Difference Reward Scheme'. (included a reward ceremony attended by the CX and Lord Mayor)-currently suspended due to covid restrictions.</p>

		<p>recognise hard working members of staff. Managers are often seeking an alternative to an Honoria payment, this would allow this.</p> <p>-Can drive sustainable improvements in performance</p> <p>-Wider reaching and more meaningful</p>					<p>Brighton and Hove CC also plan to set up a 'thank you scheme' centred on web-based nominations from staff and the public to recognise outstanding work.</p> <p>Hertfordshire CC sent thank you messages, cards, emails and certificates to recognise the contribution by staff; Pin badges are being designed for staff as a symbol of the role they played in the council's response to the Covid-19 pandemic; plans for a new Herts Applause system for employees to send online cards.</p>
<p>Additional days annual leave at Christmas (Organisational level)</p>	<p>Provide an additional day's annual leave to staff, to be used by a particular date over the Christmas period. Often referred to as a 'sandwich day' as it bridges the gap between bank holidays</p>	<p>-Popular amongst employees who value holiday, work life balance and a sense of well being</p> <p>-Staff are familiar with this form of reward as it has been used in previous years</p> <p>-Fairly simple to implement</p>	<p>-Can put pressure on services as many are short staffed during this period</p> <p>-Some staff have to work at Christmas time; they would have to use their additional day at a different time. This has led to negative feelings from staff who would like to spend Christmas with their family but their service is unable to</p>	<p>-Cost to be determined by finance</p>	<p>-Wellbeing- improve work/life balance</p>	<p>This is an existing term within the Green book terms and conditions. It allows for additional day at Christmas, known as the 'Sandwich Day'.</p>	<p>-Hertfordshire County Council</p> <p>-Warwickshire County Council</p> <p>-Kent County Council</p> <p>-South Gloucestershire Council</p> <p>-Chelmsford City Council</p> <p>-Cambridge City Council (gave 3 extra days)</p>

	and working days.		<p>shut for Christmas period (e.g. Adults social care).</p> <p>-Many staff already have excessive leave to take because of increased workloads, giving the additional day will only exacerbate the problem.</p> <p>-Loss of productivity</p>				
<p>Wellbeing day (Organisational level)</p>	<p>An additional days leave for staff to take as and when they feel they need to.</p>	<p>-This can be used at any time so not putting pressure on services</p> <p>-Would meet the request/expectations of Trade Unions</p> <p>-Staff have described a feeling of 'burn out' following the pandemic, this would allow them a day to focus on their wellbeing</p> <p>- Wellbeing day activities could be documented and shared with colleagues to boost moral and encourage others to use their days to improve their wellbeing</p>	<p>-Puts additional pressure to take leave. Staff already struggling to fit annual leave in with current work demands.</p> <p>-Loss of productivity</p>	<p>-cost to be determined by Finance</p>	<p>-Improving employee wellbeing can help to reduce absenteeism.</p> <p>-A large proportion of staff are also residents in Portsmouth, improving staff wellbeing will also link to the City vision to tackle health issues, and encourage active, healthy lives</p>	<p>-Annual leave policy, an employee would still need to gain agreement from their manager of when they could take their 'wellbeing day'</p>	<p>-Brighton and Hove City Council awarded an additional day off as a 'thank you day'</p>

		-If staff wellbeing and morale are improved, so will productivity and the service they deliver to residents					
<p>Monetary reward</p> <p>(can be implemented at: -organisational level -service level -team level -individual level)</p>	<p>-Paying a one off sum to employees for rewarding their dedication and hard work during the pandemic and recovery or as a future reward mechanism to reward exceptional performance</p> <p>Could be issued as part of a formal reward ceremony</p>	<p>-If the monetary value is considered proportionate then monetary rewards can be motivating for staff and act as an incentive to encourage the continuation of similar efforts/behaviours</p>	<p>- The Council are under financial pressures following the pandemic and this will increase costs further</p> <p>-Would need to decide how the level of reward was to be granted and to whom- at individual level, team level, service level, organisational level- could result in it being a divisive scheme if only certain teams were eligible. It could also lead to claims for inequality of pay and/or discrimination claims</p> <p>-If awarded because of the contribution during pandemic/recovery, the merit of any monetary value will be significantly different for each employee. Therefore, it may act as a disincentive if the</p>	<p>Dependent on level of reward offered-cost to be determined by Finance</p>		<p>Honoraria payments can be made under our Additional and Exceptional Duty Payments</p>	<p>Essex County Council awarding a financial reward to ASC and C and F. in the form of a £100 voucher (September 2020). 2021, everyone will receive an additional days leave, front line staff in ASC and C and F received £50 to spend via Reward Gateway to exchange these for gift vouchers. All other managers in other areas were reminded of the Reward Policy that allows a recognition payment to be granted up to a value of £25.</p> <p>Surrey County Council agreed in December 2020 that a one-off unconsolidated payment of £250 per person to frontline staff within Adult Social Care Service Delivery and Children's Residential Care would be made in recognition of their work through the</p>

			<p>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>pandemic on the basis that the payment is:</p> <ul style="list-style-type: none">•in recognition to the individual and the team effort in Service Delivery that nearly all staff will get a non-consolidated recognition payment of £250 per person to be paid in December 2020•staff who are eligible for the payment are all permanent staff, staff advised not to work during the pandemic, either as a result of shielding or a risk assessment and Bank workers who have worked during the period of the pandemic•if staff have more than one contract, they will only receive the payment once, and payments will not be grade or contracted hours related as a flat rate of £250 will apply•employees will not be eligible for the payment if they chose not to work during the pandemic or were appointed on or after 1 December 2020
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